

# Ten from Ten

10 lessons from 10 years of Sustainability



Architects of  
Positive  
Futures

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# Introduction

**Dr James Robey,  
Vice President - Global Head of Environmental Sustainability**



2008 was a significant year for the environmental sustainability agenda in the UK. The Climate Change Act 2008 passed into law, setting a 2050 target and providing a roadmap for the reduction of greenhouse gas emissions and an agreed system of carbon budgeting.

2008 was also a significant year for Capgemini in the UK, marking the launch of our environmental sustainability programme and the formalisation of our carbon reduction targets. Ten years later and much has changed with the sustainability agenda moving from the margins to the mainstream.

As we reach this milestone, I have been reflecting over the last decade to pull together a series of thoughts on 10 lessons learnt over 10 years:

‘Lessons 1-3’ focus on the first pillar of our strategy ‘We are Accountable’ – which is about managing our environmental impacts to meet our ambitious targets.

‘Lessons 4-7’ focus on the second pillar of our strategy ‘We are Resourceful’ – which is about reducing our key environmental impacts (business travel, energy use and waste management).

‘Lessons 8-10’ focus on the third pillar of our strategy ‘We are Impactful’ – which is about recognising the greatest contribution we can make to addressing climate change is through the services we deliver to our clients, made possible through the talent and innovation of our people.

In total, since 2008 our efforts across Capgemini UK have helped us achieve a 42% reduction in absolute carbon emissions, a 54% reduction in office energy consumption and an 18% reduction in business travel emissions.

To find out how we have achieved these reductions and what we have learnt along the way please keep reading this report.



Our Positive Planet Programme is part of our wider commitment to become Architects of Positive Futures - Our ambition is to be recognised as a leading responsible Company using our expertise for positive impact.

To find out more about our Architects of Positive Futures programme, click [here](#).

# Environmental Sustainability at Capgemini UK

Our Positive Planet programme has **three key pillars**:

## We are **Accountable**

We monitor and report our environmental impacts transparently using a world-class carbon accounting system, to meet our ambitious Science-Based Targets.

## We are **Resourceful**

We drive efficiency and innovation across our business operations, focusing on our most material environmental impact areas – travel reduction, energy efficiency and waste management.

## We are **Impactful**

We recognise the greatest contribution we can make to addressing environmental challenges is through the services we deliver to our clients, made possible through the talent and innovation of our people.

## Highlights





# Lesson 1

## Be **bold** with your targets



**Boldness is one of the seven core values that have guided Capgemini throughout the past 50 years, and this value has also been core to our approach when setting carbon reduction targets.**

Capgemini UK established its inaugural sustainability targets in 2008, which we subsequently embedded into our ground-breaking seven-year IT services contract with the Environment Agency. The contract was acclaimed as the greenest in the government as explained below by our company Chairman:

“That contract was a real milestone. We put our environmental targets in as a condition of the contract. We were so serious about the targets that, not only did we put them

on a wall and in our reports, we put them in a contract.”

**Christine Hodgson,  
Capgemini UK  
Chairman**



### **Inaugural Target: To reduce our carbon footprint by 20% by 2014 - excluding data centres (vs. 2008)**

In 2012, we achieved our initial headline target of reducing our carbon footprint by 20% by 2014 (excluding data centres which were given their own specific target) two years ahead of schedule. By 2014, we had achieved a 28% reduction significantly over-achieving our initial aspiration.

As well as our headline carbon reduction target we set a number of supporting targets including a business travel emissions reduction target - to reduce carbon emissions related to business travel by 30% by 2014 (vs. 2008).

In an industry which is heavily reliant upon the mobility of its people to meet the needs of its clients, business travel poses a significant challenge and we fell short of our 30% reduction target. Whilst we did not meet the target, setting an ambitious target and establishing an award winning 'TravelWell' programme did help us achieve an impressive 22% reduction in business travel emissions between 2008 and 2014.

**Incremental Target: To reduce our carbon footprint by a further 10% by 2017 (vs. 2014)**

Having delivered on our initial headline target, we then established an incremental target to reduce our overall carbon footprint (excluding data centres) by a further 10% by 2017 while considered setting appropriate longer-term targets. This we did in 2016, with Capgemini UK becoming the first company in the IT services and consulting sector to establish a "science-based target".

A "science-based target," verified by the Science Based Targets initiative (SBTi), ensures our carbon reduction objectives are in line with the level of decarbonisation required to limit global average temperature rise to well below 2 degrees Celsius, the goal set out at the 2015 COP21 conference in Paris.

We analysed the various methodologies available before agreeing on our key metric (emissions per employee) as the most appropriate for our business, underpinned with a focus on driving an absolute reduction in our largest impact areas, business travel, and office and data centre energy use. Our focus centres on reducing our total carbon footprint whilst decoupling our business growth from our emissions. This is particularly important in our sector where predicting the future shape of the industry in 2030 is highly challenging.



# Science-Based Target

To reduce our carbon footprint per employee by 20% by 2020 and by 40% by 2030 (vs. 2014)

## Setting a Science-Based Target

Striving to achieve half our target in the first five years was another bold move, and while not necessary to achieve validation from SBTi, was driven by two factors. First, from an environmental perspective, front-ending the target reduces the total amount of greenhouse gas emissions released into the atmosphere, and second, from the business perspective, it created a sense of urgency which has helped to mobilise our people and demonstrate the scale of what is achievable.

Publicly committing to an ambitious and long-term target, particularly in an uncertain economy, could have been perceived as a risk. However, our senior leadership were committed to making a material difference as explained by Paul Margetts (Managing Director, UK Business Unit):



“Setting these targets was a bold move, and it's paying off. In three years, we have reduced our carbon emissions per employee by 30%, driven by

operational efficiency programmes and our people consciously taking action to help reduce our collective carbon footprint.”

**Paul Margetts, Managing Director,  
UK Business Unit**

As noted by Paul Margetts, once again the business has responded to a bold target, and by the end of 2017 had achieved a 30% reduction over-achieving the 2020 20% target and three-quarters of the way to delivering the 2030 40% target.

Beyond reducing our own direct operational impacts, we recognise the greatest contribution we can make to addressing global environmental challenges is through the services we deliver to our clients. We have been developing a deeper understanding of the carbon benefits our services can bring to clients across the whole Capgemini Group and consequently have recently announced a Group-wide client-facing sustainability target:

**Our new 2030 global sustainability target is to help our clients save 10 million tonnes of CO<sub>2</sub>e**

## New Global Sustainability Target

This is our boldest target to date, being both global and once-again sector leading. It will see us help our clients to eliminate 20 times Capgemini's global annual greenhouse gas emissions (approximately 500,000 tCO<sub>2</sub>e) by leveraging our service offerings. While meeting this target will require innovation and collaboration across the Capgemini Group as well as with our clients, we believe that this is not only possible, but also vital for achieving a more sustainable future for our planet.



# Lesson 2

## Unlock your data



At Capgemini UK, we are helping clients unlock their data through our Insights and Data practice which combines technology excellence and data science with business and industry expertise to help drive valuable and actionable insights from data. We apply the same data insights principles to our internal carbon data, leveraging our rich set of data to inform our sustainability strategy.

