Architects of Positive Futures

Capgemini UK 2019/20
Our responsible and sustainable business report

In this **report**

Scope
The data in this report covers the responsibility and sustainability activities of Capgemini UK and Sogeti UK for the calendar year 2019.

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

Capgemini volunteers helping people to get online during Volunteer Week May 2019

Architects of Positive Futures Report

Welcome to our annual **Architects of Positive Futures** report

2019 will be remembered as the year the world woke up to the devastating consequences of climate change. It was the second hottest year since records began and was marked by extreme weather events from wildfires in Australia to the flooding in Venice. It was also a year of unprecedented action on climate change, as millions of people joined peaceful protests all around the globe.

As a global leader in technology and digital transformation, we know technology can play a key role in addressing both environmental and social issues. GeSi [1], the thought leader in ICT sustainability, states technology can impact on all 17 of the United Nations Sustainable Development Goals (SDGs). Through our Architects of Positive Futures strategy, we seek to leverage our capabilities and expertise to address social and environmental challenges.

During 2019, we have made great progress in our core focus areas of diversity, sustainability and digital inclusion.

Our action on gender equality in the workplace was recognised by EDGE (Economic Dividends for Gender Equality), the leading global assessment methodology and business standard on gender equality in the workplace and we were rated at the next level (EDGE Move). We also launched our 'Respectfully Us' programme, engaging our people to promote and participate in the development of a respectful and inclusive workplace.

With only 19% of the digital technology workforce made up of females, compared to 49% of the overall UK workforce, addressing gender imbalances remains a priority. We will continue to embrace the value that diversity of thought brings to our business through the wider activities of our Active Inclusion programme.

From an environmental sustainability perspective, we achieved our headline 2030 carbon reduction target 11 years early, the result of a decade of driving innovation and efficiency in our operations, as well as engaging our people in action. Our focus on behaviour change and the use of virtual collaboration technology has been critical in driving down our emissions from business travel by 13% last year.

In addition to a continual programme of reducing our own impacts, in 2020 we will accelerate our focus on embedding sustainability into the mindsets of our people so that we can more effectively help organisations with sustainable transformations.

In 2019, our first cohort of students graduated from our Digital Academy. Run in partnership with Code Your Future, the academy aims to fast track the career path of refugees and others from disadvantaged communities towards meaningful employment in the IT sector. 65% of the cohort have gone on to employment or education, including six who have joined our team and are already delivering in client facing roles.

Based on the success of this cohort, we have committed to scale up the programme during 2020 and continue to widen access to employment in our sector as part of our global strategy. In addition to our academies, we will introduce a wider skills programme to help create a more digitally literate population, able to access basic services.

As we enter this decade, we are facing an unchartered global health crisis. Capgemini colleagues have mobilised strongly, leveraging their creative and deep technology and data expertise, to address the needs of local communities as they cope with the current COVID crisis. Delivering on our ambition to be a leading responsible business, using our expertise for positive impact has never been so pressing.

Paul Margetts,
Member of Group Executive Committee,
Managing Director, UK Business Unit

1   https://gesi.org/

About **Capgemini**

Company profile and key fixtures

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.

Our Values
Since the formation of Capgemini 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 conduct our business.

Honesty   Boldness   Trust   Freedom   Fun   Modesty   Team spirit

Our Ethics
Our commitment to act in an ethical and responsible way is central to the way we do business. We have been recognised by the Ethisphere® Institute as one of the World's Most Ethical Companies for the past eight years. We were one of only three organisations in the consulting sector to receive this accolade in 2019, in recognition of our commitment to ethical business practices.

2020 **WORLD'S MOST ETHICAL COMPANIES**® ™
WWW.ETHISPHERE.COM

Key figures in 2019

| **219,300** employees | in more than **40 countries** | representing over **120 nationalities** | **€14.1 billion** revenue | **12.3%** operating margin | **€1.29 billion** free cash flow |

Find out more>>

[Capgemini](https://www.capgemini.com/gb-en/) [1] >>
[Architects of Positive Futures](https://www.capgemini.com/gb-en/architects-of-positive-futures/) [2] >>
[Previous Architects of Positive Futures Reports](https://www.capgemini.com/gb-en/corporate-responsibility/our-corporate-responsibility-sustainability-reports/) [3] >>

1   https://www.capgemini.com/gb-en/
2   https://www.capgemini.com/gb-en/architects-of-positive-futures/
3   https://www.capgemini.com/gb-en/corporate-responsibility/our-corporate-responsibility-sustainability-reports/

Our commitment as **Architects of Positive Futures**

Being a responsible and sustainable business is crucial to our continued success. Our ambition is to be recognised as a leading responsible company using our expertise for positive impact. We focus on three key areas:

Digital Inclusion and Social Impact

Using our skills to help society address the impact of the digital revolution and harness the opportunity it brings.

