

A photograph of four diverse women sitting around a table in a meeting. They are all smiling and looking at a laptop. The woman on the far right is typing on the laptop. There are glasses of water on the table. A purple circular graphic is overlaid on the left side of the image, containing the text "Our 2019 Gender Pay Gap Report".

Our 2019 **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* ”

Creating a truly inclusive culture remains high on the agenda at Capgemini, with gender equality a key, Executive Board-led priority. 2019 saw us named a Times Top 50 Employer for Women for the third consecutive year, while EDGE – the leading global assessment methodology and business standard on gender equality in the workplace – recognised our progress by certifying Capgemini UK as Level Two (EDGE Move), a leap up from achieving Level One (EDGE Assess) in 2017. In EDGE’s analysis, we were particularly pleased to see progress around employee perceptions, narrowing the experience gap for men and women around career opportunities and work life balance.

In 2019, we have seen an improvement in our mean hourly and bonus pay gap and increase in our median hourly and bonus pay gap, since first officially reporting our gender pay gap in 2017.

We recognise that operating in the IT industry where there has long been a gender imbalance, it will take time to create long-term, sustainable change.

We are continuing to see positive progress in our inclusive culture. From a gender equality perspective alone, since our 2018 report, we have improved gender balance at all levels of the organisation, seen a 7.3%-point increase in hiring women and improved retention of our female talent - closing the gap with male talent attrition. Furthermore, men and women continue to be equally represented on our Capgemini UK PLC Board of Directors. We remain committed to closing the gender pay gap through our programme of actions while continuing to embed respect and inclusion at the very heart of our organisation.

**Frances Duffy, UK HR Director**



# Working to close the gap

## A strategic approach for long-term change

When we calculated the overall difference between men and women's earnings, our analysis shows that the median gap has decreased from 18.7% in April 2018 to 18% in April 2019 and the mean gap has slightly increased from 18.2% in April 2018 to 18.7% in April 2019.

There has long been a gender imbalance within the IT industry and like many other companies in our industry, our gap is primarily caused by having fewer women in senior grades and highly paid technical roles.

We continue to aim 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 actions towards closing the gap include:

- Working with our clients to provide improved opportunities for flexible working
- Extending our Return@Capgemini returnship programme to a wider range of roles
- Ensuring our recruitment approach is inclusive through actions such as balanced shortlists and advertising roles on diverse hiring job boards
- Ensuring leadership development programmes have a diverse balance of participants
- Making gender balance a focus when succession planning for all key leadership roles
- Implementing targeted mentoring opportunities for women
- Creating opportunities to grow personal networks through events and motivate through inspirational speakers
- Continuing inclusion education for our hiring managers
- Celebrating our female role models both internally and externally



# 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, 2019) and bonus gap pay (based on bonuses paid in the 12 months to April 5, 2019). 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 2019	18.7%	18.0%
Bonus Pay In the 12 months to April 5, 2019	30.6%	56.2%

## Proportion receiving bonus pay in the 12 months to April 5, 2019



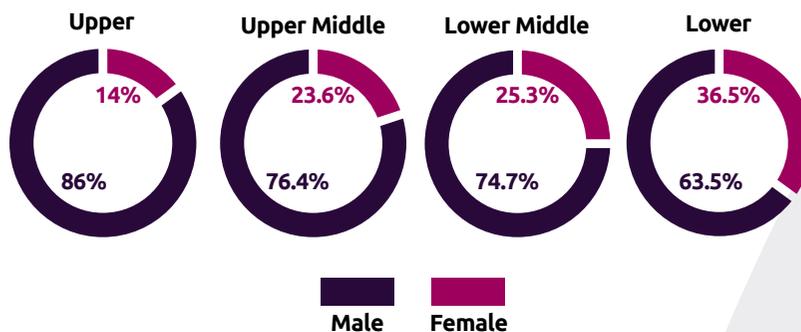
58.07%  
of women



60.71%  
of men

## Pay Quartiles

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



Based on hourly pay in April 2019, the proportion of men and women in each pay quartile.



# We focus on being a truly diverse and inclusive organisation where every employee feels able to be their best self at work.

Our 'Active Inclusion' programme – sponsored by our Executive Leadership – has moved the conversation beyond diversity to focus on respect and inclusion as a priority, with the overall aim of making a positive difference to our people, our clients, our organisation and society.

Everyone has a role to play in creating a truly inclusive environment, which is why we inspire our people not just to think inclusively, but to engage and act in an inclusive way.

## Actively Inclusive Leaders

It is crucial that our inclusion journey is led from the top of our organisation, which is why we engage with our leaders to demonstrate their commitment and take personal accountability for this agenda.

