

The background of the page is a photograph of three business professionals in an office setting. On the left, a man in a dark suit is partially visible, looking towards the right. In the center, a woman with long blonde hair, wearing a light blue button-down shirt, is smiling and looking towards the right. On the right, a woman with dark hair, wearing a light grey blazer, is smiling broadly and looking towards the man. The office has large windows in the background, and there are colorful sticky notes (yellow, pink, orange) on the wall. A large red circular graphic is overlaid on the right side of the image, containing the title text.

Our 2018 **Gender
Pay Gap Report**

A few words from our HR Director

“ *Our culture has seen a tangible change over recent years thanks to a consistent, determined focus on inclusion* ”

As a Times Top 50 Employer for Women and one of the first to publish their gender pay gap report, we remain committed to closing the gender pay gap and creating a truly inclusive culture at Capgemini. Since officially reporting our gender pay gap on 5th September 2017, we have seen an improvement in our mean pay gap and increase in our median pay gap. This was anticipated; operating in an industry that has long struggled with its gender diversity, we recognise that it will take time to create long-term, sustainable change.

While our pay gap numbers show a mixed result, our culture has seen tangible change over the past two years thanks to a consistent, determined focus on inclusion at Capgemini.

From a gender perspective alone, since our last report, we have reached equal representation on our Capgemini UK PLC Board of Directors, launched a successful Returners programme with hires made across a range of grades, seen a 12% pts increase in female promotions in senior grades and over 47% in fast-track leadership programmes (entry-senior level) are women.

Through our comprehensive programme of actions, we will continue to embed the spirit of diversity and inclusion at the very heart of our organisation – and in time, we will close the gender pay gap.

Frances Duffy, UK HR Director



Working to close the gap

How we're taking action for sustainable change

Our analysis shows that when we calculated the overall difference between men and women's earnings, the mean gap has decreased from 19.4% in April 2017 to 18.2% in April 2018 and the median gap has increased from 17% in April 2017 to 18.7% in April 2018.

Like many other companies in our industry, our gap is primarily caused by having fewer women in senior grades and highly paid technical roles. When we compare pay for equal or similar work across our organisation, the gap is significantly lower at 1.6%.

Our aim is to achieve year on year improvement in our gender pay gap. We are confident that as we make progress towards achieving greater gender balance in our senior roles and technical roles, our gender pay gap will reduce.

Some of our work towards closing the gap includes...

- Extending our Return@Capgemini returnship programme
- A strong recruitment focus on boosting our female talent pipeline
- Improved opportunities for flexible working
- Promoting our female role models both internally and externally
- Ensuring that leadership development programmes have a diverse balance of participants
- Organising targeted mentoring opportunities for women
- Taking gender into consideration when succession planning for all key leadership roles
- Continuing inclusion education for our leaders, hiring managers, recruitment and HR teams



A quick look at the headlines

Our headlines confirm our median and mean gender pay gap (based on hourly rates of pay at the snapshot date of April 5, 2018) and bonus gap pay (based on bonuses paid in the 12 months to April 5, 2018). They also show the proportion of men and women who received a bonus and the proportion of men and women by hourly pay quartile.

The overall difference between men and women

	Mean	Median
Hourly pay In April 2018	18.2%	18.7%
Bonus Pay In the 12 months to April 5, 2018	29.5%	45.0%

Proportion receiving bonus pay in the 12 months to April 5, 2018



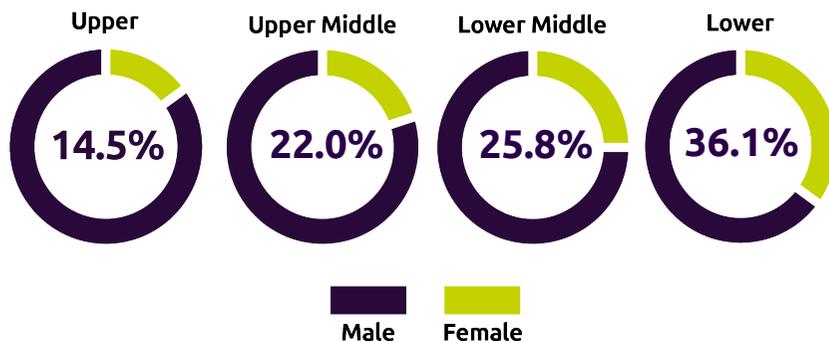
59.2%
of women



62.6%
of men

Pay Quartiles

This illustrates the gender distribution at Capgemini across four equally sized quartiles.