Good data is fundamental for making good decisions, and that is why we have underpinned our sustainability program with our comprehensive data set comprising 10 million data points collected and analysed each year. We work hard to ensure our data is relevant, comprehensive, consistent and complete, with one central team collating, processing and reporting our data.

Visualising data so that decisions can be made easily is critical to the success of any carbon accounting process. When we launched our sustainability programme in 2008, we started with a set of spreadsheets calculating the UK's annual carbon footprint and presenting the outputs as simple line graphs and bar charts. As we matured, we developed new ways of visualising this data to derive greater insights.

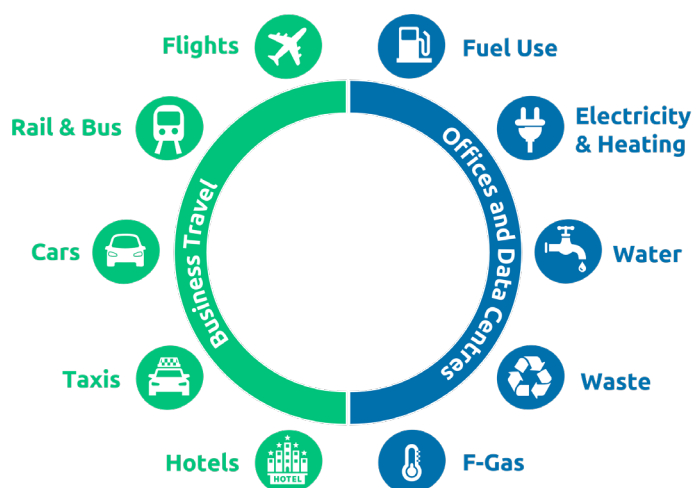
We track our progress towards our headline science-based target using rolling year data as this minimises the monthly and seasonal fluctuations. More sophisticated charts, such as the tree map chart of carbon data by source by country, are employed for analysing carbon hot-spots across the Capgemini Group.

On the micro level, we are able to generate both project-specific carbon reports for clients and individual carbon statements for our people, enabling individuals and teams to track their own emissions and identify opportunities for carbon reductions where possible.



On the macro level, across the Capgemini Group, our carbon accounting tool enables us to forecast global emissions, track progress against our ambitious environmental targets and react to risks and opportunities as they emerge. The quality of our forecasting is tested each year when we have to extrapolate much of our Q4 carbon emissions in order to report our full-year global carbon emissions in February for inclusion in our Group Annual Report. We then recalculate the actual footprint in April once the final full year figures. Both sets of data are audited by our external financial auditors, KPMG, with this year's variance between the extrapolated data and actual data being only 0.36%.

We also compare the environmental performance of Capgemini UK's individual business units to ensure that each business area contributing to our reduction campaign. This data is reported monthly to the UK Architects of Positive Futures Board (chaired by Paul Margetts – Managing Director and comprising senior representatives from across Capgemini UK).



## Global Carbon Hackathon

Always striving to identify innovative approaches to data analytics, in 2017, we undertook our unique Global Carbon Hackathon. Aiming to disrupt and innovate with our carbon data, the Global Carbon Hackathon unleashed the power of collective creativity to provide fresh insight into our carbon data.

For a two-week period, 52 teams representing 11 countries from across the Capgemini Group were given access to an extract of our carbon data with the goal of developing innovative new ways of visualising and extracting insight from the data. The competition captured the imagination of over 200 data scientists, developers and analysts who developed new ways to visualise the data and created innovative ideas for applications that could drive reduction of carbon.

The best ideas were shortlisted by technology and sustainability experts from across the Capgemini Group, with the eight shortlisted teams asked to pitch their ideas to a panel in a final Dragon's Den style event. The panel consisted of senior leaders from across the Group including Christine Hodgson (Chairman, Capgemini UK and Group Head of CSR), Frank Wammes (Chief Technology Officer, Capgemini Netherlands) and Patrice Duboé (Innovation VP, Capgemini France).

The final winners were a UK-based team named Greenovation. Their entry combined interactive data visualisations designed to inform strategic decision-making, with an idea for employee app to allow teams to track and compete to reduce their travel impacts. The quality of the ideas from all teams was so high that 2018 will see us take forward several of the best ideas for further exploration.

**Our Carbon Hackathon unleashed the power of collective creativity, to provide fresh insight on our carbon data**



# Lesson 3

## Use the **expertise** of your **people**

Founded by Serge Kampf in 1967, Capgemini has grown from six pioneers working out of a two-room apartment in Grenoble to a global company with over 200,000 people present in over 40 countries. This extraordinary growth has been fuelled by a spirit of entrepreneurship.

When we established our sustainability programme in 2008, we embraced this same entrepreneurial spirit, calling upon the talent and passion of our people to help us in our quest for a more sustainable future. This enthusiasm and expertise has enabled us to deliver the majority of our progress using the talent of our people. Two clear examples of this have been in the development of our carbon accounting approach and the evolution of our Environmental Management System (EMS). Both started as initiatives in the UK and have grown over time to provide the backbone of our global approach to environmental management.

By using our own expertise and developing our internal capabilities, we believe we have created a more tailored, consistent and efficient approach to environmental management across the Capgemini Group. Since the inception of both the UK Environmental Management System

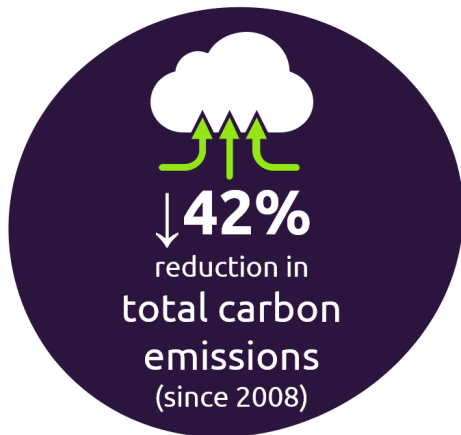
(EMS) and Carbon Accounting programme in 2008, the same core team has gradually expanded to support other countries from around the Capgemini Group, ultimately achieving global carbon emissions reporting in 2012 and a Group ISO 14001 certification in 2016.

Our central business philosophy is that 'People Matter Results Count' and this philosophy runs through all our Environmental policies and practices. When we established our Environmental Sustainability programme we put our people first, engaging them to ensure that sustainability became central to our business operations and decision-making processes. We began by developing an online environmental awareness training which is mandatory for all our people. Building on this, we frequently release engaging communications and reports to educate and inform our people on our latest sustainability aspirations and achievements.

Our people-centred and entrepreneurial approach to environmental management has helped shift sustainability from being the responsibility of a small team of experts, to being an integral part of Capgemini's corporate culture.

# Environmental Performance

Capgemini UK (2008-2018)





# Lesson 4

## Prepare for a **marathon** not a **sprint**

When we set out on our sustainability journey 10 years ago, we began by focussing our efforts on reducing the energy used in our offices and data centres, as these were our two largest sources of direct carbon emissions. We soon learnt that there was no quick fix and that achieving any significant energy savings would require a wide-ranging programme of activities spanning behaviour change campaigns, new technologies and infrastructure improvements. We prepared ourselves for a marathon not a sprint.

