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## Scope
Unless stated otherwise, the data in this report covers the corporate responsibility and sustainability activities of Capgemini UK and Sogeti UK for the calendar year 2018.

## Feedback
We welcome feedback on our Architects of Positive Futures approach and the content of this report. Please email sustainability.reporting.uk@capgemini.com.

*Front cover image: Our first Coding Academy cohort pictured at Ticket Masters offices*
As you read this report, we find ourselves at a critical moment in the digital revolution.

Almost daily we see new headlines about the impact of technology on society and the growing digital skills shortage. Simultaneously, issues such as climate change and resource scarcity continue to pose a significant threat to the global economy.

Within this challenging landscape, we are seeing extraordinary advances in technological transformation, driven by rapid developments in artificial intelligence, digitisation and automation. Technology, more than ever before, is being called upon to provide solutions to the world’s greatest challenges.

As a global leader in consulting, technology services and digital transformation, we are committed to ensuring that the social, environmental and economic benefits of the digital revolution are experienced by all.

Last year we set out our ambitious Architects of Positive Futures plan, committing to becoming a leading responsible company using our expertise for positive impact.

This report highlights a number of the key initiatives we have undertaken this year across our key impact areas: promoting digital inclusion, advancing environmental sustainability and nurturing diversity.

Promoting Digital Inclusion
We launched our Digital Coding Academy in partnership with Code Your Future, to support people from disadvantaged backgrounds, including refugees, in developing their digital skills.

The Coding Academy helps to create pathways into employment in the technology sector and our expectation is that ten graduates from our first Coding Academy will join our team here at Capgemini on permanent contracts, helping us meet our demand for deep technical expertise.

Supporting the programme, we have been oversubscribed by Capgemini volunteers wanting to share their skills as technical mentors and business coaches. This partnership will not only provide career opportunities for displaced individuals but will also benefit our own business bringing fresh perspectives.

Advancing Environmental Sustainability
At the end of 2017, we announced a new global target to help clients save 10 million tonnes of carbon emissions and address their sustainability challenges through the application of innovative technology. In the UK, we have built a much deeper understanding of the carbon impact of the services across our portfolio, from the fuel-efficiency savings of our transport management offering, to the energy savings achieved for our clients through our Energy Savings as a Service offering.

We have also looked at how we can apply innovative technology to our own operations to minimise our carbon footprint. Our new virtual collaboration hubs aim to maximise the potential of technology to connect people, creating a cultural shift away from some face to face meetings, saving carbon and time, boosting productivity, and enhancing wellbeing.

Nurturing Diversity
Internally we have continued to advance our Active Inclusion programme: our commitment to building an inclusive workplace, attracting and retaining a diverse workforce and enabling our employees to thrive.

In 2018, we launched our award-winning Think | Ask | Act video campaign encouraging our people to move beyond awareness and take action to foster an inclusive workplace culture.

We also launched our Return@Capgemini programme offering structure and support to bring talented professionals into our organisation after returning from a career break.

As a responsible business in a digital age, we are committed to progressing the social, economic and environmental benefits of technology and promoting digital inclusion for all.

Not only do we believe this is the right way to do business, we also believe it will bring long-term value to our people, shareholders, clients and society.

“As Architects of Positive Futures, our mission is to use our expertise to drive positive change.”

Paul Margetts
Managing Director, UK Business Unit
Member of Group Executive Committee
Architects of Positive Futures Overview

Our ambition is to be recognised as a **leading responsible** company using our expertise for **positive impact**

**Social Impact**
Using our skills to help society address the impact of the digital revolution

- **We Inspire**
  Helping young people build the skills they need to prepare for work.

- **We Employ**
  Creating pathways to employment for under-represented groups or the unemployed.

- **We Innovate**
  Fostering a culture of innovation to help drive the skills development that will be needed for social, environmental and economic progress.

**Positive Planet**
Minimising our environmental impacts, building business resilience against climate change, and supporting clients with their sustainability challenges.

- **We Are Accountable**
  Monitoring and reporting our environmental impacts transparently using a world-class carbon accounting system, to meet our ambitious Science-Based Targets.

- **We Are Resourceful**
  Driving efficiency and innovation across our business operations, focusing on our most material environmental impacts.

- **We Are Impactful**
  Helping our clients reduce their environmental impacts through our business services.

**Active Inclusion**
Building an inclusive workplace, attracting and retaining a diverse workforce to enable Capgemini and our employees to thrive.

- **We Develop and Hire**
  Supporting talented people from underrepresented groups to deliver greater diversity of thought, innovation and business performance.

- **We Foster a Culture**
  Creating an environment where everyone who works for or with Capgemini feels welcome and respected regardless of race, age, gender, gender identity, sexual orientation, ethnicity, religion, disability or background.

- **We Offer Opportunities**
  Inspiring the next generation and cultivating true diversity in our future workforce.
Our mission is to use our expertise to **drive positive change** for our own business, our clients and for **society as a whole**. We focus on programmes which nurture **diversity**, promote **digital inclusion** and advance **environmental sustainability**.

**Christine Hodgson**
Member of the Group Executive Committee
Chairman | Capgemini UK Plc
Chief CSR Officer

**Capgemini**
People matter, results count.

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.

**Company profile and key figures**

There are over **210,000 Capgemini employees** worldwide, from over **40 countries** and representing over **120 nationalities**

**€13.2bn**
revenue

**12.1%**
operating margin

**€1.16bn**
free cash flow

**Our Core Values**

[Image of Core Values icons: Honesty, Boldness, Trust, Freedom, Fun, Modesty, Team spirit]
2018 at a glance

We launched the Capgemini Coding academy helping refugees develop digital skills for employment. Read more on p.11

We re-assessed the risk of modern slavery within our organisation and supply chain and released the results in our Modern Slavery Transparency Statement. Read more on p.28

We launched CBAME - a new network to open a conversation with colleagues of all ethnicities and backgrounds about race in the workplace. Read more on p.23

We launched TenfromTen – a thought leadership campaign celebrating 10 years of the sustainability programme at Capgemini UK. Read more on p.19

We opened our e-waste exhibition featuring fascinating sculptures made from electronic waste created by artists from Brazil. Read more on p.17

We were ranked as one of the Top 50 employers in the Social Mobility Employer Index 2018. Read more on p.10

On World Water Day in 2018, we hosted a unique event in collaboration with Business in the Community (BITC) and Anglian Water, to help the water industry prepare for a more sustainable future. Read more on p. 19

Over 150 people registered for our Return@Capgemini London launch event, for talented professionals looking to return to work after a career break. Read more on p.24

39% reduction in CO₂e emissions per employee since 2014

93% of office electricity came from a renewable energy source

42% reduction in office energy use since 2014

100% of facilities ISO 14001 and ISO 50001 certified

4,167 of our people engaged in our ‘Get Involved’ campaign

£44,700 raised for our charity partner The Prince’s Trust
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We launched the pilot of our new Virtual Collaboration Hubs in seven offices, to reduce business travel emissions and promote virtual ways of working. Read more on p.17

Capgemini was named one of the 2018 World’s Most Ethical Companies® by the Ethisphere Institute for the 6th consecutive year. Read more on p.27

We conducted our biennial inclusion survey which showed that we are making progress and improving our engagement scores. Explore the results on p.25

We entered the final year of our digital partnership with The Prince’s Trust which has supported over 630 young people to learn digital skills since 2015. Read more on p.12

We launched our award-winning Think | Ask | Act, our inclusion campaign inspiring our people to move beyond awareness and take action. Read more on p.22

We supported over 50 schools and over 5,600 pupils through our Education Outreach programmes. Read more on p.10

We achieved our target of reducing office energy consumption by 40% (compared to 2014). Read more on p.16

Team Capgemini hit the road for Palace to Palace and raised over £37,000 for The Princes Trust. Read more on p.13

25 people enrolled in the Capgemini Coding Academy

75% of our people say they make use of flexible work arrangements

150 attendees at OUTfront LGBT+ Pride Talks

5,600 pupils engaged through our Education Outreach Programme

39% of our graduate and apprentice intake were women in 2018

115 mental health champions mobilised across the UK
Technology is transforming society, impacting everything from how we communicate to how we access public services; this is creating both opportunities and unintended consequences for society.

Digital skills are becoming increasingly critical for interacting with public services, gaining and sustaining employment and staying socially connected. However, there is a digital skills shortage which is impacting our society and economy. The UK Government estimates that currently 11.3 million adults in the UK lack basic digital skills and 4.3 million adults have no basic digital skills at all[1].

As a leading technology company, we are committed to increasing access to digital skills so that more people can benefit from the digital revolution. By using our expertise to support digital skills development across society, we can help individuals build the skills they need to be included in society, create pathways to employment, and foster a culture of innovation that will help address social, environmental and economic progress.

Click on the logo’s below to find out how we’re contributing to the UN SDGs:

Our approach to **Social Impact**

Our ambition is to help societies address the impact of the digital revolution and harness the opportunity it brings. We do this through our Digital Inclusion programme:

**We Inspire**  
Helping young people build the skills they need to prepare for work  
We aim to inspire young people to consider the opportunities the digital revolution brings, promoting the possibilities of STEM subjects and helping them build the digital skills they need to find, apply and prepare for work in the digital economy. We focus our interventions on promoting social mobility and inspiring young females, helping to build a more diverse and inclusive pipeline of talent for our industry.

**We Employ**  
Creating pathways to employment for under-represented groups and the unemployed  
We support people transitioning to work and unemployed or displaced people looking to find work by helping them build digital skills and ensuring their skills remain relevant. We aim to foster and grow those with the aptitude to work in the technology industry. Our new partnership with Code Your Future helps refugees and other under represented groups get the skills needed to gain employment in our industry.

**We Innovate**  
Fostering a culture of innovation to drive the skills development that will be needed for social, environmental and economic progress.  
We foster a culture of innovation and use our expertise to help individuals and organisations accelerate the technologies that will help develop digital skills.

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**2018 Highlights**

- Digital Coding Academy launched in partnership with Code Your Future to support people from disadvantaged backgrounds, including refugees, in developing their digital skills.
- Supported over 50 schools and over 5,600 pupils through our Education Outreach programmes.
- Entered the final year of our digital partnership with The Prince’s Trust which has supported over 630 young people to learn digital skills since 2015.
- Over 200 of our employees signed-up for the Palace to Palace charity cycle ride in aid of The Prince’s Trust, making Capgemini the largest corporate team for the 3rd consecutive year.
- Over 4,160 people engaged in Capgemini’s Get Involved campaign, through voting in the Community Spirit Awards, volunteering or fundraising.