We inspire
Helping people improve their digital literacy, building the skills they need to be included in society and prepare for work.

We employ
Creating pathways to employment for under-represented groups and the unemployed.

We innovate
Leveraging our innovation and technology capabilities to develop solutions to address some of society's biggest challenges.

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 commitment to **responsible business practices, ethics and transparency** runs across everything we do

## **Sustainable** Procurement

We expect our suppliers to conduct their relationships with us and any of our clients, partners and other suppliers on a fair and ethical basis and in compliance with our Supplier Standards of Conduct. These standards apply to both suppliers' activities and, where appropriate to their supply chain. There are over 1,500 active 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.

Cybersecurity

Capgemini is committed to protecting all Capgemini and client data under our custody. This includes personal data. At Capgemini, data privacy is a fundamental part of our Cybersecurity programme – a programme that is sponsored by Capgemini UK and Group leadership. Capgemini also provides end-to-end advisory, protection and monitoring services through our Cybersecurity service offering.

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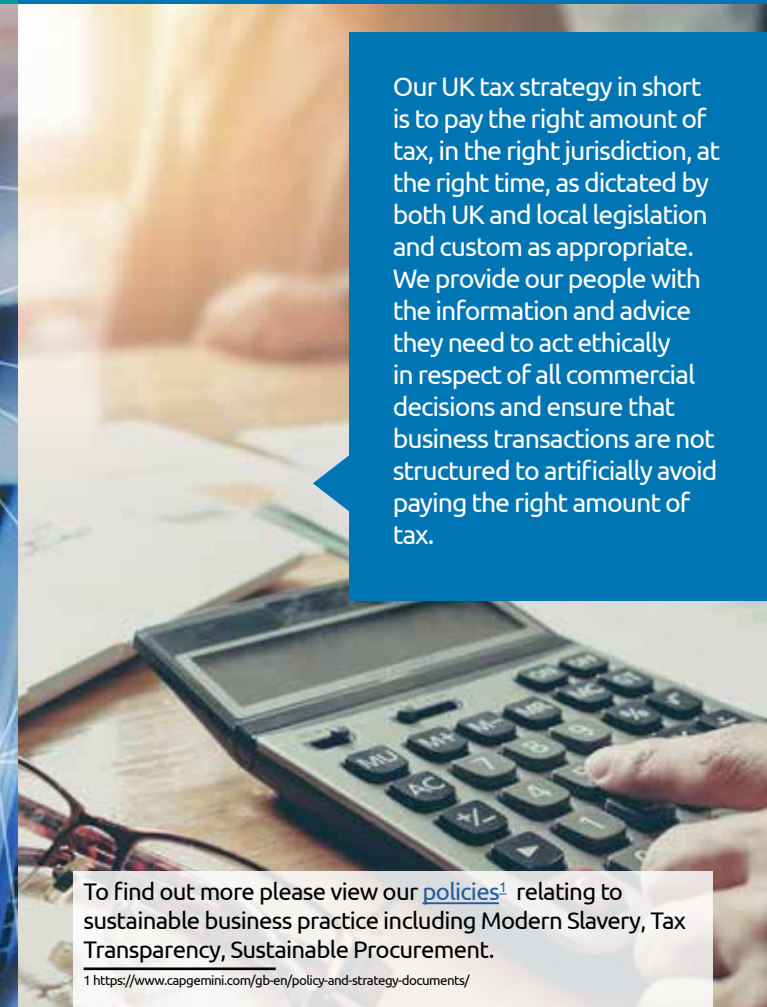
Our UK tax strategy in short is to pay the right amount of tax, in the right jurisdiction, at the right time, as dictated by both UK and local legislation and custom as appropriate. We provide our people with the information and advice they need to act ethically in respect of all commercial decisions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

To find out more please view our policies[1] relating to sustainable business practice including Modern Slavery, Tax Transparency, Sustainable Procurement.