Over the past decade, we have reduced our annual office energy consumption by 54% leading to a cumulative energy reduction of over 67 million kilowatt hours (kWh). We have also reduced the annual carbon emissions associated with our office energy consumption by 68%, which we estimate has prevented over 34,700 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) from being emitted into the atmosphere over a 10-year period. All these actions combined with the environmental benefits and resource efficiency gains, have helped us save approximately £1.75 million in energy costs proving that there is a strong business case for energy efficiency programmes.

### **Optimise the energy efficiency of your office space**

Since 2008, we have almost doubled the energy efficiency of our offices through our ISO 50001 certified energy management system. Achieving this was no mean task. We started simple - making small changes to the things that were within easy control, such as maximising the use of natural light, managing office temperatures centrally to maximise efficiency and investing in energy saving technology such as LED lights and new hand driers. By installing building management systems (BMS) across our estate we were able to automate our building controls to maximise efficiency as well as provide zonal management of our building. With the data collected by the BMS we are also able to conduct analyses to identify inefficiencies within our operations and then apply corrective measures accordingly.

**Over the past decade, we have saved over 67 million kilowatt hours of electricity.**





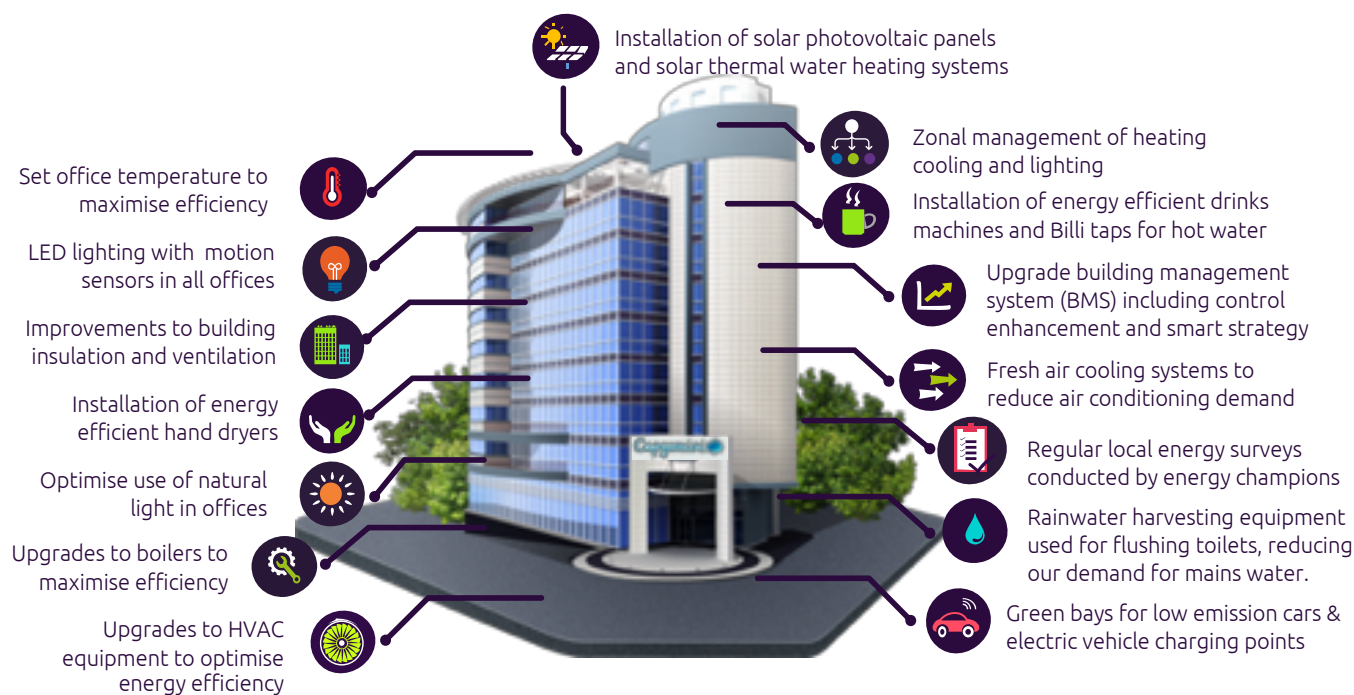
We have reduced the office energy consumption per person by over a half  
**(54%)**

In 2009, we established a sustainability carbon fund dedicated to infrastructure improvement and energy efficiency schemes. The fund was used for a number of projects, from installing solar panels and rain water harvesting units, to replacing inefficient HVAC and boiler systems.

However, the real success of the carbon fund was in changing the perception of the finance team, who began to appreciate the clear business benefits of investing in energy saving measures. The sustainability fund has ceased to be required since these types of investments have become common practice within our real-estate strategy.

We take the same approach with all investments to ensure a positive outcome; starting with a pilot to test the technology and educate key stakeholders to ensure they can adopt the technology. We then measure the outcome of the pilot and if successful, we scale the technology across our estate, measuring the collective savings through our carbon accounting system.

## Sustainable Offices: Energy Efficiency Programme



## Consolidate your office space by working smarter

By using our office space more intelligently, we have been able to consolidate our portfolio of offices. For example, in 2016, we integrated two of our London offices into one central office. This involved reducing the London office floor area by 57% and resulted in estimated energy savings of over 700,000 kWh per year. To achieve this, we completely redesigned our central London office to maximise the utilisation of our space and accommodate for our peoples' varying needs.

By moving from fixed to bookable hot desks, we ensured optimum use of our office space, whilst providing alternative spaces such as collaboration zones for team planning sessions and digital hubs for virtual collaboration. By consolidating our office space and using it more intelligently we have more than halved the amount of office energy consumed per person since 2008.

**Since 2008, we have doubled the energy efficiency of our offices through our ISO 50001 certified energy management system.**



Energy use per square metre has reduced from  
**44 kWh/m<sup>2</sup> in 2008 to  
21 kWh/m<sup>2</sup> in 2017**



## We are committed to investing in renewable energy

In 2008, we made a simple but important decision - we changed our energy policy to procure green electricity for 100% of our offices and data centres where we are responsible for the energy contracts, and we have done this continually since 2008 under successive long-term electricity contracts.

While renewable energy is now common place within commercial energy procurement strategies, it only contributed 5% to the UK energy mix in 2008 and very few companies had committed to purchasing 100% renewable energy. Our rationale for switching to a 100% renewable energy tariff was to help stimulate the increase in renewable energy production within the UK energy market. The UK has significantly increased its investment in renewable energy over the past decade. In fact, during the first quarter of 2018, 30.1% of the electricity consumed in the UK came from a renewable energy source.

Not only are we committed to purchasing renewable where we can, we have also invested in a number of renewable energy generation projects. Accordingly, we have installed both a solar thermal system and solar photovoltaic (PV) panels on the roof of our Aston office. Since 2015, the panels have generated 307,000 kWh of clean energy which is enough to power 78 homes for a year.