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**Get Involved**

We encourage our people to ‘Get Involved’ in our programme through skills-based volunteering and fundraising. We also support causes that matter to our people encouraging them to use their time and expertise to achieve social impact.
Helping young people **build the skills needed for work**

Ark Day with Apps for Good
We ran a one day workshop from our London office for 60 sixth-form students from seven **Ark schools**. The session was part of Ark’s Professional Pathways programme, supporting students to achieve BTEC Level 3 qualifications and preparing them for an increasingly competitive employment landscape. We trialled a new course created by **Apps for Good** (one of our long-term education partners) which inspires young people to develop innovative mobile apps.

*The one day Ark workshop hosted by Capgemini helped us to develop core skills like creativity, innovation and working with and leading a team.*

Mohammed, Ark King Solomon Academy

Supporting young people in remote and rural areas
We have been partnering with the University of the Highlands & Islands (UHI) to deliver an IT Foundation Apprenticeship, offering experience in the workplace for pupils. We provided the apprentices with experience in a number of business areas and supported them in developing projects designed to demonstrate their learning as part of their coursework.

- 8 pupils engaged on the programme
- 7 employee volunteers
- 2 years of support provided
- 1 pupil recruited after the programme

Work Experience
We believe giving young people the chance to sample corporate life is critical to helping them decide the career path they would like to pursue and to develop the skills they need to succeed. Our programme is open to school and college students aged 15-18 and provides a one week immersive work experience placement at one of our UK offices.

In 2018, 107 students were offered a work experience placement, a 22% increase since last year. We also offered digital interviews to over 200 students to give them experience of the application process.

Top 50 Employers – Social Mobility Employer Index
In 2018, Capgemini UK was ranked 26th in the Top 50 employers in the Social Mobility Employer Index.

This award recognises the steps we have taken as a business to enable those from lower socio-economic backgrounds to succeed at work.

Initiatives helping us to achieve this accolade include:

- Targeting our education outreach work on increasing the social mobility of young people
- Internal advocacy in highlighting different backgrounds and routes into our industry from team members at all levels
- Offering higher apprenticeships, including degree apprenticeships in partnership with Aston University
- Adopting a strengths-based approach for our graduate recruitment assessment

We’re helping achieve Goal 4 of the UN SDGs. Click on the logo to read more.
Creating pathways to employment: Code Your Future

We work with our specially selected charity partners to develop digital skills and provide pathways to employment, ensuring wider participation in the digital revolution.

In 2018, we launched our first Coding Academy, in conjunction with Code Your Future. Together we help refugees learn to code and prepare them for a future career in the technology sector.

Estimates indicate there will be a demand for 1.2 million additional technical and digitally skilled people in the UK by 2022. But not everyone has the same opportunity to be work-ready. According to the UN, there are 121,837 refugees in the UK – and over 40,000 asylum seekers. Many lack access to vocational training. Over 50% of refugees with formal education and qualification remain unemployed for several years.

As a leading technology company, we are committed to increasing access to digital skills so that more people can benefit from the digital revolution. Working with Code Your Future will enable us to use our expertise to help individuals from disadvantaged backgrounds develop the skills they need to be included in society.

Sally Caughey, UK Head of Digital Inclusion

Our new partnership with Code Your Future aims to help address this, with a six-month sponsored JavaScript training course for our first cohort of 25 students. 70% of course participants are expected to find employment within six months – and we anticipate that up to ten graduates from our first cohort will join our team here at Capgemini.

Drawing on the support of Capgemini’s technical mentors and business coaches, and taking advantage of open source software, the course allows the students to study around family and other commitments. Participants can learn from home, attend weekend lectures and collaborative tutor groups, as well as attend homework clubs hosted by Capgemini. Students also learn a variety of skills to bolster their employability, including digital interview techniques, communication, team working and problem solving.

Our partnership with Code Your Future is part of our group-wide commitment to establishing coding academies for underrepresented groups and a key part of our digital inclusion programme, which brings together our fundraising and volunteering to focus on helping society address the impact of the digital revolution and harness the opportunities it brings.

25 students enrolled in the Capgemini coding academy.
56% of students have refugee status or are seeking asylum
84% of students are either unemployed or are in part time employment
6 months of JavaScript training provided to course participants
54 volunteers signed up from Capgemini to support the students
70% of participants expected to find fulltime employment after completing the coding academy

We’re helping achieve Goal 8 of the UN SDGs. Click on the logo to read more.

Creating pathways to employment: The Prince’s Trust

We launched our Digital Partnership with The Prince’s Trust in 2015, supporting young people from disadvantaged backgrounds to build foundational digital skills and move into employment, training or education.

During our one week ‘Get Started’ courses, participants created their own mobile apps, learning how to take their ideas from concept to prototype, before pitching the ideas to a ‘Dragons’ Den’ style panel made up of our technology experts. Since 2015, we have supported 215 young people through our Get Started courses, engaging over 160 Capgemini volunteers and 59 clients. The Get Started programme has helped transform the lives of you people with 80% in work, training or education or another Prince’s Trust initiative within three months of finishing our courses.

What we’ve achieved through our Digital Partnership with The Prince’s Trust (2015-2019)

- £410,000 donated by Capgemini to The Prince’s Trust
- £289,500 raised by our people for The Prince’s Trust
- 891 riders signed up to the Palace to Palace charity cycle ride raising over £128,000
- 1,000 employees involved in volunteering and fundraising activities
- 160 employees have volunteered as student mentors
- 59 client volunteers have helped to deliver our digital skills courses
- 76 people completed the Million Makers fundraising challenge raising over £87,000

What impact have we had on young people? (2015-2019)

- 215 young people completed the ‘Get Started’ digital skills
- 413 young people supported through our wider programmes with the Trust (such as Achieve Clubs)
- 80% of young people who completed the ‘Get Started’ course achieved a positive outcome within 3 months

We're helping achieve Goal 10 of the UN SDGs. Click on the logo to read more.

Through our digital partnership we’ve helped change the lives of young people like Rickie:

Capgemini Software Engineer and Prince’s Trust Young Ambassador, Rickie Griffith, shows how young people can achieve their ambitions with determination and the right support in place. Rickie graduated from the Capgemini sponsored ‘Get Started’ course and then completed work experience at Capgemini. Now he’s a software engineer putting his digital skills and passion to work at Capgemini.

“Technology has always been a passion of mine, it’s the only thing I’ve ever wanted to do, and it took my mind off things when times were tough. I built my first website at 13, teaching myself everything I know about web development and design. Following the Get Started course, Capgemini recognised my strengths and the value in adding to my learning and development and I’m excited to see how my career here develops.”

Rickie Griffiths
Capgemini Software Engineer

Technology has always been a passion of mine, it’s the only thing I’ve ever wanted to do, and it took my mind off things when times were tough. I built my first website at 13, teaching myself everything I know about web development and design. Following the Get Started course, Capgemini recognised my strengths and the value in adding to my learning and development and I’m excited to see how my career here develops.

Rickie Griffiths
Capgemini Software Engineer
We encourage all of our people to **Get Involved**

**We draw on our people’s skills and time to make a difference**

Our target is to engage over 4,000 of our people each year in our social impact programme. In 2018, we engaged over 4,160 of our people through our Get Involved campaign. A large proportion of this engagement (3,040) came through our people’s involvement in the Community Spirit Awards programme, as well as through engagement in volunteering, mentoring or fundraising initiatives.

**Palace to Palace**

In 2018, Team Capgemini again took part in The Prince’s Trust ‘Palace to Palace’ charity cycle ride from Buckingham Palace to Windsor Castle. This event is the highlight of our annual fundraising calendar and is always well supported by our people.

In 2018:

- **212** riders signed up for the challenge making Capgemini the largest corporate team for the 3rd consecutive year
- **£37,000+** raised by Team Capgemini cyclists in support of The Prince’s Trust

**Supporting the causes that matter most to our people**

Since 2010, we have supported causes that matter to our people through our Community Spirit Awards and Grants programme.

The awards provide funding for projects actively supported by our people and our Grants provide funding for employees to help kick-start fundraising or engagement activity. We hold an employee vote to decide the winners three times a year.

2018 saw unprecedented levels of engagement in our programme with 26% more awards granted compared to 2017 and a 52% increase in the number of employees voting in the awards. In 2018, we supported 53 charities in total and donated £29,831 to charities supported by our people.

**The Community Spirit Awards help us to support our people who do amazing things in their own communities**

One of the 2018 award winners was Helen Akers, who won an award for her work with Ava’s Angels, a charity which provides support to families with sick children.

This small start-up was founded by Helen’s husband Phil (also a Capgemini employee), in March 2018 following the sad loss of their own daughter Ava, who was just three years old. Despite their own grief, Helen and Phil wanted to ensure other families in similar situations have access to the support they had whilst in hospital. Through the Community Spirit Awards, Capgemini was able to support this inspiring work with a donation of over £2,000.

**As a start-up charity, this win is important as it provides awareness and raises crucial funds to enable Ava’s Angels to help families that need support.**

Helen Akers, Community Spirit Award Winner

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**2018 in Numbers**

- **4,167** people have engaged in Capgemini’s Get Involved campaign, through voting in the awards, volunteering or fundraising
- **53** charities supported through our Community Spirit Awards and Grants programme
- **£20,831** donated by Capgemini through the Community Spirit Awards and Grants programme
- **212** people signed up for the 2018 Palace to Palace charity right in aid of The Prince’s Trust

Team Capgemini cyclist pictured on the finishing line
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Context

According to the Global Footprint Network, we currently need 1.7 Earths [1] to sustain our global consumption levels. This means we are using more natural resources than nature can sustain. A growing global population and increasing levels of consumption are only going to intensify the challenges we face.

This year the IPCC Special Report on Global Warming [2] has warned that urgent action is required to limit global warming to 1.5 degrees and avoid the irreversible and devastating impacts of climate change. Environmental concerns continue to climb up the global agenda, with climate change and its related impacts featuring in the World Economic Forum’s top five Global Risks every year since 2011.

At the same time, there is a recognition that technology has the potential to significantly increase resource efficiency and address the challenges posed by climate change to deliver a more sustainable future for our planet. Research suggests that ICT has the potential to cut 9.7 times [3] more greenhouse gases than it produces.

As a global leader in consulting, technology services and digital transformation, we are strongly placed to help transform the way our industry thinks about sustainability and ensure that the maximum positive impacts are achieved for our planet through technology.

In this chapter

>> Our approach to Environmental Sustainability
>> Minimising our carbon footprint
>> Improving our operations to build a sustainable future
>> Helping our clients to reduce their carbon footprint
>> Engaging our network to advocate for sustainable business

Our approach to Environmental Sustainability

We are committed to minimising our environmental impacts, building business resilience against climate change, and supporting clients with their sustainability challenges. How do we do this?