## Actively Inclusive People

Whilst our leaders are driving this journey from the top of our organisation, it is important that all of our employees feel they have accountability for this agenda. We know that great things can happen when everyone feels they have personal responsibility to make a change.

## Actively Inclusive Workplace

We look at every element of our employer offering with a lens of inclusivity, to ensure that we not only attract and recruit a diverse group of people, but also retain and develop them once they are part of our team.

## Key Achievements in 2019 include:

- Launched our Respectfully Us campaign, empowering our people to take responsibility for creating a respectful and inclusive workplace
- Achieved EDGE (Economic Dividends for Gender Equality) certification at 'Move' level, the leading global assessment methodology and business standard on gender equality in the workplace
- Our Schools programme focuses on increasing interactions with female students, reaching over 50% (up from 33% 2017/8)
- 50% of our in-school employee volunteers are women as we believe it's as essential for both young women and young men to see senior professional ladies
- Actively promoted flexible working through the introduction of email signatures, led by Exec leadership, recognising our employees have varied responsibilities and commitments
- Signatory to BITC Race at Work Charter, to demonstrate our commitment to supporting race equality in the workplace
- Ethnicity Awards awarded our BAME network a space in the Top 10 Network Group category for the progress made in 12 months since launching in 2018
- Teamed up with AFC Telford Utd to raise awareness of the societal impact of homophobia in football
- Launched our Veterans Employee Resource Group to encourage and support Veterans and their family members in pursuing and building careers in various fields at Capgemini.



# 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** ”

## Krystine Pittman, Senior Business Analyst

Joined Capgemini in 2018



After a 15 year career break focusing on family, I wanted to return to a career – not just a job.

As well as having had a long career break, I believed I was a lot older than most applicants would be; these factors meant I had very little confidence in my ability to land a position, and to do the job to a level I would be happy with.

Despite my reservations, I persevered in my search and found Return@Capgemini. I was blown away: this was the company I wanted to work for.

The transition back into work has been seamless. I realised that while the work environment had changed, the fundamentals of the work itself hadn't. It felt like I had never been away. And worrying about my age? It just hasn't been a problem.

As a returner, I have come back to work with a huge sense of commitment and enthusiasm for my work. It's the work I want to be doing, the Capgemini team is supportive and I continue to learn.

“ **I continue to be impressed with the calibre of people working for Capgemini and I feel very lucky and privileged to be part of that** ”

# 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! They have been driving forces behind my career and personal growth.

“ A remarkably exciting place to be! ”

# Women at Capgemini share their experiences

**Adele Churchill, Degree Apprentice**  
Joined Capgemini in 2016



I chose to do a Degree Apprenticeship at Capgemini because I wanted to learn and put my new skills into practice at the same time.

The experience has lived up to expectations: as a Software Engineer, I have the opportunity to be creative and work on innovative products every day that are making a real impact for Capgemini's clients (and winning industry awards!).

At Capgemini, I've never met anyone who's said: 'You can't do that'. I'm surrounded by people who support me and encourage me to push myself – including my manager who nominated me for the Apprentice Award at the 2020 FDM Everywoman in Tech Awards. It was a shock but an honour when I ended up being shortlisted for the Software Engineer Award instead and won against senior competitors.

**“ I'm now using the award as a platform to show that regardless of age, experience or gender, there is a role in the technology sector for everyone. ”**

**Tina Diamond, Business Development Director (Insights & Data)**  
Joined Capgemini in 2019



Working in Insights & Data means we try to understand the value data can bring to clients: from Artificial Intelligence, to the Internet of Things, Machine Learning, Analytics, Business Intelligence – seeing how to use these technologies, enabling the value they can bring to clients' businesses.

When joining Capgemini, people told me the work-life balance at the company is great. Now, I myself can confirm this is consistent with the culture. People at Capgemini value your time when you are focused, productive and getting your job done - but they are also mindful to having your personal time. For example, when I have taken annual leave, I haven't experienced an expectation to reply to emails; the expectation is to disconnect and recharge.

**“ Capgemini are walking the talk when it comes to supporting the work-life balance and in turn this enables our teams to bring our best to work. ”**

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



CBAME Network 'Positive Progress: Let's Talk About Race' Event, including external guest Andrew Fairbairn, CEO of SEO London and keynote speaker Sandra Kerr OBE CBE (Race Equality Director at BITC).

“ *For Capgemini, investing in a diverse talent pool is not only the right thing to do – it’s also essential for the future of our business. While closing the pay gap will take time, we are heartened to know we are taking the right steps to improve gender equality, with recognition from the Times Top 50 Employers for Women and Economic Dividends for Gender Equality (EDGE). With our focused Active Inclusion strategy and team of passionate people, we are well placed to deliver on our ambition.* ”

## DECLARATION

We confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2019.



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



**Frances Duffy,**  
UK HR Director