Since 2008, we have purchased 545 million kWh of renewable energy:

- **82%** of our electricity use since 2008
- Equivalent to a wind turbine running for **90 years**
- Enough to supply **138,000** homes with energy a year
- Helping avoid **21,000** tonnes of CO<sub>2</sub>e a year (market-based emissions)

We have purchased  
**545 million kWh**  
of renewable energy since 2008

Enough to supply **138,000 UK homes**  
with energy for one year



# Lesson 5

## Tackle the **elephant** in the room



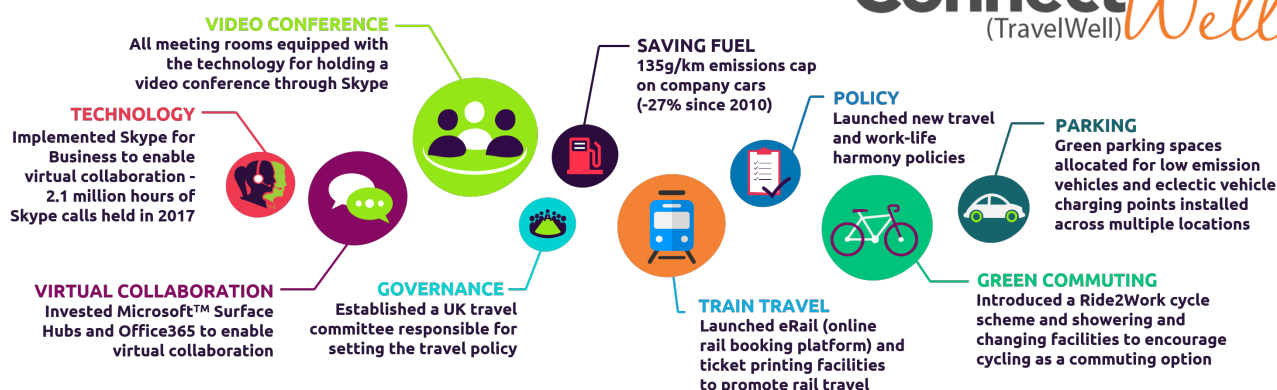
Business travel is often lower down the list of priorities for organisations to address – it's a "Scope 3" or "indirect" emissions source, meaning it can be hard to measure and even harder to influence. However, as a people-centred business with a growing global client base, business travel is significant impact area, now accounting for over half of Capgemini UK's carbon footprint. Therefore, it quickly became critical for us to address this travel challenge head on – we needed to tackle the elephant in the room.

We began by developing an accurate understanding of our business travel emissions using our world-class carbon accounting capabilities. We went on to develop TravelWell, our holistic and award-winning approach to sustainable travel.

This programme has since evolved into ConnectWell, recognising that in a digital age, our focus should not be on travel but more broadly on how we enable our people to connect with clients and colleagues in a sustainable way. Travel is only one component of this.

Since 2008, we have achieved an 18% reduction in our absolute business travel emissions. This reduction is made even more significant within the context of Capgemini's growing headcount and increasingly global client base. In particular, we have achieved a 45% reduction in car emissions by reducing our company car fleet emissions average by 32% (107g/km in 2017), as well as promoting train travel and lift sharing as a more sustainable alternative.

**Connect**Well  
(TravelWell)





## Taking our people on the journey

We have continually communicated to employees the importance of taking a sustainable approach to business travel from an environmental, economic and wellbeing perspective and have learned a lot about what resonates and what doesn't. Over a number of years, we provided employees with individualised travel carbon statements – the theory being that if people could see their carbon impacts of their business travel this would help them make a more informed decision on how to travel. Whilst the statements may have helped some to understand the carbon associated with their travel, for others they became a reminder of a situation they had limited influence over, and as such did not achieve the desired outcome. There is no one-size-fits-all solution to the challenge, which is why we have spent time researching and developing profiles of the different types of travellers within our business and engaging with our larger client account teams to understand their specific travel requirements.

Promoting the time and wellbeing benefits of reducing excessive business travel has often proved more effective than focussing on a less tangible aspect like carbon. Our current approach is wide-ranging - designed to equip people with the tools, policies, infrastructure and information they need to make smart decisions when it comes to connecting with clients and colleagues and to reclaim their time from excessive travel where possible.

## Connecting people in a digital age

Business travel emissions remain a key focus for the sustainability team with a new target in place to reduce business travel emissions by a further 25% by 2020. The most powerful way of doing so remains to avoid travelling where possible, and our ability to work and collaborate virtually is essential in today's digital age of flexible workforces.

We have made significant investments in online collaboration technologies and encourage our people to embrace new ways of connecting virtually, without compromising

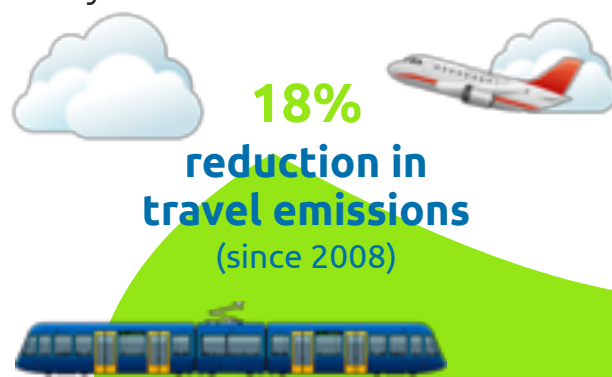
on the value we gain from spending time face-to-face with our clients. Ensuring our people can seamlessly and securely connect from any device, in any location, is critical to success, so we have been partnering with our global IT function to deliver this programme. We have seen an excellent take-up in virtual collaboration, with 2.1 million hours of Skype for Business calls undertaken in 2017 (a 44% increase from 2016). We also continued to roll-out new technologies, such as Microsoft Surface Hubs, which enable users to collaborate on documents and digital whiteboards across multiple locations in real-time.

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**Business travel emissions remain a key focus for the sustainability team with a new target in place to reduce business travel emissions by a further 25% by 2020.**

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Listening to the feedback of our people has been critical to taking them on the journey with us and developing programmes that address their needs. We have run several employee surveys to gather feedback and generate new ideas and solutions to the challenge. For example, in a recent ConnectWell survey we found that the greatest barrier to transitioning to more virtual collaboration is the lack of shared norms and behaviours. To address this, we have started running a number of virtual collaboration pilots to understand and develop what shared norms and behaviours we need as a business. We are already finding that simple steps such as normalising switching on video cameras during conference calls are increasing the effectiveness of our virtual collaboration and the level of engagement when working remotely.



# Lesson 6

## Rewrite the rule book



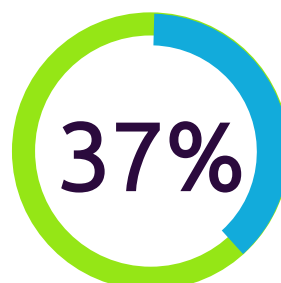
Globally, it is estimated that data centres contribute an equivalent amount of greenhouse gas emissions to the aviation industry and a recent academic study predicts that their contribution will increase to 3.2% of the global carbon emissions by 2025. However, data centres are also an integral part of our economy and society. Every time we make a purchase online, send an email, stream a video or post a picture on social media, we are utilising a data centre somewhere in the world.