We are accountable
Monitoring and reporting our environmental impacts transparently using a world-class carbon accounting system, to meet our ambitious Science-Based Targets.
Our environmental impacts are managed through our ISO 14001 certified Environmental Management System, with ambitious carbon reduction targets in place which are aligned to climate science. Accurate monitoring, analyses and reporting is made possible through our global carbon accounting system and our climate change risk assessment ensures the effective monitoring and mitigation of climate related risks.

We are resourceful
Driving efficiency and innovation across our business operations, focusing on our most material environmental impacts.
The continual reduction of environmental impacts is central to our approach. We focus on reducing energy consumption in our offices and data centres through an ISO 50001 certified energy management system. Reductions in business travel emissions is achieved through our ConnectWell travel programme, which promotes smart, safe and sustainable travel, as well as identifying alternatives to travel. We also embrace circular economy principles to reduce consumption levels, promote reuse and minimise operational waste.

We are impactful
Helping our clients reduce their environmental impacts through our business services.
Whilst continuing to reduce our own environmental impacts is essential, we recognise that the greatest positive environmental impact we can have is through the technology services delivered to our clients. Technology is one of the key levers available to address the mounting challenges posed by climate change. We focus on how technology can be leveraged to help our clients reduce their carbon emissions and achieve their sustainability targets.

2018 Highlights

- Delivering a 39% reduction in carbon emissions per head (vs.2014)
- Achieving our office energy target of reducing absolute office energy consumption by 40% (vs.2014)
- Launched the pilot of our new Virtual Collaboration Hubs in seven offices, to reduce business travel emissions and promote virtual ways of working
- Recertifying our Energy and Environmental Management Systems against the ISO 50001 and 14001 standards respectively
- Launching ‘10from10’ - a thought leadership series reflecting on the lessons learnt since starting our sustainability programme in 2008
- Providing a business briefing to over 500 of our consultants on the sustainability benefits of our client services
Minimising our carbon footprint

Carbon emissions per head target
To reduce our carbon emissions per employee by 20% by 2020 and by 40% by 2030 (vs. 2014)

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Office energy use target
To reduce our total office energy use by 20% by 2020 and by 40% by 2030 (vs. 2014)

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<th>Year</th>
<th>2014</th>
<th>2018</th>
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<tbody>
<tr>
<td>kWh</td>
<td>19,853</td>
<td>11,539</td>
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In 2018, we continued to accelerate progress against our science-based target achieving a 39% reduction in carbon emissions per employee and 45% reduction in absolute carbon emissions since our 2014 baseline year.

Business travel is our largest source of carbon emissions, currently accounting for 69% of our carbon footprint. Whilst we have held total travel emissions flat against 2017 levels, we have seen a 8% increase in long-haul air miles in 2018 due to the increasingly global nature of our work. Addressing this challenge through promoting virtual collaboration as an alternative to travel, remains a key priority for 2019.

In 2018, we refreshed our ConnectWell hub, which provides a single point of reference for travel planning. We particularly focus on encouraging our people towards low-carbon domestic travel. We have seen a 15% reduction in domestic air miles and a 5% increase in domestic rail miles in 2018, suggesting a positive transition from air to rail.

You can see a full breakdown of our travel emissions in the performance scorecard section of this report.

Office energy use target
To reduce our total office energy use by 20% by 2020 and by 40% by 2030 (vs. 2014)

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<tr>
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42% Reduction in office energy use since 2014
66% Reduction in office energy emissions since 2014

In 2018, we reached our target to reduce office energy consumption by 40%. Our office energy use was over 8,300 mWh lower in 2018 compared to our 2014 baseline year, that is equivalent to the average amount of energy used by over 2,200 homes in the UK. We have achieved a 66% reduction in our office energy emissions since 2014, this achievement has been driven through the consolidation of our offices (14%), the improvement of the energy efficiency of our office space (28%) and the decarbonisation of the energy grid (24%). This energy reduction has been facilitated by our ISO 50001 certified energy management system, which is governed by our Energy and Environment Management forum.

Data Centres
The closure and consolidation of three data centres has led to a 74% reduction in data centre emissions since 2014. During 2019 we will be reviewing our carbon reduction targets in the light of the changing carbon footprint of our business.

We’re helping achieve Goal 7 of the UN SDGs. Click on the logo to read more.

Office electricity from a renewable energy source
93% (100% for Capgemini controlled energy contracts)

Total business travel emissions
22,524 tCO2e
5% vs. 2014

Car emissions
3,414 tCO2e
34% vs. 2014

Total waste produced
181 tonnes
39% vs. 2014

Waste diverted from landfill
94%

Total water usage
46,264 m3
26% vs. 2014
Improving our operations to build a sustainable future

Virtual Collaboration Hubs

The most effective way of reducing our travel-related carbon emissions is to avoid travelling wherever possible. The ability to work and collaborate virtually is essential in today’s digital age, where flexible workspaces are increasingly the norm. 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.

In the UK, a working group has been established with representatives from Sustainability, IT, Facilities and the Accelerated Solutions Environment to advance our virtual collaboration journey. This group has established a proof of concept for 'Virtual Collaboration Hubs' - dedicated spaces within our offices which enable our people to collaborate on documents and digital whiteboards across multiple locations in real-time whilst on a video call. This proof of concept has proven very popular with a number of our strategic accounts and is going to be extended throughout 2019.

7 Pilot
Virtual collaboration rooms developed across our UK offices

300 People
trained on how to enhance virtual collaborative work

15 Accounts
provided bespoke support on how to minimise travel through using the rooms

640,541 hours
of Skype conference calls made in 2018 (a 24% increase vs. 2017)

#StopBuyingWaste
During our annual Environment Week (4-8 June 2018) we challenged our people to #StopBuyingWaste by making a pledge to say no to single-use items such as disposable coffee cups and plastic cutlery. Over 800 people posted their pledges on social media using #stopbuyingwaste. This translated into impact, with a 7% reduction in overall waste in our offices during Environment Week compared to an average week: equivalent to every office-based employee reducing their personal consumption by one water bottle, two coffee cups, five pieces of paper and one lunch paper bag.

In our London office, we displayed an e-waste exhibition featuring sculptures made from electronic waste created by artists from Brazil. The exhibition raised awareness about the proper disposal of electronic waste, an important environmental issue for a technology company such as Capgemini.

We are proud to have signed up to the new Business in the Community Waste to Wealth Commitment, becoming one of the first companies to pledge our support for doubling the nation’s resource productivity and eliminating avoidable waste by 2030.

We’re helping achieve Goals 8, 11 and 12 of the UN SDGs. Click on the logo's to read more.
Helping our clients solve their sustainability challenges

Around the world, organizations are seeking to be more resource efficient and minimise their environmental impacts. Technology is one of the key levers available to address the mounting challenges posed by climate change, which is why we have a new global client sustainability target:

Our global target is to help our clients save 10 million tonnes of CO$_2$e by 2030

This commitment has required a step change in our business, challenging the way in which we view and use technology. So far we have identified over 30 capabilities from within our portfolio that can help clients meet their sustainability challenges, from optimizing the use of existing technology to leveraging data and insights to drive sustainable performance.

In the UK, we have been driving awareness internally of our ambition and empowering our teams with the knowledge they need to engage their clients on sustainability. We have held business briefings for over 500 of our consultants on the sustainability benefits of our services. In addition, 45 of our Future Leaders cohort completed a sustainability related business challenge culminating in a presentation of recommendations to the UK business leaders. We have also formed a new client-facing network of sustainability ambassadors, who are helping to identify and define the sustainability benefits of our services.

Throughout 2018, we have developed a range of tools that will support sales teams and client facing executives to define, sell and measure the positive environmental benefits linked to our technology services. These tools include a carbon calculator, an account planning framework and a new e-learning module.

Our sustainable client services:

We have identified over 30 capabilities from our portfolio that can help clients meet their sustainability challenges. Three examples have been highlighted below:

Energy Saving as a Service (ESaaS)

By analysing a variety of data sources, including real-time energy consumption across an organisation’s entire extended estate, ESaaS reduces operational energy costs, optimises asset lifecycles and improves productivity.

For one UK utility company, Capgemini ESaaS reduced energy consumption by 20%, delivering annual cost savings in the region of £10 million and carbon savings in the region of 34,000 tCO$_2$e.[1]

Water leak detection

Our big-data analytics solution enables clients to identify water leaks, often weeks earlier than normal.

For one UK water company, Capgemini’s solution detected nearly 85% of water leaks 20 days earlier than the current industry average. Every 100 megalitres of water saved equals an average carbon saving of 105 tCO$_2$e.[2]

Rationalising IT infrastructure

Our IT rationalisation and cloud migration services help our clients to reduce the carbon footprint of their IT estates. By reducing the number of servers required to host client systems, both energy consumption and the carbon embedded in the physical hardware can be reduced.

Every 100 existing servers migrated from a traditional data centre to a public cloud equals a potential saving of 260 tCO$_2$e.

[1] Carbon savings are calculated using the 2018 DEFRA emissions factors using a location-based approach for energy savings
[2] Carbon saving are calculated using the 2018 DEFRA emissions factors for water
Engaging our network to advocate for sustainable business

Taking a digital deep dive with the water industry
At Capgemini, we’re committed to helping our clients apply emerging technologies to become more efficient, sustainable, and resilient against the challenges posed by a changing climate.

On World Water Day in 2018, we hosted a unique event in collaboration with Business in the Community (BITC) and Anglian Water, to help the water industry prepare for a more sustainable future.

The “Digital Deep Dive” event brought together 37 experts from across the water industry to explore the application of technology for a more sustainable future.

Working at Capgemini’s Accelerated Solution Environment in London, participants discussed how shared data and emerging technologies can provide solutions to the challenges businesses face as a result of climate change and the exploitation of natural capital. Participants attended ‘tradeshows’ designed to inspire thinking around the sustainability benefits of emerging technology. Topics ranged from optimising energy use through smart data analytics, to using big data and artificial intelligence to map the sustainability risks of companies.

The aim of the day was to inform a report that identifies clear recommendations for government and business and a framework for action, which was presented during Responsible Business Week. You can read more about the event and the ideas developed in this interactive webpage.

Click on the image above to watch the event video and hear directly from some of the event participants.

Sharing our learnings from 10 years of sustainability
2008 was a significant year for Capgemini UK, marking the launch of our Environmental Sustainability programme and the formalisation of our carbon reduction targets.

In 2018, 10 years after the launch of our programme, we released a series of thought leadership pieces reflecting on the 10 lessons we’ve learnt from a decade of climate action. The series was read by over 5,000 people and provides an honest and informative reflection upon the challenges and lessons learnt. The thought leadership series is available to read in full here.