Based on hourly pay in April 2018, the proportion of men and women in each pay quartile.



We aim to be a truly diverse and inclusive organisation where **everybody feels valued, included and empowered.**

Operating in an industry that has long struggled with its diversity, Capgemini UK is aiming to make a real and sustainable difference with our diversity and inclusion programme:

'Active Inclusion' launched in 2016, the programme was born from a desire to ensure that all of our team members feel valued, included, empowered and able to be their authentic self at work.

The programme – sponsored by our UK Country Board – has moved the conversation beyond diversity to focus on inclusion as a priority, with the overall aim of making a positive difference to our people, our clients, our organisation and society.

To reach this aim, we have a number of priorities:

- To develop and hire more talented people from groups that are under-represented (with specific gender targets) in order to drive greater diversity of thought across our business;
- To foster a culture where everyone at Capgemini feels welcome and respected, regardless of race, age, gender, gender identity, sexual orientation, ethnicity, religion, disability or background; and
- To continue to offer opportunities to the next generation and cultivate true diversity in our future workforce.

Active Inclusion is a holistic approach which encourages all of our employees to get involved in identifying the barriers to change and take actions to progress greater inclusivity.

Key Achievements

Active Inclusion is not a one-off project – it is a long-term, sustained commitment to making our workplace more inclusive. Since September 2017, some of our key achievements include:

- Think | Ask | Act video campaign: inspiring our people to move beyond awareness and take action. Recognised with three awards at recruitment industry RAD awards 2019.
- Signing the Tech Talent Charter, bringing together organisations to drive diversity and address gender imbalance in technology roles;
- Successfully launching Return@Capgemini;
- Participating in the 30% Club cross-company and cross-industry mentoring programme;
- Boosting the number of women hired at graduate and apprentice level by 9% pts;
- Re-accredited as a Disability Confident employer;
- Pride Talks held across locations to support LGBT+ inclusion
- Launching our BAME network with Exec level sponsorship; and
- Mobilising Mental Health Champions across the UK to support our employees.



The Prince's Responsible Business Network
Best Employer for Race 2018



Returners@Capgemini share their experiences

Sara Matthewman, Software Engineer
Joined Capgemini 2018



After a 13-year career break immersed in family life, Capgemini's Returners programme was my pathway back into the tech industry.

It's a daunting experience arriving for work on your first day back, but it's surprising how quickly you can slip back into working life. Skills that you think are long forgotten come back and a new enthusiasm for learning emerges.

After a six-month paid internship of coaching, mentoring and updating my technology skills, I now have a permanent role as a software engineer – and was thrilled to win Returner of the Year at 2018's Women in IT Excellence Awards.

The Returners programme saw potential in me and gave me the confidence and belief that I could return to a technical role. All of my Capgemini colleagues have been a huge support to me; I'm continually amazed by the patience, kindness and talent of the people I work with.

My advice to anyone thinking of returning is go for it! You know more than you think you do and the maturity and diversity that you bring to a team is immeasurable in adding to its success.

“ The Returners programme saw potential in me ”

Geraldine Lewis, PMO Lead
Joined Capgemini 2017



Following a six year career break, I knew I wanted to return to work in project management – but agencies were telling me I had been away from the workplace too long and things had changed.

I began to feel redundant and that there was no place for me.

Then I heard about Capgemini's Returners programme. My experience, qualifications and personal values made me a great fit for Capgemini – and now I work as a PMO Lead at one of our large Public Sector clients.