**Not willing to accept that delivering world-class IT services to our clients must come at the expense of our natural environment, we set about rewriting the rule book on data centres to find a more sustainable solution.**

When we set out on our sustainability journey in 2008, the electricity consumed by our data centres accounted for approximately 70% of our total electricity consumption and more than half of our total carbon emissions. This was due to the extremely energy intensive activities of powering and cooling the servers. Not willing to accept that delivering world-class IT services to our clients must come at the expense of our natural environment, we set about rewriting the rule book to find a more sustainable solution.

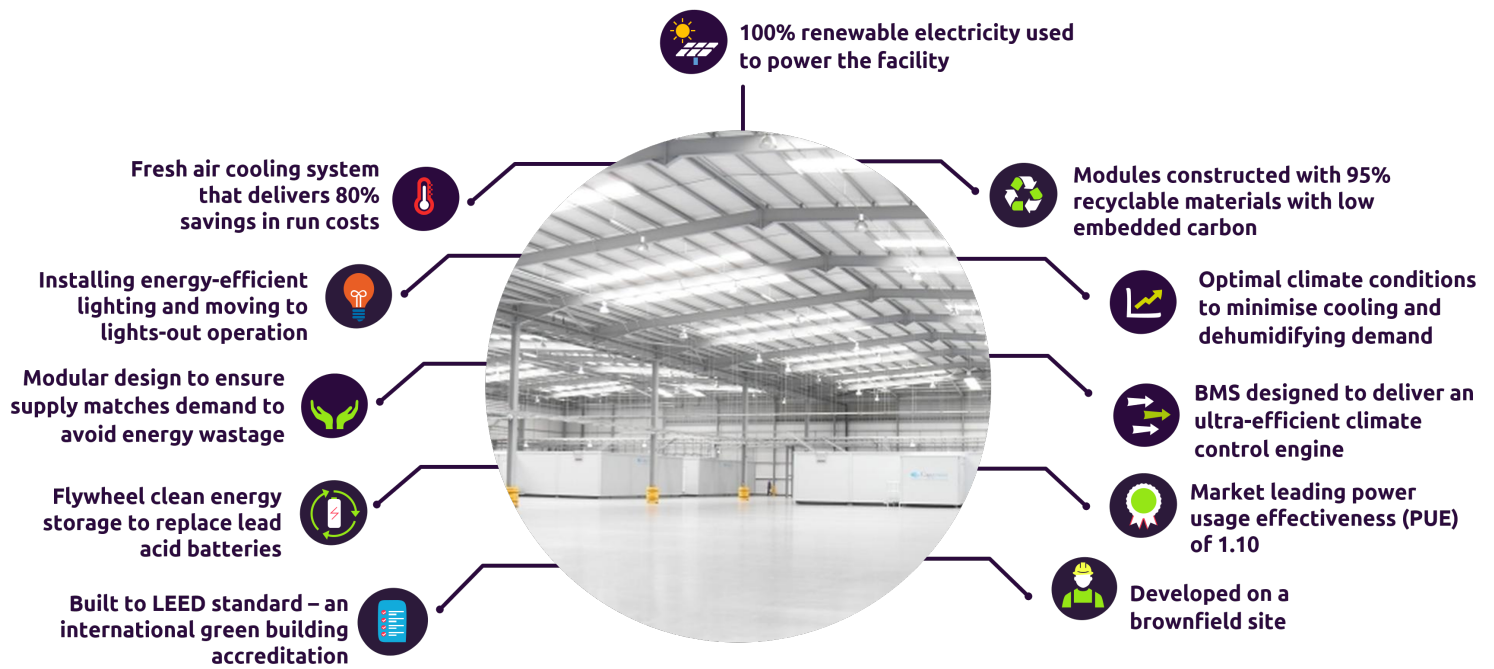
In September 2010, we opened Merlin - our pioneering sustainable data centre. Located in Swindon, this state-of-the-art, high specification facility set a new global standard for energy efficient data centres, which are good for the environment and good for business. Our team re-examined, reconsidered and redesigned every aspect of the “traditional” data centre model, and effectively rewrote the rule book.

By taking a totally fresh approach, identifying the right suppliers, utilising the best available technologies and selecting an optimal geographical location, we were able to create a new standard for sustainable data centre design and build. In doing so, we not only addressed the need to use power more efficiently, but we also considered how a range of other sustainability requirements could be met and costs reduced for our clients.



**Reduction** in data centre energy consumption (since 2008)

## Merlin: One of the world's most sustainable data centres



## Market leading Power Usage Efficiency

Power Usage Efficiency (PUE) is the industry metric used to measure data centre efficiency and in 2011, the market average PUE was 1.98. During controlled factory testing, under the full range of specified environmental conditions, Merlin achieved a PUE of 1.08 and under operational conditions, with the additional calculated electrical and UPS losses, Merlin achieved a PUE of 1.10, making it one of the most sustainable data centres in the world.

Merlin was recognised externally for its innovative approach to sustainability, being awarded the EU Code of Conduct Award for 'Data Centre Innovation and Energy Efficiency', as well as being certified as a Tier 3 facility by Uptime Institute, one of only three such sites in the UK at the time.

In total, through a combination of consolidating and optimising our facilities, we have achieved a 37% reduction in data centre energy consumption since 2008 (saving over 13.5million kWh of energy enough to power 3,400 homes in the UK for one year).

**We have achieved a 37% reduction in data centre energy consumption since 2008 - saving 13.5 million kWh of energy**





# Lesson 7

## Look through a **different lens**

We all look at problems through different lenses and from various perspectives. Consider waste as an example, when first looking at the problem of waste, we focussed our attention and efforts on tracking where it ended up. We installed central waste recycling points in all offices with separate, clearly labelled bins for recycling, landfill, paper and food waste. We worked with our waste carriers to ensure that it was being correctly handled and disposed of and we put ambitious targets in place across our larger offices to send zero waste to landfill. These measures helped to significantly reduce the amount of waste we were sending to landfill, with 95% of our waste diverted from landfill in 2017.

Whilst, the measures we had put in place were proving very effective, they weren't addressing the root-cause of the problem as demonstrated by the fact that the absolute amount of waste generated in 2017 increased by 12% compared to the previous year. We knew that we needed to look at the problem through a different lens, focussing not only on where our waste ended but where it came from in the first place.

As a business, we buy thousands of products each year that could potentially become or create waste; from single use kitchen items and office furniture to marketing merchandise and IT equipment. By re-assessing the products we buy, their design, what they are made of and how long they will last, we can begin to reduce the amount of waste generated through our operations. Not only are there clear environmental benefits in doing so, it also generates cost savings for the business.





## Helping our people Rethink Waste

On World Environment Day in 2018, we challenged our people to 'Rethink Waste' by running a social media and internal communications campaign encouraging them to think about the steps they can take to remove waste from their working day, whilst also promoting our initiatives to reduce waste in our operations.

The campaign #stopbuyingwaste was a great success with over 800 people globally engaging with the campaign and sharing the actions they were taking. Through measuring the amount of waste created before and after the campaign, we saw a 7% reduction in waste brought into our UK offices, which is the equivalent of every office-based employee reducing their personal consumption by one water bottle, two coffee cups, five pieces of paper and one lunch paper bag.

## Four principles of our Stop Buying Waste programme:

We are currently looking at ways of applying these principles within our operations and procurement activity, and have already identified some quick wins to stop buying waste.