Click on the video (below) to watch a short animation summarising our environmental performance from 2008 to 2018.

Click on the image above to watch the event video and hear directly from some of the event participants.

The digital deep dive event brought together a number of aspects which are core to sustainability – the focus on data, the need for collaboration across partners and sectors and the use of digital to meet the sustainability challenges we face.

Dr. James Robey
Global Head of Environmental Sustainability

"
There were 1.87 million digital technology jobs in the UK in 2018, and employment in the sector is growing fast. Yet at the same time, research shows that currently only 19% of the digital technology workforce are female, compared to 49% across all UK jobs. \(^1\)

In addition, research also shows that almost one in five \(^2\) LGBT workers in the UK have been the target of negative comments at work and right now, one in six \(^3\) workers are dealing with a mental health problem such as anxiety, depression or stress.

At Capgemini, we focus on creating a truly diverse and inclusive organisation where every employee feels able to be their best self at work.

Click on the logo’s below to find out how we’re contributing to the UN SDGs:

- [3] [www.mind.org.uk](http://www.mind.org.uk)
Our approach to **Active Inclusion**

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

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. To foster a sense of accountability, we ask employees to input into our strategy, through our Active Inclusion survey. The results of this survey genuinely shape the direction of travel, and this means all our employees are part of this journey.

**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.

**An Award Winning Approach**

- Established the Return@Capgemini programme for talented professionals returning to work after an extended career break
- Launched our award-winning inclusion campaign Think | Ask | Act, inspiring our people to move beyond awareness and take action
- Mobilised a mental health champions network across the UK to support employees and coordinated activities to mark mental health awareness days
- Signed the Tech Talent Charter, bringing together organisations to drive diversity and address gender imbalance in technology roles
- Re-accredited as a Disability Confident Employer recognising our commitment to supporting team members with disabilities
- Improved opportunities for flexible working through our Work Life Harmony policy, including recognition for Executive Vice President, Lance Doughty in the Timewise Power 50

Click here to explore our key performance data in the scorecard at the back of this report.
Think | Ask | Act taking individual action to create a truly inclusive workplace

In 2018, we focused on inclusion through our ‘Think | Ask | Act’ video campaign, encouraging our people to move beyond awareness and take action.

Structured through a series of videos, the Think | Ask | Act campaign communicated that everyone has a role to play in creating an inclusive workplace and that it’s the everyday acts, the seemingly small things, that can make a big difference. Voiced by our own people, we invited our team members to see life through another lens. The videos are at times uncomfortable and designed to get the audience thinking, asking and acting inclusively. These videos, launched in June 2018, brought to life our Active Inclusion strategy.

The Think | Ask | Act video series tells the stories of our people. In the first set of short, ‘sting’ videos, team members share moments that have made them feel excluded or uncomfortable. Following this, we released a video of colleagues talking about inclusion in action. And finally, we brought the series together with a documentary video to explain the thinking behind the campaign.

Impact of the Think | Ask | Act campaign:
The videos made an impact with our people prompting feedback such as, “brilliantly thought-provoking, conveying that lightbulb moment of what inclusion means in practice”.

The numbers of personal stories shared in our communications has also increased significantly, with more people being willing to share their stories, knowing they will be supported and can bring another perspective into the workplace and their teams.

The campaign also involved distributing branded mugs and “The book of big things” (pictured below) across all sites, which provided visible prompts for Think | Ask | Act discussions to take place in the office.

The campaign received external recognition for the innovative approach taken, winning Best Diversity & Inclusion Initiative, Best Video Campaign and Work of the Year at the RAD Awards. In addition, the campaign achieved ‘highly commended’ in the Diversity & Inclusion category at the Business Culture Awards.

Think | Ask | Act blew the judges away with the honest, genuine and brave use of video to amplify internal values. The campaign captured the true spirit of the RAD awards and demonstrated extreme bravery, addressing unconscious bias and increasing awareness of access to support for employees.

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

Creating Inclusive Communities
Our employee networks are communities that have a shared philosophy, enabling people to come together to share their experiences, learn, connect and support others. Our networks are open to all of our people and ‘allies’ (people who actively support a group) are especially important to creating an inclusive network. Our networks play an important role in helping us all do or take one action to promote inclusion. Highlights from 2018 include:

OUTfront Network
To celebrate the 2018 Pride season, OUTfront UK, our LGBT+ network, hosted a series of one-hour talks on topics such as LGBT+ inclusion and using inclusive language. Each session was streamed to other offices across the UK. Over 150 people attended this series of talks.

CAPability Network
Our ability and caring network led sessions around mental health, dementia, autism, arthritis and caring. We know that 10% of our people have their day-to-day activity limited in some way and 42% have caring responsibilities. This network helps team members to connect and share their experiences for support.

Collective Network
The Collective held monthly sessions across four locations, each themed around one provocative word. This meeting provides opportunities for team members to make connections through thought-provoking conversation.

Inclusive Network
‘Women’s Business Network’ renamed to the ‘Inclusive Network’ this year to reflect our maturity in this area and to continue our track record of gender diverse attendance at events. Our 2018 events featured Cindy Hoots (Global VP of IT at Unilever), and Lord Mervyn Davies.

Changing perceptions with SheCanBe:
In partnership with The Lord Mayor’s Appeal and Girl Guiding, Capgemini co-sponsored and took part in She Can Be in February 2018. This was an inspirational event where 25 organisations across the City of London came together with 130 young female students to help inspire future talent, and change the future for the next generation of girls and young women in business:

- 100% of young women would now consider a career in the City after the event
- 95% of employees felt that ‘She Can Be’ will have changed the perceptions of attendees

CBAME Network
Our CBAME network launched in 2018, with a panel discussion event on race and inclusion in Capgemini UK. The network is focused on opening a conversation with colleagues of all ethnicities and backgrounds about race in the workplace.

“ Our networks come in different structures and sizes, and are most powerful when they are most inclusive – collaborating together and engaging with allies across the organisation.”

Frances Duffy
UK HR Director
Returnships: Providing opportunities and a bridge back into the workplace

Return@Capgemini
We recognise that the transition from an extended career break back into the workplace can be challenging. This is why, after a pilot in 2017, we launched our Return@Capgemini programme in 2018, offering structure and support to bring talented professionals into our organisation.

The Return@Capgemini Programme offers a paid placement of six months with the possibility of a permanent role at the end of the programme. We target talented people that have been on a career break for two or more years.

As the first of its kind in the accelerating technology sector, we provide a wraparound of support:

- Meaningful experience
  Paid six months placements with a potential permanent role at the end
- Access to a community
  Access to a community of other returners in the same situation
- Access to coaching
  Professional coaching provided by Women Returners
- Professional development
  A development programme tailored to a technology specialism

76% of professional women on a career break want to return to work [1]

The programme has been extremely popular with all of 2018 launch events oversubscribed. During these events we give candidates the opportunity to get to know us as an organisation, meet our leaders and receive a development session from Women Returners.

150+
registrations for our London launch event within 48 hours

150+
applications within a week of the London launch event

Outstanding Returner of the Year:
Our Return@Capgemini programme is helping to support exceptional people such as Sara Matthewman who joined Capgemini after a 13-year career break. Following a six-month paid internship, Sara accepted a permanent position as a software engineer. Sara Matthewman won ‘Outstanding Returner of the Year’ at the Women in IT Excellence Awards. You can read more about Sara’s story here.

Most importantly for me I’ve learnt that I can go back to work, and my family won’t fall apart… Returning with a different life experience brings a new outlook and perspective that I think enables me to enjoy work more and perform better

Sara Matthewman, Capgemini Software Engineer

Insights from our Active Inclusion survey

It is critical for us to get feedback on our strategy, measure our progress on inclusion and share this openly with our people, which is why we conduct a biennial inclusion survey.

This year we conducted our biennial inclusion survey. First undertaken in 2016, our second Active Inclusion survey in July 2018 shows we are making progress and improving our engagement scores (see key figures below).

Our people are also telling us that our culture feels different – conversations are changing, team members are adjusting behaviours and language, and feeling able to bring their true self to work. In our own people’s words, from the recent Active Inclusion survey:

“There's a great sense of family within the company… Individuals within the team are welcoming, supportive and have the same values.”

“As a team we embrace everyone, and I've never felt more comfortable being myself at work.”

“I see people from different backgrounds, cultures and social groups all actively seeking to understand how we can work more effectively.”

Active Inclusion Survey Results

74% say working for a company with a visible commitment to D&I is important to them (+6% pts vs. 2016).

72% have access to support (colleagues, managers and employee networks) (+24% pts vs. 2016).

90% recommend Capgemini as a place to work (+2% pts vs. 2016).

67% agree that people at Capgemini take responsibility for building a diverse and inclusive culture.

2018 in Numbers

- 27% of total headcount are women
- 39% of total our graduate and apprentices are women
- 22% of total headcount are Black, Asian, and minority ethnic (BAME)
- 94% of people return to work after maternity, adoption or shared parental leave (+2.3 percentage points vs. 2017)
- 75% of people say they make use of flexible work arrangements
Context

The sheer velocity of technological change poses new challenges for our business, such as keeping our clients safe from increasingly sophisticated cyber-attacks and ensuring that we give our teams the freedom to communicate openly on social media without compromising client or company confidentiality.

It is essential that we help all our people understand their role in behaving responsibly and ethically to maintain Capgemini’s values. With a strong, clear approach on ethical issues such as anti-bribery, human rights and data protection, we are well placed to support our suppliers and clients with these issues.

Our commitment to act in an ethical and responsible way is an essential component of the trust we build with our stakeholders and is central to our continued success as a business. We also believe it helps us to attract and retain talented people, with strong evidence that individuals want to work for companies who take proactive steps to behave responsibly and ethically.

In this chapter
>> Business values and ethics
>> Managing risk in our supply chain
>> An Award-Winning Approach
Business values and ethics

Our Core Values
Since the formation of the Capgemini Group in 1967, we have been guided by the same seven core values. These values are the threads that run throughout our history; they guide the ethical approach through which we continue to conduct our business.

Honesty  Boldness  Trust  Freedom  Fun  Modesty  Team spirit

Our Group Chief Ethics & Compliance Officer, Philippe Christelle, is responsible for providing the overall direction and strategy of our Ethics and Compliance programme. Our UK Ethics and Compliance Officer provides support to enable UK team members to comply with Group policies (Group Code of Business Ethics and Group Anti-Corruption policy), as well as developing UK-specific guidance where required.