1 https://www.capgemini.com/gb-en/policy-and-strategy-documents/

Highlights of 2019

Digital Inclusion and Social Impact

We reached **7,797 students across the UK** through our Education Outreach Programme.

20 students graduated from our first Digital Academy in partnership with Code Your Future. Six are now working at Capgemini.

We supported **Action for Children's 'Secret Santa' giving campaign through the development of 'Elf.ai',** which brought Artificial Intelligence to donation making.

We mobilised **966 employees in community action** through our commitment to developing skills.

200 of our employees signed up to cycle from Buckingham Palace to Windsor Castle, raising **£46,000 for The Prince's Trust.**

Positive Planet

We achieved our headline 2030 science-based carbon reduction target **11 years early,** with a **52% reduction in emissions per employee** since 2014.

We achieved a place on CDP's prestigious 'A List' for our leadership on climate change.

1,700 people participated in training sessions and workshops on virtual collaboration contributing to a 13% reduction in business travel this year.

We launched a new Sustainability Community of employees committed to action on climate change, culminating in **300 employees**, together with clients and NGOs participating in a week of activities in support of COP 25.

We engaged **1,200 employees in face-to-face briefings, business challenges, workshops and trainings** so that we are equipped to support our clients to transform sustainably.

Active Inclusion

We launched '**Respectfully Us'**, empowering our people to take responsibility for creating a respectful and inclusive workplace.

We were part of the **Top 100 in the Stonewall Equality Index** for the third year running, recognising our commitment to diversity and inclusion.

We were ranked **15th in the Top 75 employers in the Social Mobility Employer Index 2019**, making us the highest ranked employer in the IT & Telecom sector.

We became a signatory of the **Race at Work charter**. charter to demonstrate our commitment to race equality in the workplace.

We teamed up with AFC Telford Utd to raise awareness of the **societal impact of homophobia in football.**

An **award-winning approach** to responsible and sustainable business

Digital Inclusion and Social Impact

Digital transformation is driving major changes in our society, impacting everything from how we communicate to how we access public services.

However, these far reaching technological advances could also have unintended consequences especially for those who are not able to engage in a digital world. In the UK, one in five people (11.9 million) do not have the Essential Digital Skills[1] needed for their day-to-day life and more than half of the working population (53%) do not have the digital skills needed for work.

As a responsible business, our ambition is to help make the digital revolution an opportunity for all, creating a digitally literate population who can stay connected, productive and engaged. We aim to widen access to meaningful employment in our sector, and in this way also help address the UK's digital skills shortage which is impacting our society and economy. We also want to ensure that we foster a culture of innovation to help address some of society's biggest challenges.

1   https://www.lloydsbank.com/banking-with-us/whats-happening/consumer-digital-index.asp

Click on the logos below to find out how we're contributing to the UN SDGs:

4 QUALITY EDUCATION   8 DECENT WORK AND ECONOMIC GROWTH   10 REDUCED INEQUALITIES

A Capgemini UK mentor supporting the skills development of one our students in our 'Code Your Future' Digital Academy

In this chapter
>> Our approach to Social Impact
>> Developing skills and digital literacy
>> Creating pathways to employment
>> Innovating for good
>> Encouraging our people to Get Involved

Our approach to **Digital Inclusion** and **Social Impact**

Our ambition is to help society address the impact of the digital revolution and harness the opportunity it brings. Our programme covers a range of initiatives that take a progressive approach to digital inclusion from entry level skills to employment opportunities as well as bringing innovation into the not-for-profit sector.

We Inspire
Helping people develop the digital skills needed to be included in society
We help young people in education to build the skills they need to prepare for work in the digital economy with programmes that focus on social mobility and gender equality. We also provide digital skills programmes for excluded communities to enable them to access basic services.

We Employ
Creating pathways to employment for under-represented groups and the unemployed
We support under-represented groups, the unemployed and underemployed, who are looking to develop and sustain digital skills, by providing accessible training, and opening opportunities to work in our industry.

We Innovate
Leveraging our innovation and technology capabilities to develop solutions to address society's biggest challenges
We foster a culture of innovation, using our expertise to help not-for-profit organisations increase their reach and impact through the application of new technologies. We explore and develop creative solutions to benefit society.