**Buy Less:** We invested in a new piece of technology which charges normal tap water with electricity to create a powerful natural cleaning solution. By installing these machines, we no longer need to buy single-use disinfectant and we've created a more sustainable way to keep our offices clean.

**Increase Life:** We have replaced our traditional fluorescent office lighting with LED equivalents. This decision wasn't only good for reducing our office energy consumption, but it also reduced the amount of hazardous waste we generate over time since LED lights have a significantly longer life expectancy compared to fluorescent lights and do not contain hazardous chemicals such as mercury.

**Design for reuse:** When refurbishing our offices, we purchased office chairs which are 91% recyclable at the end of their useful life as well as carpets which are 100% recyclable. We also look for ways of giving new life to old items, for example by donating old office furniture to local charities and community groups.

**Sustainable Materials:** We replaced foamcore (a non-recyclable material that is used during client events for illustrated drawings and signage) with a recyclable cardboard alternative. We also worked with our mobile phone provider to ensure sim cards are sent in paper envelopes as opposed to plastic bags.

There is a long way still to go, but by applying these principles we believe that we can make a substantial reduction in the amount of waste we generate through our operations.



### Buy Less

find ways to use less



### Increase Life

remove single use products



### Design for Reuse

choose products with a second life



### Sustainable Materials

buy renewable, compostable recyclable materials

# Lesson 8

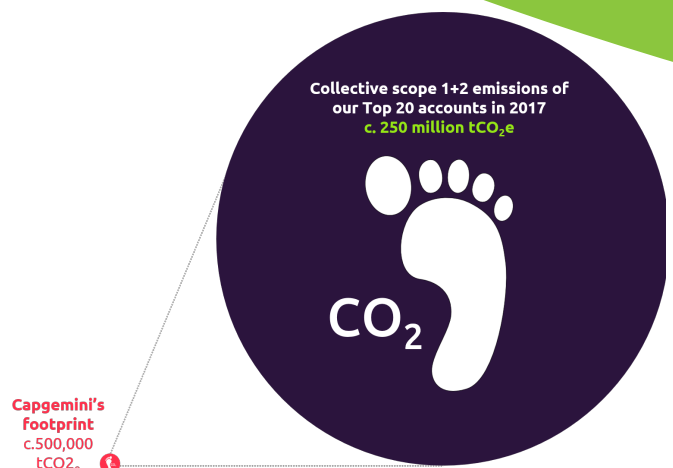
## Focus on where you have the greatest **positive impact**



Since the beginning of Capgemini UK's sustainability programme, we have approached the topic with a sense of urgency, driven by our understanding of the risks posed by climate change. At this critical moment, the question that companies need to be asking is, what is the most material impact our organisation can make to address climate change? This is the question which has helped redefine our sustainability agenda.

Whilst we do not underestimate the importance of reducing our own operational footprint, the combined direct carbon emissions of our top 20 global clients is approximately 250 million tCO<sub>2</sub>e per year; this equates to over 500 times Capgemini's global annual carbon emissions (c.500,000 tCO<sub>2</sub>e). Thus, if we can help our top 20 clients achieve even a 0.002% reduction in their emissions through our transformation and technology services, this would be equivalent to eliminating Capgemini's entire annual carbon footprint. It is this fresh perspective which led the Capgemini Group to announce a new bold target in 2017 - to help our clients save 10 million tCO<sub>2</sub>e by 2030.

**According to the Global e-Sustainability Initiative the ICT sector has the potential to cut greenhouses gases by 9.7 times that which it produces**



Demonstrating our ability to help our clients with their sustainability challenges is also becoming an important business credential. We know that many of our clients are already facing business pressures stemming from resource scarcity and disruption to operations from climate change related events. Businesses across all sectors are looking to find new ways of operating which increase efficiency and reduce cost whilst enhancing their sustainability.

We firmly believe that technology is one of the key levers we have to meet the mounting challenges of climate change. The fourth industrial revolution, driven by technologies such as artificial intelligence, machine learning and the Internet of Things, is set to transform how humanity manages its environmental impacts. These technologies possess the capability, if applied correctly, to play an instrumental part in rapidly decarbonising the global economy. According to the Global e-Sustainability Initiative, a leading resource on best practices for achieving integrated social and environmental sustainability, the ICT sector has the potential to cut global greenhouse gas emissions by 9.7 times that which itself produces. As a global leader in consulting, technology services and digital transformation, Capgemini is in a significant position to leverage its capabilities and expertise to enable clients to address their most pressing sustainability challenges.

**The net positive initiative is about defining new ways of doing business that put more into society, the environment and the global economy than they take out.**

The journey to understanding the sustainability benefits of our technology solutions began in 2009, when we signed a landmark seven-year IT services contract with the UK Government Environment Agency, which at the time was heralded as the most sustainable ICT contract in Government. We wrote sustainability targets and service level agreements into the core of this contract ensuring that sustainability was absolutely integral to every aspect of our service delivery. This bold step mobilised the business; failure was not an option, so a robust plan was developed to set about decarbonising our operations and delivering sustainable IT services to our clients. This included rewriting the rule-book on data centres to create one of the world's most sustainable data centres, Merlin.

In 2013, Capgemini UK became a founding member of Net Positive, a cross-sector coalition that aimed to shift the role of business in society, changing the focus from minimising negative impacts to defining new ways of doing business that put more into society, the environment and the global economy than they take out. We particularly focused on how technology can be leveraged to enable our clients in the UK to reduce their carbon emissions and achieve their sustainability targets. We started this approach as a pilot in the UK but quickly came to realise that in order to maximise our contribution in addressing climate change, we needed to scale the pilot to assess the sustainability benefits of our global portfolio of client services.

### **Our global sustainability target**

The new target announced by the Capgemini Group in 2017, to help our clients save 10 million tCO<sub>2</sub>e by 2030, is our boldest step in our sustainability journey so far. Since announcing this ambitious target, we have discovered that across Capgemini UK our people are already delivering many projects which are helping clients to increase their efficiency, delivering sustainability improvements alongside existing business benefits.

**Our new 2030 global sustainability target is to help our clients save 10 million tCO<sub>2</sub>e**



# Helping our clients reduce **their carbon footprint**

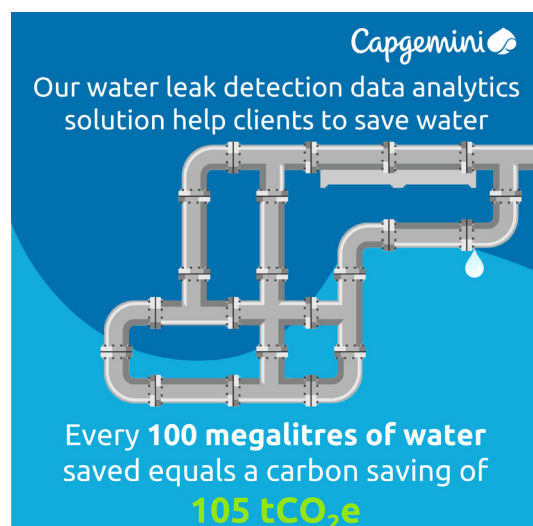
## Enabling smart fleet management to reduce fuel consumption

We have implemented a number of smart fleet management solutions including: a tool which examines delivery schedules to optimise the route and thereby increase the fuel-efficiency of the fleet; a telematics solution which tracks driver behaviours to encourage increased fuel efficiency; and a solution to optimise the load capacity of every delivery reducing the number of journeys required. Every 1 million litres of fuel saved through the smart fleet management solution, equals a carbon emissions saving of 3,200 tCO<sub>2</sub>e.