Raising Concerns:
In 2018, we launched a new raising concerns platform called SpeakUp, which is a 24x7 phone and web-based helpline that allows employees, managers, suppliers or partners to report any ethics or compliance concerns about accounting, auditing, corrupt practices, unfair competition and other misconduct not in compliance with our values and ethics. This new platform builds on our longstanding commitment to ethical and transparent business practices.

Cybersecurity
Capgemini is committed to protecting personal data under its custody. This includes personal data entrusted directly to Capgemini by data subjects and by its clients. At Capgemini, data privacy is part of the Cybersecurity & Information Protection program ("CySIP") that is sponsored by the Group General Secretary. We also provide end-to-end advisory, protection and monitoring services through our Cybersecurity offer.

Tax Transparency
Our UK tax strategy is to pay the right amount of tax, in the right jurisdiction, at the right time, as dictated by both UK and local legislation and custom as appropriate. We provide our people with the information and advice they need to act ethically in respect of all commercial decisions and ensure that business transactions are not structured to artificially avoid paying the right amount of tax.

Capgemini named one of the 2018 World’s Most Ethical Companies®
In 2018, Capgemini was named one of the 2018 World’s Most Ethical Companies® by the Ethisphere Institute for the 6th consecutive year.

Commended in the BITC Responsible Business Tracker®
Capgemini UK has a longstanding partnership with Business In The Community (BITC). Capgemini UK Chairman and Global Head of CSR, Christine Hodgson, sits on the BITC Board of Trustees. In 2018, BITC launched a pilot of a new Responsible Business Tracker® and Capgemini UK was one of 82 forerunners to trial the assessment. Our response prompted the following feedback:

"Thank you to Capgemini for your participation in the Forerunners’ Cycle of the Responsible Business Tracker® and for such a thorough and inspiring submission. We were impressed with the strategic level at which responsible business is integrated into the business, and inspired by your clear, bold targets, as well as the individual stories of lives changed."

Maria-Jose Subiela
Director of Global Goals,
Business in the Community
Managing risk in **our supply chain**

**We are committed to assessing 100% of our current suppliers**

Our suppliers support both the delivery of our services to clients and our day-to-day business operations. We assess 100% of our current suppliers to ensure they meet our ethical principles, as well as meeting the standards set by our clients. We have a global purchasing system which gives us a very precise view of our procurement activity.

Since 2007, our 12 Core Principles of Sustainable Procurement have been included within our ‘Supplier Standards of Conduct’ and contractual terms and conditions which apply to all our suppliers. The standards of conduct contain our principles with regards to compliance with international, national and local law, human rights, labour rights and modern-day slavery. It also outlines the obligation of our suppliers to conduct their business with the highest standards of integrity, avoiding all forms of corruption, bribery, extortion or embezzlement, and unfair business practices.

There are over 1,300 suppliers in our purchasing system and we assess 100% of them using our bespoke online platform, which profiles the environmental, economic and social risks and impacts of our suppliers’ operations, products and services. To ensure the accuracy of suppliers’ responses, we conduct audits on our suppliers, either through desk-based research or through on-site audits. The result of the online assessment and audits are fed into our supplier identification and selection process, with any prospective supplier and their products and services heavily scrutinised before they are included in any selection activity.

By forming close and collaborative partnerships with our suppliers, we aim to provide practical support and advice to help resolve any risks or issues identified through the assessment process. In addition, we run targeted campaigns to improve the performance of suppliers against key areas of importance for our business. Where suppliers fail to address identified issues within a reasonable time period, we reserve the right to cease trading with that supplier.

**Eliminating modern slavery from our supply chain**

We have a zero-tolerance approach to bribery, corruption and human rights abuse. Forced and compulsory labour, slavery, servitude and human trafficking are not an acceptable part of today’s businesses and supply chains.

In 2018, we released our second Modern Slavery Transparency Statement which outlines the steps we have taken to reduce the risk of modern slavery within our supply chain, such as launching our new telephone hotline, ‘SpeakUp’, for our people, suppliers, partners or clients to raise any concerns they have relating to modern slavery.

**We are an accredited ‘Living Wage Employer’**

Capgemini UK, received accreditation as a Living Wage employer in May 2016 and has maintained that status since then.

**Our supplier assessment tool was selected as a finalist in the 2018 Edie Sustainability Leaders Awards – Sustainability Innovation: Standards, System and Software category.**
An award-winning approach to responsible and sustainable business

1. Named one of the 2018 World’s Most Ethical Companies® by the Ethisphere Institute for the 6th consecutive year;
2. Received a B rating on the CDP Climate Change Index and an A in the Supplier Engagement index;
3. Achieved ISO 14001 and ISO 50001 certification for our Environment and Energy Management systems which cover 100% of our UK operations;
4. Awarded Ecovadis Gold rated supplier status;
5. Accredited as a Disability Confident Employer;
6. Achieved a silver Award in the Mind Workplace Wellbeing Index 2017-18;
7. Listed on the FTSE4Good Index;
8. Featured in the Stonewall Top 100 Employers List;
9. Featured in the 2018 Times Top 50 Employers for Women List;
10. Ranked in the top 50 of Glassdoor’s Best Places to Work;
11. Participants of the EU Code of Conduct for Data Centres;
12. Highly Commended in the Recruitment Award category in BITC’s Race Equality Awards;
13. Ranked as one of the Top 50 employers in the Social Mobility Employer Index 2018;
14. Shortlisted in the edie Sustainability Leaders Awards;
15. Rated as a CIPS accredited supplier; and
At Capgemini, we believe that having robust and reliable data is essential for building an effective sustainability strategy. We are committed to disclosing a transparent view of our key performance indicators across our Architects of Positive Futures programme.

Dr. James Robey, Vice President, Capgemini Global Head of Environmental Sustainability
Performance Scorecard: Architects of Positive Futures

This Performance Scorecard, details our key performance indicators across all aspects of our Architects of Positive Futures programme. We report progress against a number of key performance indicators and targets:

**Positive Planet**
Capgemini UK became the first company in the IT Services and Consulting sector to have its carbon reduction target approved by the Science Based Target initiative (SBTi). The SBTi confirms that our goals are consistent with the global effort to keep average temperature increase well below the 2°C threshold agreed at the COP21 climate conference in Paris. Our targets commit us to a longer-term reduction (with targets both for 2020 and 2030) and include a comprehensive mix of both absolute and intensity-based measures covering our key impact areas:

- To reduce our carbon footprint per employee by 20% by 2020 and 40% by 2030 (vs. 2014 baseline)
- To reduce office energy use by 20% by 2020 and 40% by 2030 (vs. 2014 baseline)
- To reduce our business travel emissions by 25% by 2020 and by 50% by 2030 (vs. 2014 baseline)

**Social Impact**
Our Social Impact programme has a focus on helping people build the skills they need to prepare for work, as well as creating pathways to employment for under represented groups. We are currently undergoing a review of our social impact targets to ensure that they are focussed on impact measurement. We have a number of engagement targets:

- To reach out to over 5,000 young people each year through our education outreach programme
- To support 40 charities annually through our Community Spirit Awards and Grants
- To engage 1,000 employees in each of our Community Spirit Awards employee votes

**Active Inclusion**
In 2016, we launched our Active Inclusion programme, creating a step change in our approach to diversity and inclusion. To support this programme we established a number of key targets, beginning with a focus on improving our gender diversity. Our gender diversity targets are:

- To ensure that 40% of graduate and apprentice hires are women
- To increase the proportion of senior women to 20% by 2020
- To increase the proportion of women to 30% by 2020

Information about how we have performed against these targets, as well as other key performance indicators is presented in the subsequent tables.
We believe achieving the United Nations Sustainable Development Goals (SDGs) is not only good for society and the environment, it is critical for businesses to achieve sustained and profitable growth. The goals highlight the world’s biggest social, environmental and economic issues, providing a universal call for all actors, including businesses, to address these challenges and work towards a more sustainable future.

We acknowledge that as a business there are already a significant number of areas where we are impacting the UN SDGs. Our approach so far has been to map out how we are already contributing to the achievement of the UN SDGs and where we may have opportunities to increase our impact further.

At a global level, we integrated the UN SDGs into our group-wide materiality assessment approach which was conducted at the end of 2018 to inform our Architects of Positive Futures strategy. This process has enabled us to better understand the goals we have a material impact on, both positively and negatively. We will look to build upon this global materiality assessment in 2019, by exploring opportunities to further contribute to our most material SDGs.