We Get Involved
Encouraging our people to 'Get Involved as Architects of Positive Futures,' through volunteering and fundraising
We enable our people to support our corporate programme through skills-based volunteering. We also support causes that matter to them, encouraging them to use their time and expertise to achieve positive social impact.

Capgemini volunteers during Volunteer Week May 2019

2019 Highlights

20 students graduated from our first Digital Academy in partnership with Code Your Future - six are now employed by Capgemini.

131 young people supported through The Prince's Trust 'Future Leaders' programme.

7,797 pupils engaged, including 4,105 female students through our Education Outreach programme.

542 Capgemini volunteers through our Education Outreach programme, 48% of those female.

176 students completed our work experience programme.

£70k raised by employees for The Prince's Trust.

Over **£100k funds raised** for good causes through payroll giving.

966 active volunteers engaged across our programme.

200 employees signed-up for the 'Palace to Palace' charity cycle ride in aid of The Prince's Trust.

4,000 employees engaged in our 'Get Involved' programme through volunteering, fundraising or voting for Community Spirit Award winners in recognition of employee action.

Three Tech for Positive Futures projects developed to bring innovation and new ways of working to partners in the not-for-profit sector.

Click here to explore our key performance data in the scorecard at the back of this report.

Developing skills

Support for FIRST® LEGO® League Jr helps young children reach for the moon

We were the catalyst for bringing the FIRST® LEGO® League Junior[1] programme to Telford. Early in 2019, we created an initiative with the Institute of Engineering and Technology (the UK home of FIRST Lego) and Telford and Wrekin Council. The Junior programme aimed at students aged six to nine years old, introduces a scientific and real-world challenge, to help inspire knowledge and love of learning, as well as help them develop new skills such as robotics. Over 70 children were engaged.

Six local schools were invited to Capgemini's Accelerated Solutions Environment (ASE) to showcase their work around the 'Mission Moon' theme. Over the preceding ten weeks each school, supported by Capgemini volunteers, developed their project, providing potential solutions to the challenges of living on the moon, including building a LEGO® Moon Base, which had to be motorised in part.

In July, the schools attended an event at Capgemini to show their work, whilst immersing themselves in new technology such as 3D printing and virtual reality before the final awards ceremony.

We have been supporting FIRST® LEGO® League since 2017 as part of our Education Outreach programme, and now support over 20 regional competitions and the national finals as an official national sponsor for the programme.

FIRST® LEGO® League returns in 2020.

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1   https://www.first-lego-league-junior.org/en/

Find out more

Through our Education outreach programme, we're helping achieve SDG 4. Click on the logo to read more.

A focus on impact in education

This year we have engaged **7,797 young people** through our partnerships with schools and educational organisations.

We continue to align our programme to The Gatsby Benchmark[1], a framework of eight guidelines that define the best careers provision in secondary schools.

In 2019 we developed new programme elements to maximise impact:

We have worked with Ark Schools[2] for some time and we share a joint mission that all young people, regardless of their background, can access a career of their choice. In 2019, we extended our reach to more Ark Schools.

Our tailored programme with Urban Synergy[3] gave 21 young people from disadvantaged backgrounds the opportunity to meet our people and to develop new professional skills, helping them to be more employable.

We introduced a new approach giving at least 200 young people four or more interactions with Capgemini professionals, based on Dr Mann's well regarded research[4], which showed that "young adults who recall four or more encounters with employers while at school are five times less likely to be NEET (Not in Education, Employment or Training) and earn on average, 18% more."

To support our focus on gender equality, our team of Capgemini volunteers (45% of whom are female) helped to reach 4,105 young female students, who made up over 50% of students reached.

In addition, our work experience programme saw 176 students, including 72 female students, join Capgemini teams to deliver real solutions to work challenges.

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1   https://www.careersandenterprise.co.uk/schools-colleges/gatsby-benchmarks
2   https://arkonline.org/about-us/what-we-do
3   http://www.urbansynergy.com/
4   https://www.educationandemployers.org/wp-content/uploads/2014/06/its_who_you_meet_final_26_06_12.pdf

Capgemini volunteers boost Digital Literacy skills in support of five charities in a week of volunteering

In November, our 'Volunteer Week' saw 62 employees working to support digital literacy in disadvantaged communities in London and Telford.