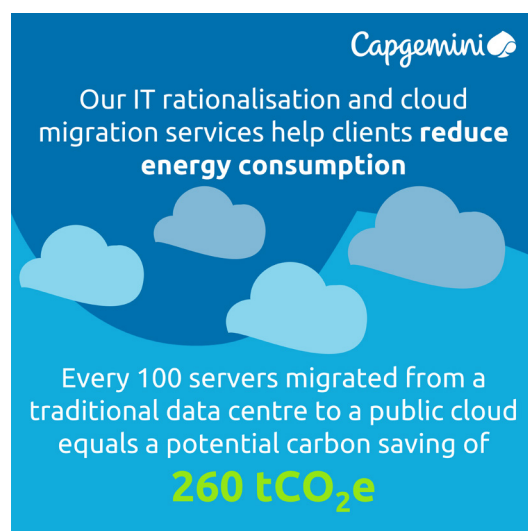
## Preventing water leaks through advanced data analytics

We have developed advanced data analytics tools which mitigate water leaks through proactive detection. Our big-data based analytics solution enables the identification of leaks, often weeks earlier than they would have been traditionally identified. A report by Ofwat highlighted that the water industry accounts for 0.7% of the UK's total greenhouse gas emissions, reflecting the high carbon intensity of creating and distributing safe water. Every 100 megalitres of water saved through our leak detection solution equals a carbon emissions saving of 105 tCO<sub>2</sub>e.



## Rationalising IT estates to reduce energy consumption

One of our key service offerings is the rationalisation of IT infrastructure and the migration to more energy efficient cloud platforms. By reducing the number of servers required to host systems, both the amount of energy consumed by the equipment and the carbon embedded in the physical hardware can be reduced. Every 100 servers migrated from a traditional data centre to a public cloud equals a potential carbon saving of 260 tCO<sub>2</sub>e per year.







We recognise the greatest positive sustainability impact we can have is through the technology solutions we deliver to our clients, which is why we announced a new global target to help our clients save  
**10 million tCO<sub>2</sub>e by 2030**



# Lesson 9

## Ignite the **passion** of your people



Capgemini has grown from six pioneers working out of a two-bedroom apartment in France, in 1967, to a global company with over 200,000 people present in over 40 countries. This extraordinary growth over 50 years has been fuelled by a spirit of entrepreneurship - people following their passions and making a material difference on problems that matter. Our people-centred approach to business is highlighted in our company vision statement: 'The business value of technology comes from and through people'.

When we established our sustainability programme in 2008, we knew that in order to make a lasting impact we would need to ignite the passion of our people to maximise the impact that we could make as an organisation. To do this we established a three-stage communication and engagement strategy based around: Education, Engagement and Empowerment.

### 3 steps to ignite the passion of your people





## Education

In order to ensure everyone at Capgemini UK understands the significance of sustainability and climate change, and the role they can play in accelerating our Positive Planet programme, we require 100% of our people to complete an e-learning module on environmental sustainability. In addition to this, we communicate regularly on environmental topics through internal news articles, blogs, videos, reports and thought leadership series such as this one. We host an annual awareness week which coincides with World Environment Day (5th June) where we run competitions, share updates, and challenge our people to consider how they can contribute to our sustainability programme.

We also believe that education is about enabling and empowering people rather than just informing them. We have made a number of changes to our workplace environment, such as replacing desk bins with clearly labelled office recycling points and replacing paper towels in washrooms with high efficiency hand dryers with posters explaining the environmental benefit of the change. These decisions empower our people to make small changes to their behaviour in order to contribute to our overall sustainability performance.

**100% of our people are required to complete an e-learning module on environmental sustainability**

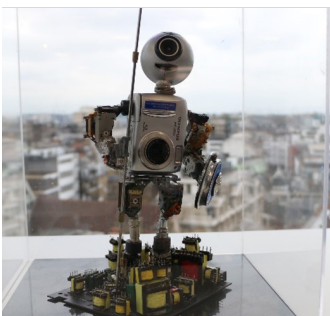




## Engagement

Over the past decade, we have implemented a wide range of employee engagement approaches, from physical and virtual events to sustainability networks and employee surveys. These initiatives have brought different aspects of our sustainability strategy to life using innovative and creative communications. For example, we curated an E-Waste exhibition in our London office featuring fascinating sculptures made from obsolete electronic components such as old floppy disks and broken mobile phones. The objective was to build awareness about the proper disposal of electronic waste, a critical environmental issue for a technology company such as Capgemini.

The growth in social media has also enabled a new channel for communicating information about the sustainability agenda. In 2018, we ran a social media campaign, #stopbuyingwaste, where we encouraged our people to post pledges of how they would personally commit to reduce waste in their daily lives. This was one of our most effective campaigns to date with over 10% of our people pledging to make a difference. Pledges ranged from stopping using disposable coffee cups and shopping bags, to drinking loose leaf tea and buying unpackaged vegetables. The campaign also resulted in a 7% reduction in the amount of waste being brought into our offices.



## Empowerment

Finally, our aim is to empower our people to use their skills and expertise to make a positive contribution to our sustainability programme. One of the most engaging ways we have achieved this is through the use of hackathons. A hackathon (conflating the terms “hack” and “marathon”) involves convening a diverse group of people over a focussed period of time to solve a real-world challenge; they enable our people to step out of their daily activities and apply their innovation and creativity to develop fresh solutions. It is this aspect that makes them perfect for tackling sustainability challenges.

### **52 teams from 11 countries (including 12 teams from the UK) took part in our Global Carbon Hackathon**

We have held a number of hackathons in recent years such as (the AI4Change Hackathon, the Social Good Hackathon and the Global Carbon Hackathon). The purpose of the Global Carbon Hackathon was to develop innovative solutions to a pressing business challenge: namely how to continue growing our business whilst reducing our carbon footprint. The competition captured people’s imagination across the Capgemini Group with 200 individuals forming 52 teams from 11 countries (including 12 teams from the UK) participating in the challenge. Utilising the expertise and enthusiasm of Capgemini’s community of data scientists, developers and analysts, teams developed new ways of visualising carbon data and created innovative ideas for apps that could drive actions to reduce carbon emissions.



# Lesson 10

## Break out of your bubble

Our sustainability programme started with a number of individuals from across Capgemini UK coming together, stepping outside the bubbles of our regular day-jobs and beginning to ask what Capgemini UK should do in the light of climate change and other sustainability issues. Ten years later, and the need to continually challenge our thinking, break out of our bubbles and engage with our clients, suppliers and colleagues on the topic of sustainability is more critical than ever.