At a UK level, we have thoroughly examined the 17 goals, 169 targets in order to understand specifically how our Architects of Positive Futures activities and projects contribute to the UN SDGs, and have highlighted the most relevant examples from this report in the tables below. We do often impact the goals mentioned in more than one way, therefore the examples given are not an exhaustive list but highlights one or two examples of action per goal for the various initiatives covered in this report. For each example of action, the numbers between brackets represent the specific SDG targets we are contributing towards and the text in italics is the wording used in the specific targets.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Pillar</th>
<th>Example of Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Social Impact</strong></td>
<td><strong>4 Quality Education</strong></td>
<td>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. Our award-winning degree apprenticeship and education outreach programmes help to ensure access to affordable and quality technical and vocational education (4.3) and is helping to increase the number of youth and adults who have relevant technical and vocational skills for employment (4.4).</td>
</tr>
<tr>
<td></td>
<td><strong>5 Gender Equality</strong></td>
<td>Achieve gender equality and empower all women and girls. 76% of professional women on a career break want to return to work. Our Return@Capgemini programme aims to tackle this statistic by offering 6 months placements and permanent roles to those on extended career breaks. In doing so, we are contributing to ensuring women’s full and effective participation in economic life (5.5).</td>
</tr>
<tr>
<td></td>
<td><strong>7 Affordable and Clean Energy</strong></td>
<td>Ensure access to affordable, reliable, sustainable and modern energy for all. By reducing our total office energy consumption by 42% since 2014 we are helping to improve energy efficiency (7.3) and our longstanding commitment to sourcing 100% of our electricity from renewable sources for Capgemini controlled energy contracts is helping to increase the demand for renewable energy which in turn will increase the share of renewable energy in the global mix (7.2). In addition, we are working with utilities clients to help integrate renewables into the grid, we are contributing to the promotion of investments in clean energy technology (7.a).</td>
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<tr>
<td></td>
<td><strong>8 Decent Work and Economic Growth</strong></td>
<td>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. By offering intensive 6 months Javascript coding training to students, including refugees and asylum seekers, our Coding Academy is contributing to achieving decent work for all (8.5), reducing youth unemployment (8.6, 8.b) and promoting safe working environments for all workers including migrant workers (8.8).</td>
</tr>
<tr>
<td></td>
<td><strong>Active Inclusion</strong></td>
<td>By training over 300 people and providing bespoke support to 15 accounts on using the virtual collaboration tools, we are reducing business travel hence contributing to achieving higher levels of economic productivity through technological upgrading and innovation (8.2) and decoupling economic growth from environmental degradation (8.4).</td>
</tr>
<tr>
<td>Goal</td>
<td>Pillar</td>
<td>Example of Action</td>
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<tr>
<td>------</td>
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</tr>
<tr>
<td>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</td>
<td>Active Inclusion</td>
<td>By promoting flexible working, being re-accredited as a Disability Confident employer, signing the Tech Talent Charter (which brings together organisations to drive diversity and address gender imbalance in technology roles) and rolling out our award winning Think</td>
</tr>
<tr>
<td>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</td>
<td>Positive Planet</td>
<td>Through our client engagements, we are helping to build resilient infrastructure. For example, our utilities client-facing teams are developing technology solutions to monitor infrastructure asset health and identify where preventative maintenance or retrofitting is required. In this way we are promoting infrastructure upgrades and industry retrofitting to increase resource efficiency and clean technology adoption (9.4)</td>
</tr>
<tr>
<td>Reduce inequality within and among countries</td>
<td>Social Impact</td>
<td>Our Digital Partnership with The Prince’s Trust contributes to reducing inequalities of outcome (10.3) and promoting the economic inclusion of all irrespective of race, ethnicity, origin, religion or economic or other status (10.2) by helping 215 young people from disadvantaged backgrounds develop their digital skills to move into employment, training or education</td>
</tr>
<tr>
<td>Reduce inequality within and among countries</td>
<td>Active Inclusion</td>
<td>Our LGBT+, CAPability, Inclusive, and CBAME networks and our continued inclusion education for Capgemini leaders, hiring managers and HR teams are just some of the ways we are directly contributing to promoting the social and economic inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic status (10.2)</td>
</tr>
<tr>
<td>Ensure sustainable consumption and production patterns</td>
<td>Positive Planet</td>
<td>Our #stopbuyingwaste campaign and wider environmental management principles (p.17) are helping to effectively manage natural resources more sustainably (12.2), reducing waste generation (12.5) and encouraging companies to adopt sustainable practices (12.6)</td>
</tr>
<tr>
<td>Take urgent action to combat climate change and its impacts</td>
<td>Positive Planet</td>
<td>Our new global ambition to help our clients reduce their carbon emissions is helping to improving education, awareness-raising and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning (13.3)</td>
</tr>
</tbody>
</table>
## Environment: Carbon

### Carbon Emissions by Scope1 (Location-Based)

<table>
<thead>
<tr>
<th>Metric</th>
<th>Data Source</th>
<th>Unit</th>
<th>2014</th>
<th>2017</th>
<th>2018</th>
<th>Change vs 2014</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>TARGET</td>
<td>To reduce our carbon footprint per employee by 20% by 2020 and 40% by 2030</td>
<td>T CO2e per employee</td>
<td>6.71</td>
<td>4.90</td>
<td>4.10</td>
<td>-38.9%</td>
<td>We have made rapid progress towards our emissions per head target, driven largely by a reduction in energy use since 2014.</td>
</tr>
<tr>
<td><strong>Scope 1 Emissions</strong></td>
<td>Natural Gas</td>
<td>T CO2e</td>
<td>749</td>
<td>578</td>
<td>480</td>
<td>-36.0%</td>
<td>The reduction in our Scope 1 emissions has largely been driven by energy efficiency initiatives as well as the rationalisation of our data centres and offices.</td>
</tr>
<tr>
<td></td>
<td>Diesel</td>
<td>T CO2e</td>
<td>123</td>
<td>50</td>
<td>27</td>
<td>-78.0%</td>
<td>Note: Our F-gas emissions are typically tracked as part of the routine maintenance cycle, with F-gas leakage counted in the month when maintenance occurs, when in fact the leakage typically occurs gradually over several months. Hence the year-on-year fluctuations may not be fully representative.</td>
</tr>
<tr>
<td></td>
<td>F-gas</td>
<td>T CO2e</td>
<td>119</td>
<td>89</td>
<td>69</td>
<td>-42.2%</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>T CO2e</td>
<td>991</td>
<td>717</td>
<td>576</td>
<td>-41.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Scope 2 Emissions</strong></td>
<td>Data Centre Electricity</td>
<td>T CO2e</td>
<td>24,061</td>
<td>11,499</td>
<td>6,343</td>
<td>-73.6%</td>
<td>Our Scope 2 emissions have reduced largely due to a reduction in electricity usage.</td>
</tr>
<tr>
<td></td>
<td>Office Electricity</td>
<td>T CO2e</td>
<td>7,953</td>
<td>3,736</td>
<td>2,493</td>
<td>-68.7%</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>T CO2e</td>
<td>32,014</td>
<td>15,235</td>
<td>8,836</td>
<td>-72.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Scope 3 Emissions</strong></td>
<td>Business Travel</td>
<td>T CO2e</td>
<td>23,819</td>
<td>22,539</td>
<td>22,524</td>
<td>-5.4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>T&amp;D Losses</td>
<td>T CO2e</td>
<td>2,799</td>
<td>1,424</td>
<td>753</td>
<td>-73.1%</td>
<td>The reduction in our Scope 3 emissions is largely due to a decrease both in electricity transmission and distribution losses (driven by reducing energy use) and in our business travel.</td>
</tr>
<tr>
<td></td>
<td>Water</td>
<td>T CO2e</td>
<td>66</td>
<td>61</td>
<td>49</td>
<td>-25.9%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Waste</td>
<td>T CO2e</td>
<td>9</td>
<td>6</td>
<td>5</td>
<td>-47.7%</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>T CO2e</td>
<td>26,693</td>
<td>24,031</td>
<td>23,330</td>
<td>-12.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Greenhouse Gas Emissions (Location-Based)</strong></td>
<td>TOTAL</td>
<td>T CO2e</td>
<td>59,698</td>
<td>39,982</td>
<td>32,741</td>
<td>-45.2%</td>
<td>The overall reduction in our location-based carbon emissions is largely a result of the increased efficiency of our offices and data centres through consistent investment since 2014, as well as the impact of rationalising our portfolio of offices and data centres.</td>
</tr>
</tbody>
</table>

### Market-Based Emissions2

<table>
<thead>
<tr>
<th>Metric</th>
<th>Data Source</th>
<th>Unit</th>
<th>2014</th>
<th>2017</th>
<th>2018</th>
<th>Change</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of electricity from renewable sources2</td>
<td>Electricity</td>
<td>% of kWh</td>
<td>83.3%</td>
<td>74.5%</td>
<td>88.9%</td>
<td>-45.2%</td>
<td>We buy renewable electricity wherever we have direct control over our electricity contract. Year-on-year fluctuations in % of renewable electricity therefore largely reflect what proportion of our electricity comes from landlord-controlled sites. Note that we only started measuring Market-Based Emissions from 2015 onwards.</td>
</tr>
<tr>
<td>Scope 2 Emissions (Market-Based)</td>
<td>Electricity</td>
<td>T CO2e</td>
<td>N/A</td>
<td>4,317</td>
<td>1,272</td>
<td>-73.1%</td>
<td></td>
</tr>
<tr>
<td>Total Greenhouse Gas Emissions (Market-Based)</td>
<td>TOTAL</td>
<td>T CO2e</td>
<td>N/A</td>
<td>29,064</td>
<td>25,178</td>
<td>-45.2%</td>
<td></td>
</tr>
</tbody>
</table>

### Notes
1. Our carbon footprint per employee is our total location-based emissions divided by the average UK headcount for each reporting year. Our base year for reporting is 2014. We follow the Greenhouse Gas Protocol Corporate Standard. With the exception of hotel nights (mentioned further in notes on tables to follow), emissions have been calculated using the conversion factors recommended by the DEFRA.
2. “Scope” is a 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. For 2015 data onwards we calculate and report both “location-based” emissions and “market-based” emissions in line with the GHG Protocol. For our market-based emissions electricity purchased from renewable sources has been given emission factor of 0 kg CO2e/kWh. The remainder of our electricity supply is provided by landlords and in the absence of supplier emission rates a residual fuel mix factor for the UK has been used, sourced from RE-DISS: http://www.reliable-disclosure.org/documents/
## Environment: Office Energy and Data Centres

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2014</th>
<th>2017</th>
<th>2018</th>
<th>Change vs 2014</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TARGET</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To reduce office energy use¹ by 20% by 2020 and 40% by 2030 (vs 2014)</td>
<td>MWh</td>
<td>19,853</td>
<td>13,847</td>
<td>11,539</td>
<td>-41.9%</td>
<td>The 42% reduction in office energy use has been driven through the implementation of energy efficiency initiatives such as LED lighting, smart building management and HVAC upgrades across our estate, as well as by rationalising the number of offices in our portfolio.</td>
</tr>
<tr>
<td>Office Energy Emissions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Office Energy Emissions</td>
<td>T CO₂e</td>
<td>8,652</td>
<td>4,313</td>
<td>2,982</td>
<td>-65.5%</td>
<td>The reduction in office energy emissions is higher than the reduction in office energy use, in part due to the fact that a higher proportion of our energy came from natural gas in 2017 and in part due to the continued decarbonisation of the electricity grid.</td>
</tr>
<tr>
<td>Total Office Energy Emissions</td>
<td>T CO₂e</td>
<td>N/A</td>
<td>1,147</td>
<td>712</td>
<td>N/A</td>
<td>The reduction in our market-based emissions reflects an increase in the proportion of our electricty coming from renewable sources in 2018 compared to 2017. Note that we only started measuring Market-Based Emissions from 2015 onwards.</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>%</td>
<td>77.4%</td>
<td>86.2%</td>
<td>93.0%</td>
<td></td>
<td>We buy electricity from renewable sources wherever we have direct control over the electricity supply. The year on year fluctuation is a reflection of what proportion of our electricity supplies we have direct contracts for and what percentage is controlled by the landlord in any given year. Note that this data has been restated since our last report due to the discovery of renewable energy at one of our landlord controlled sites.</td>
</tr>
<tr>
<td><strong>Data Centre Energy Use</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To reduce the average PUE¹ ratio to 1.5 by 2020</td>
<td>PUE</td>
<td>1.66</td>
<td>1.69</td>
<td>1.69</td>
<td></td>
<td>Since 2014 we have decommissioned a number of data centres which has resulted in an increase to our average PUE.</td>
</tr>
<tr>
<td>PUE</td>
<td>PUE</td>
<td>1.67</td>
<td>1.63</td>
<td>1.59</td>
<td>-4.7%</td>
<td>The weighted PUE has been calculated using the total energy consumption for our data centres. The reduced average PUE is due to our larger data centres having a lower PUE figure.</td>
</tr>
<tr>
<td>Data Centre Energy Emissions</td>
<td>T CO₂e</td>
<td>24,234</td>
<td>11,550</td>
<td>6,360</td>
<td>-73.8%</td>
<td>The reduction in our data centre energy emissions is in part due to the reduction in electricity and diesel use following the decommissioning data centres and in part due to the continued decarbonisation of the grid.</td>
</tr>
<tr>
<td>Total Data Centre Energy Emissions</td>
<td>T CO₂e</td>
<td>N/A</td>
<td>3,797</td>
<td>1,067</td>
<td>N/A</td>
<td>The reduction in our market-based emissions is due to a significant reduction in our overall energy use, as well as the closure of data centres which were not using renewable electricity. Note 2015 was the first year we reported market-based emissions.</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>%</td>
<td>85.3%</td>
<td>70.7%</td>
<td>87.2%</td>
<td></td>
<td>Compared to 2017, the percentage of our electricity from renewable sources has increased due to the closure of a data centre that was not using renewable energy.</td>
</tr>
</tbody>
</table>