I've got a good, busy role and I can see opportunities to keep growing and developing here. Now I tell everyone, in case they know someone who feels like there is no place for them back in the workplace: the door is not closed.

“ The Returners programme feels like a lifeline ”

Women at Capgemini share their experiences

Di Cox, Account Test Lead

Joined Capgemini in 2006



Before Capgemini, I worked for a number of companies – always moving on after a few years feeling I had done all I could there, with no option to grow into a new role.

Working here, I finally found a company that lived up to my expectations. The work is varied and exciting, the people are fantastic and I have had brilliant opportunities to grow – from learning from inspiring mentors to undertaking life-changing leadership programmes.

My career at Capgemini began with a Test Manager role, moving to Programme Management, Capability Lead and now Account Test Lead – and in 2018 I was delighted to win “Testing Manager of the Year” at the European Software Testing Awards.

I have felt truly empowered and supported here – most especially so when I have needed flexibility to care for family members.

“ I finally found a company that lived up to my expectations ”

Aghogho Akponah, Innovation Consultant

Joined Capgemini in 2016



I work in Capgemini’s Applied Innovation Exchange (AIE): a remarkably exciting place to be! Passionate about emerging technologies and human centricity, our team drives value for clients at pace in a nimble, agile environment.

Alongside the AIE, my highlights at Capgemini include launching an inter-company network to develop future leaders; developing an Artificial Intelligence-powered application during a global open banking hackathon; and being a discussion panel member at our Capgemini Black, Asian, Minority Ethnic Network launch event, speaking about my experiences as a young black woman in business and technology.

I also feel incredibly fortunate for the brilliant mentors I have here! Notably, Priscilla Li (Head of Applied Innovation) and Dapo Adekola (CTO, Cloud & Edge) have been driving forces behind my career and personal growth.

“ A remarkably exciting place to be! ”

Women at Capgemini share their experiences

Renee Blanchard, Software Engineer
Joined Capgemini in 2013



When I was 17, I decided I didn't want to go to university and came across the opportunity to apply for Capgemini's apprenticeship scheme.

I joined through the Higher Apprenticeship programme in 2013 and have since merged onto the Degree Apprenticeship. This has allowed me to study for a BSc in Digital and Technology Solutions while working for Capgemini as a business analyst.

Since joining Capgemini, I have had the opportunity to work on a wide variety of projects with a number of new and interesting people. I have learnt and grown so much.

On International Women's Day, one of my co-workers nominated me as their female role model. It's really gratifying to know I am inspiring other young women in the organisation.

“ **My Degree Apprenticeship allows me to study while earning** ”

Adele Every, Account Director
Joined Capgemini in 2005



During my time here, I've progressed from Relationship Manager to Account Director, become one of Capgemini's top Automation experts on Expert Connect – and had two children.

I'm often asked how I juggle it all.

The answer? Flexibility. Capgemini allows me to fit my working hours around my childcare requirements and work from home when I need to. The trust and flexibility afforded to me by the company has enabled me to balance my work and home life – and in return, I feel an immense loyalty to the organisation.

Bringing up children and progressing your career are not mutually exclusive: you can do both. Be open, honest and authentic about any challenges you face, seek flexibility in your working arrangements, work hard – and see the rewards.

“ **It is eminently do-able to have a family and succeed at work** ”

A few words from **Paul Margetts, Managing Director, UK Business Unit**



Paul Margetts pictured with local students from mentoring charity, Urban Synergy

“ *At Capgemini, we know that attracting, retaining and developing a diverse talent pool is instrumental to our business performance. Sustainable change takes time, but we are already seeing the impact of our Active Inclusion strategy: there is a shift in mindset and a determination to act. I am confident that together, we will reach our goal.* ”

DECLARATION

We confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2018.



A handwritten signature in black ink, appearing to read 'P. Margetts'.

Paul Margetts
Managing Director,
UK Business Unit



A handwritten signature in black ink, appearing to read 'F. Duffy'.

Frances Duffy,
UK HR Director