The sustainability agenda is one which needs to impact all areas of an organisation from procurement, finance and operations, to IT, sales and delivery. Consequently, it is critical that the sustainability team remains connected across the whole value chain of the business, both inside and outside the corporate boundary. Without the on-going understanding and buy-in of the whole business, it would not be possible to continue to reduce our emissions, develop relevant sustainable client solutions or influence our suppliers.

We have learnt the importance of developing our sustainability programme in constant dialogue with our key stakeholders, testing and iterating our approach to ensure it remains relevant and impactful. Central to this approach is our UK Corporate Responsibility & Sustainability Board. Chaired by the Managing Director of the UK Business Unit of Capgemini and comprised of senior executives from across Capgemini UK, the Board provides the executive governance for our sustainability strategy. Over the past decade, the Board has worked to ensure that our sustainability programme remains aligned with our core business strategy and that it is embedded into the operations of our teams across the UK. Gathering feedback from our people has also

**The sustainability agenda is one which needs to impact all areas of an organisation from procurement, finance and operations, to IT, sales and delivery. Consequently, it is critical that the sustainability team remains connected across the whole value chain of the business.**

been integral in helping us shape our priorities. A recent employee survey, completed by approximately 1,000 of our people, highlighted the need for more tools to support virtual and remote collaboration, a prerequisite to reduce the need to travel for internal meetings.

In response, we have developed a pilot programme to establish a number of Virtual Collaboration Hubs across our UK offices. These unique spaces enable our people to collaborate on documents and online whiteboards across locations in real time whilst video conferencing. The pilot has been a notable success with 88% of individuals stating that they would use the Virtual Collaboration Hubs as an alternative to travel for future meetings.

## The power of a conversation

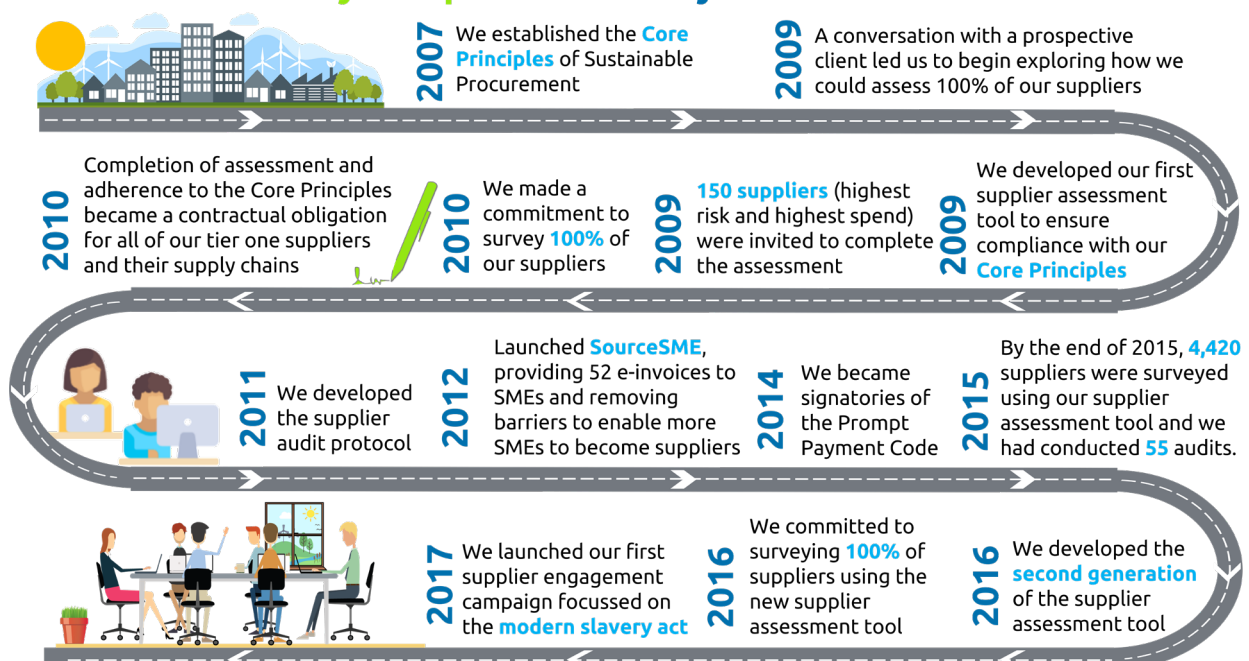
A great example of getting outside the bubble, is the case of Sustainability Compliance team, resulting from a conversation between one of our client account managers and one of our major public sector clients. Following this conversation Capgemini UK embarked on a journey which ultimately ensured that the sustainability credentials of 100% of our UK suppliers are regularly assessed – a significant undertaking that has been in place since 2009. This assessment approach has grown from a simple paper-based questionnaire to an acclaimed bespoke assessment tool

which is used to continuously assess 100% of our suppliers. The tool also allows the identification of high-risk suppliers with whom we directly engage on the sustainability agenda.

As well as engaging with suppliers and people, we are also increasingly starting carbon conversations with our clients. As a society, we are still only scratching the surface of the capability technology has to help us solve the systemic sustainability challenges we face globally. However, through collaboration and shared innovation we believe significant breakthrough is possible.

One example of our commitment to participating in cross-sector initiatives was our 2018 collaboration with Business in the Community (BITC) and a number of our clients from the utilities sector. At our London Accelerated Solutions Environment, we collectively considered the sustainability challenges facing the water industry and explored how emerging technologies can be applied to help the water industry become more efficient, sustainable, and resilient against climate change. The findings of this event were used to identify a number of recommendations for government and business, as well as suggesting a new framework for creating a more sustainable future for the water industry.

## Our Sustainability Compliance Journey



# Where next?



In conclusion to our TenFromTen series, if the latest IPCC report teaches us anything, it's that doing 'incrementally less bad to the environment' will no longer cut it. Businesses must move towards doing

'exponentially more good' for the climate - 'Carbon neutral,' 'carbon positive' and 'regenerative' need to be the new levels of aspiration being set. Achieving this will require us to continually break out of the bubbles of our current thinking and become truly collaborative in our approach to solving this most critical challenge.

Technology is one of the key levers available to address the mounting challenges posed by climate change. The fourth industrial revolution, driven by technologies such as artificial intelligence, machine learning and the Internet of Things, has the potential to transform how humanity manages its environmental impacts.

These technologies possess the capability, if applied correctly, to play an instrumental part in the rapid decarbonisation of the global economy. According to the Global e-Sustainability Initiative, ICT solutions can help cut 9.7 times more greenhouse gas emissions than they emit.

Digital transformation is what we do as a business, and that's why we're using our capabilities and expertise to enable clients to address sustainability challenges. We have already identified over 30 services that can help our clients reduce their greenhouse gas emissions – solutions as diverse as optimising transport logistics to rationalising IT infrastructure.

We continue to focus on transforming the way technology solutions are designed and deployed to ensure that the maximum positive impacts can be achieved. Ensuring technology remains a force for good, for us and our clients will be our immediate and long-term focus.

**Dr James Robey, Vice President,  
Global Head of Environmental Sustainability**



## About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2017 global revenues of EUR 12.8 billion.

Learn more about us at

[www.capgemini.com](http://www.capgemini.com)

**People matter, results count.**

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