Notes:
1. Office Energy Use includes natural gas, diesel and electricity used in our UK offices. For office energy emissions this includes emissions from Scope 1 natural gas and diesel, Scope 2 electricity use and Scope 3 electricity transmission and distribution losses.
2. Data Centre PUE (Power Usage Effectiveness) is a standard measure of the energy efficiency of a data centre. We use a straight average across all our UK data centres.
3. Data Centre Energy Use includes natural gas, diesel and electricity used in our UK data centres. For data centre energy emissions, this includes emissions from Scope 1 natural gas and diesel, Scope 2 electricity use and Scope 3 electricity transmission and distribution losses.
**Environment: Travel**

### Metric

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2014</th>
<th>2017</th>
<th>2018</th>
<th>Change vs 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TARGET</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To reduce our business travel emissions* by 25% by 2020 and by 50% by 2030 (vs 2014)</td>
<td>Tonnes CO2eq</td>
<td>23,819</td>
<td>22,539</td>
<td>22,524</td>
<td>-5.4%</td>
</tr>
<tr>
<td><strong>Business Travel Emissions by Type</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air Emissions</td>
<td>T CO2eq</td>
<td>11,458</td>
<td>11,647</td>
<td>12,241</td>
<td>6.8%</td>
</tr>
<tr>
<td>Car Emissions</td>
<td>T CO2eq</td>
<td>5,135</td>
<td>3,413</td>
<td>3,414</td>
<td>-33.5%</td>
</tr>
<tr>
<td>Hotel Emissions*</td>
<td>T CO2eq</td>
<td>4,923</td>
<td>5,766</td>
<td>5,250</td>
<td>6.7%</td>
</tr>
<tr>
<td>Rail Emissions</td>
<td>T CO2eq</td>
<td>1,496</td>
<td>1,238</td>
<td>1,230</td>
<td>-17.8%</td>
</tr>
<tr>
<td>Taxi Emissions</td>
<td>T CO2eq</td>
<td>750</td>
<td>385</td>
<td>279</td>
<td>-62.8%</td>
</tr>
<tr>
<td>Other Travel</td>
<td>T CO2eq</td>
<td>58</td>
<td>90</td>
<td>109</td>
<td>89.7%</td>
</tr>
</tbody>
</table>

### Notes:

1. With the exception of hotel nights, business travel emissions are calculated through the collection of business travel mileage data and the application of relevant emission factors from DEFRA. For our taxi data, bus data and some of our rail data, the exact mileage is not known and therefore cost data is converted into mileage using agreed internal conversion rates.
2. Emission factors previously produced by the Carbon Neutral Company have been used to calculate the emissions associated with hotel night stays.
## Environment: Waste and Water

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2014</th>
<th>2017</th>
<th>2018</th>
<th>Change vs 2014</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>TARGET</td>
<td>To send less than 10% of our waste to landfill</td>
<td>%</td>
<td>5.7%</td>
<td>6.4%</td>
<td>6.4%</td>
<td>The proportion of waste sent to landfill has remained consistent in 2018. Please note 2014 and 2017 data has been restated since our last report, due to our waste contractors providing us with updated recycling rates for a number of sites.</td>
</tr>
<tr>
<td>Waste Emissions</td>
<td>Total Waste Emissions</td>
<td>T CO₂e</td>
<td>9</td>
<td>6</td>
<td>5</td>
<td>-47.7%</td>
</tr>
<tr>
<td>Waste by disposal method</td>
<td>Waste Recycled</td>
<td>Tonnes</td>
<td>212</td>
<td>179</td>
<td>142</td>
<td>-32.7%</td>
</tr>
<tr>
<td></td>
<td>Waste to Energy</td>
<td>Tonnes</td>
<td>67</td>
<td>35</td>
<td>27</td>
<td>-60.0%</td>
</tr>
<tr>
<td></td>
<td>Waste to Landfill</td>
<td>Tonnes</td>
<td>17</td>
<td>15</td>
<td>11</td>
<td>-31.4%</td>
</tr>
<tr>
<td></td>
<td>Total Waste</td>
<td>Tonnes</td>
<td>295</td>
<td>228</td>
<td>181</td>
<td>-38.8%</td>
</tr>
<tr>
<td></td>
<td>% of Waste diverted from landfill</td>
<td>%</td>
<td>94.3%</td>
<td>93.6%</td>
<td>93.6%</td>
<td>As noted above, an increase in the proportion of waste being recycled is largely responsible for improved diversion from landfill rates.</td>
</tr>
<tr>
<td>Water Use</td>
<td>Total Water Use</td>
<td>m³</td>
<td>62,431</td>
<td>57,685</td>
<td>46,264</td>
<td>-25.9%</td>
</tr>
</tbody>
</table>

Notes:
1. Waste emissions have been calculated by tracking the type of waste and disposal method at each facility and applying the relevant emission factors from DEFRA.
2. The % of Waste diverted from landfill includes all waste diverted from landfill through recycling and waste to energy schemes.
3. We include water use at all sites where we directly control the water contract or sites where our landlords have access the meter and supply us with the data. The quality of the data varies from site to site, with some offices invoiced only twice a year meaning we are partially reliant on estimates. As recommended by DEFRA, we calculate emissions associated both with water supply and water treatment (see Carbon table). As the volume of water being treated is unmetered we assume the same volume of water is sent for treatment as the volume supplied to each site.
## Social Impact: Digital Inclusion

### Metric | Unit | 2015 | 2016 | 2017 | 2018 | Comment
--- | --- | --- | --- | --- | --- | ---
**TARGET** To reach out to over 5,000 young people each year through our education outreach programme | No. of young people | 5,843 | 6,068 | 5,271 | 5,601 | This includes all school students engaged with through our Education Outreach Programme.

### Education Outreach
- Work experience placements offered to young people | No. of people taking up work experience | N/A | 78 | 96 | 117 | Figures reported for the first time for 2016. In addition to the 117 placements offered, we also provided over 200 students with an experience of completing a digital interview.
- Capgemini volunteers supporting Schools & Education programme | No. of volunteers | 228 | 133 | 127 | 156 | Capgemini employees volunteered in multiple locations across the UK supporting the delivery of our Education Outreach.

### The Prince’s Trust Digital Skills Course Participants
- No. of participants | 15 | 98 | 59 | 403 | Includes Get Started and Achieve courses. The reason for the significant increase is due to Capgemini’s partnership with the Windsong Foundation which supported 362 young people through Achieve Clubs. 41 young people completed our Get Started course in 2018.

### Get Started course participants going into employment, education, training or volunteering
- % of participants with positive outcomes | 53% | 60% | 62% | 75% | This is measured by The Prince’s Trust three months after the Get Started course. The percentage includes the number of participants who go into employment, education, training or volunteering after completing the course. When including the number of people who continue to work with The Prince’s Trust after completing the course, the percentage of participants achieving a positive outcome since the launch of the programme is 80%.

### Digital Skills Participants & Outcomes
- No. of Capgemini volunteers supporting the Digital Skills Programme | No. of volunteers | 19 | 64 | 45 | 30 | Capgemini employees volunteered in multiple locations across the UK supporting the delivery of Get Started courses which included coaching/mentoring and delivering workshops. The reason for the lower figure in 2018, is due to the Get Started course only running for the first quarter of the year. The new achieve clubs launched in 2018 have a different delivery mechanism which requires less Capgemini volunteers, hence the slight reduction in 2018.

- No. of volunteers from Capgemini clients supporting the Digital Skills Programme | No. of volunteers | 4 | 18 | 36 | 3 | We invited our clients to join us to take part in volunteering partnering up with Capgemini employees. The reason for the lower figure in 2018, is due to the Get Started course only running for the first quarter of the year.
## Social Impact: Employee Engagement

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Impact: Employee Engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TARGET</td>
<td>To engage 1,000 employees in our Community Impact Award selection process each quarter</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Average number of votes during each Community Spirit Awards round. There were three rounds of votes held in 2018.</td>
</tr>
<tr>
<td></td>
<td>Average no. of votes per CIA round</td>
<td>1,148</td>
<td>1,015</td>
<td>1,089</td>
<td>1,658</td>
<td></td>
</tr>
<tr>
<td>Corporate Charity Partnership</td>
<td>No. of people signed up for Palace to Palace</td>
<td>100</td>
<td>329</td>
<td>250</td>
<td>212</td>
<td>Includes some client team members and family members as well as Capgemini employees.</td>
</tr>
<tr>
<td></td>
<td>Employee fundraising in £</td>
<td>61,231</td>
<td>71,403</td>
<td>70,102</td>
<td>44,706</td>
<td>This includes employee fundraising through Palace to Palace, Million Makers and ad-hoc fundraising events. There was no Golf Day in 2018 impacting the overall total.</td>
</tr>
<tr>
<td>Volunteering</td>
<td>No. of hours</td>
<td>2,682</td>
<td>2,460</td>
<td>2,327</td>
<td>2,036</td>
<td>Excludes volunteering time outside standard working hours</td>
</tr>
<tr>
<td>Cost of volunteering to the business</td>
<td>Cost of volunteering to business in £</td>
<td>80,944</td>
<td>84,507</td>
<td>85,169</td>
<td>66,507</td>
<td>Calculated at standard costs for employee grade</td>
</tr>
<tr>
<td>Metric</td>
<td>Unit</td>
<td>2015</td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
<td>Comment</td>
</tr>
<tr>
<td>Employee Giving</td>
<td>Corporate donations to causes selected by award winners</td>
<td>27,482</td>
<td>20,339</td>
<td>36,435</td>
<td>29,831</td>
<td>Corporate donations to charities selected by employees Community Spirit Award winners (previous named Community Impact Awards).</td>
</tr>
<tr>
<td></td>
<td>Direct contribution in £</td>
<td>80,944</td>
<td>85,844</td>
<td>79,808</td>
<td>76,900</td>
<td>Total contribution made by Capgemini employees through Payroll Giving.</td>
</tr>
<tr>
<td>Employee Giving</td>
<td>Total amount donated in £</td>
<td>124,837</td>
<td>157,247</td>
<td>154,909</td>
<td>145,629</td>
<td>Employee Donations includes amount raised by employees through a Capgemini organised initiatives and donated through Payroll Giving. The reduction in 2018 is mainly due to there not having been a charity golf tournament.</td>
</tr>
<tr>
<td>Corporate Donations</td>
<td>Total Corporate Donations</td>
<td>254,496</td>
<td>250,051</td>
<td>243,754</td>
<td>239,494</td>
<td>Total Corporate Donations includes direct and indirect contributions including to our charity partners (BITC, The Prince’s Trust), direct and indirect contributions through community awards schemes and the cost of volunteering to the business.</td>
</tr>
</tbody>
</table>
# Active Inclusion: Gender

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender balance of all employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>% gender split for all individuals employed during reporting year by Capgemini UK and Sogeti UK.</td>
</tr>
<tr>
<td>Gender balance of all employees</td>
<td>% Female</td>
<td>26.8%</td>
<td>26.7%</td>
<td>26.7%</td>
<td>26.8%</td>
<td></td>
</tr>
<tr>
<td>Gender balance of all employees</td>
<td>% Male</td>
<td>73.2%</td>
<td>73.3%</td>
<td>73.3%</td>
<td>73.2%</td>
<td></td>
</tr>
<tr>
<td>Gender by grade</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>% split by gender and grade level for all individuals employed during reporting year by Capgemini UK and Sogeti UK.</td>
</tr>
<tr>
<td>Executives</td>
<td>% Female</td>
<td>17.8%</td>
<td>16.9%</td>
<td>17.0%</td>
<td>18.7%</td>
<td>Based on grade level on 31st December of each reporting year.</td>
</tr>
<tr>
<td>Executives</td>
<td>% Male</td>
<td>82.2%</td>
<td>83.1%</td>
<td>83.0%</td>
<td>81.3%</td>
<td></td>
</tr>
<tr>
<td>Experienced Professionals</td>
<td>% Female</td>
<td>25.9%</td>
<td>26.1%</td>
<td>26.1%</td>
<td>25.8%</td>
<td></td>
</tr>
<tr>
<td>Experienced Professionals</td>
<td>% Male</td>
<td>74.1%</td>
<td>73.9%</td>
<td>73.9%</td>
<td>74.2%</td>
<td></td>
</tr>
<tr>
<td>Entry level</td>
<td>% Female</td>
<td>32.6%</td>
<td>32.6%</td>
<td>34.0%</td>
<td>37.8%</td>
<td></td>
</tr>
<tr>
<td>Entry level</td>
<td>% Male</td>
<td>67.4%</td>
<td>67.4%</td>
<td>66.0%</td>
<td>62.2%</td>
<td></td>
</tr>
<tr>
<td>Gender by occupational group</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>% split by gender and occupational group for all individuals employed during reporting year by Capgemini UK and Sogeti UK. Newly reported for 2016.</td>
</tr>
<tr>
<td>Fee earning</td>
<td>% Female</td>
<td>N/A</td>
<td>24.5%</td>
<td>24.5%</td>
<td>24.4%</td>
<td></td>
</tr>
<tr>
<td>Fee earning</td>
<td>% Male</td>
<td>N/A</td>
<td>75.5%</td>
<td>75.5%</td>
<td>75.6%</td>
<td></td>
</tr>
<tr>
<td>Support</td>
<td>% Female</td>
<td>N/A</td>
<td>59.1%</td>
<td>58.2%</td>
<td>61.4%</td>
<td></td>
</tr>
<tr>
<td>Support</td>
<td>% Male</td>
<td>N/A</td>
<td>40.9%</td>
<td>41.8%</td>
<td>38.6%</td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>% Female</td>
<td>N/A</td>
<td>22.5%</td>
<td>21.5%</td>
<td>21.7%</td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>% Male</td>
<td>N/A</td>
<td>77.5%</td>
<td>78.5%</td>
<td>78.3%</td>
<td></td>
</tr>
<tr>
<td>Recruiting, promoting and retaining</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>% of new Graduate and Apprentice hires by gender and total GAP intake per year.</td>
</tr>
<tr>
<td>Total GAP intake</td>
<td>% Female</td>
<td>25.3%</td>
<td>33.0%</td>
<td>38.7%</td>
<td>39.1%</td>
<td></td>
</tr>
<tr>
<td>Total GAP intake</td>
<td>% Male</td>
<td>74.7%</td>
<td>67.0%</td>
<td>61.3%</td>
<td>60.9%</td>
<td></td>
</tr>
<tr>
<td>All Recruitment by gender</td>
<td>% Female</td>
<td>25.8%</td>
<td>24.6%</td>
<td>27.5%</td>
<td>27.6%</td>
<td>% of all new hires during reporting year by gender excluding TUPE joiners.</td>
</tr>
<tr>
<td>All Recruitment by gender</td>
<td>% Male</td>
<td>74.2%</td>
<td>75.4%</td>
<td>72.5%</td>
<td>72.4%</td>
<td></td>
</tr>
<tr>
<td>Attrition rate by gender</td>
<td>% Female</td>
<td>26.1%</td>
<td>26.9%</td>
<td>26.2%</td>
<td>27.1%</td>
<td>% of people leaving Capgemini during reporting year by gender.</td>
</tr>
<tr>
<td>Attrition rate by gender</td>
<td>% Male</td>
<td>73.9%</td>
<td>73.1%</td>
<td>73.8%</td>
<td>72.9%</td>
<td></td>
</tr>
<tr>
<td>Promotion rate by gender</td>
<td>% Female</td>
<td>19.1%</td>
<td>12.7%</td>
<td>14.2%</td>
<td>15.5%</td>
<td>% of headcount who received a promotion each year, split by gender.</td>
</tr>
<tr>
<td>Promotion rate by gender</td>
<td>% Male</td>
<td>17.0%</td>
<td>13.7%</td>
<td>12.9%</td>
<td>13.1%</td>
<td></td>
</tr>
<tr>
<td>Gender Pay Gap</td>
<td>%</td>
<td>N/A</td>
<td>N/A</td>
<td>1.6%</td>
<td>1.6%</td>
<td>Reported for the first time in 2017, the percentage gap is based on hourly rates of pay on snapshot date of 5th April 2017 (and 5th April 2018). We report the mean and median gender pay gap between men and women, as well as the Equal Pay Gap, which is a comparison across equal or similar work. Like most companies within our sector, our pay gap is primarily caused by having fewer women at senior grades or in highly paid technical roles. Further detail about how we are addressing our gender pay gap is available here.</td>
</tr>
<tr>
<td>Equal Pay Gap</td>
<td>%</td>
<td>N/A</td>
<td>N/A</td>
<td>1.6%</td>
<td>1.6%</td>
<td></td>
</tr>
<tr>
<td>Median Pay Gap</td>
<td>%</td>
<td>N/A</td>
<td>N/A</td>
<td>17.0%</td>
<td>18.7%</td>
<td></td>
</tr>
<tr>
<td>Mean Pay Gap</td>
<td>%</td>
<td>N/A</td>
<td>N/A</td>
<td>19.4%</td>
<td>18.2%</td>
<td></td>
</tr>
</tbody>
</table>
# Active Inclusion: Inclusion

## Uptake of parental leave

<table>
<thead>
<tr>
<th>Metric</th>
<th>Unit</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people taking parental leave</td>
<td>Female</td>
<td>126</td>
<td>89</td>
<td>70</td>
<td>57</td>
<td><strong>This includes maternity, paternity, adoption and shared parental leave.</strong></td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>139</td>
<td>102</td>
<td>102</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td>% retention following long term parental leave</td>
<td>%</td>
<td>88.5%</td>
<td>91.5%</td>
<td>91.8%</td>
<td>94.1%</td>
<td><strong>% employed by Capgemini UK and Sogeti UK who returned to work after maternity, adoption or shared parental leave during reporting year and were still employed by Capgemini 10 or more weeks later.</strong></td>
</tr>
</tbody>
</table>

## Ethnicity by Grade

<table>
<thead>
<tr>
<th>Metric</th>
<th>% of people</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAME Total Headcount</td>
<td>19.2%</td>
<td>22.7%</td>
<td>24.6%</td>
<td>22.1%</td>
<td></td>
<td><strong>% employed by Capgemini and Sogeti UK who categorise their ethnicity as Black, Asian, Mixed or Other. Note this is based on average monthly headcount and that 18.2% (24.5% at entry level) of employees have not disclosed their ethnicity. This explains the YOY decrease in the proportion of total headcount who have identified themselves as BAME.</strong></td>
</tr>
<tr>
<td>BAME Executives</td>
<td>13.1%</td>
<td>13.3%</td>
<td>14.3%</td>
<td>13.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BAME Experienced Professionals</td>
<td>19.4%</td>
<td>21.3%</td>
<td>23.5%</td>
<td>22.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BAME Entry Level</td>
<td>20.8%</td>
<td>34.0%</td>
<td>35.5%</td>
<td>24.7%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Flexible & Part Time Working

<table>
<thead>
<tr>
<th>Metric</th>
<th>% of people</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of people working part time</td>
<td>8.8%</td>
<td>10.8%</td>
<td>9.8%</td>
<td>8.2%</td>
<td></td>
<td><strong>% of employees whose contracted hours are less than 37.5 hours per week (standard across the UK business). This excludes Service Centre employees whose contracted hours are 35 or 37 hours per week.</strong></td>
</tr>
<tr>
<td>% of people who believe they are offered flexibility around personal circumstances</td>
<td>N/A</td>
<td>61.0%</td>
<td>78.0%</td>
<td>75.0%</td>
<td></td>
<td><strong>Measured as part of Active Inclusion Survey conducted in 2016 and 2018. The 2017 view is based on a similar question from the EDGE Survey.</strong></td>
</tr>
</tbody>
</table>

## Apprenticeship Programme

<table>
<thead>
<tr>
<th>Metric</th>
<th>No. of people</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of new apprentices joining each year</td>
<td>86</td>
<td>79</td>
<td>56</td>
<td>53</td>
<td></td>
<td><strong>No of new Apprentices joining the programme in each calendar year.</strong></td>
</tr>
</tbody>
</table>
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 over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13 billion.

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