In the West Midlands, Capgemini volunteers provided support for the elderly residents of Wrekin Housing Association, who lacked experience using digital devices and the internet. The focus of the session was to help connect residents with friends and family and access information online.

In Tower Hamlets, London, working with the Limehouse Project, our volunteers supported a group of 20 women for whom English is not a first language and who have low digital literacy. The aim was to help them with tasks such as navigating online forms and applications, online safety and using social media.

During the week, our volunteers supported 75 beneficiaries through five charities.

"Enhancing the digital skills and life chances of young people is something that I'm really passionate about. Earlier in 2019, I attended the FIRST® LEGO® League Finals in Bristol for inspiration and saw what a fundamental difference the programme had made to the young people taking part. Speaking to the teachers involved, I understood how much their students' social skills, confidence and interest in engineering had increased."

Alison Williams, First Lego League Jr Co-ordinator

Creating pathways to employment

Helping refugees learn to code – and fast track them into employment

At the end of 2018, we partnered with Code Your Future[1] (CYF) - an innovative charity which supports refugees and disadvantaged individuals in becoming developers with a free, volunteer-led course.

Through the creation of our first Digital Academy, we facilitated and sponsored an eight-month training programme for 25 students in JavaScript programming, a skill currently in high demand. We provided end-to-end support, including mentoring throughout and a commitment to offer employment to students at the end of the programme.

Supported by over 50 Capgemini business mentors, the first cohort of 20 students graduated in July 2019, having learnt a variety of additional skills to bolster their employability, including digital interview techniques, communication, team working and problem solving.

Six of the graduates are now employed by Capgemini and working on client projects. Capgemini and CYF are scaling our partnership, and we have committed to supporting the opening of an Academy in the West Midlands through our Telford office. With Capgemini's support CYF is now working with the West Midlands Combined Authority to widen access to skills training in the area.

1   https://codeyourfuture.io/

Working with The Prince's Trust to help develop talent of Future Leaders

In February, we launched a new programme with The Prince's Trust[1], 'Future Leaders', which targets young people who are ready for work, but for various reasons have either not yet found employment, or are under-employed.

In 2019, we supported 131 young people through the course, which is focused on helping young people to understand their strengths and natural ways of working, and to appreciate the way others work. They developed core capabilities such as critical thinking, team working and problem solving, building the confidence needed to make the first steps into new employment.

63% of participants who completed the course felt more confident about applying for a new job, and 81% of them had a better understanding of the key skills demanded by employers.

1   https://www.princes-trust.org.uk/

Find out more

Through our Partnership with Code Your Future we're helping achieve SDG 8. Click on the logo to read more.

Our partnership with The Prince's Trust helps achieve SDG 10. Click on the logo to read more.

Watch the Code Your Future Graduation event

> "Having interacted with 131 young people, I can honestly say they lack nothing but a little self-belief, encouragement and opportunity. This is holding them back from applying to jobs and from success at interviews and assessment centres. Consequently, Capgemini and other organisations such as ours are potentially missing out on what could be a rich and diverse talent pool."

Bethan Richmond, Capgemini Programme Manager

> "I arrived here over two years ago but I haven't been able to work, because I only got the right to work in August. I studied Java before, but it's different from Javascript. And doing this course gives me hope. Hope that I will get a job. But there is a lot of theory and it can be very hard to understand, but I just keep trying. I won't give up this opportunity. I have the experience and discipline to do this course. The course is much more than I was expecting. It is giving me new skills of course, but confidence too".

Technology Student, from Sudan (now Capgemini employee)

Graduate from our Capgemini Code Your Future Digital Academy

Innovating to benefit society

Working with students from Code Your Future to 'Code for Good'

The 'Code for Good' Hackathon was developed in support of Code Your Future (CYF). Capgemini employees and CYF students and alumni collaborated on a one-month long remote hackathon. The aim was to create technology solutions to address operational challenges faced by CYF, with the goal of making lives easier for volunteers and students.

The challenges included the development of tools to:

- Provide support for students in areas such as finance, health, housing, employment and education;
- Connect students to work experience; and
- Share real time expense data to help CYF provide the transparency required by stakeholders and funders.

As well as developing practical tools for CYF, the hackathon was another step in the learning journey for the students – providing valuable portfolio experience and an insight into remote working, as well as the experience of delivering a project from idea to presentation in a tight timeframe.

We are looking forward to repeating this hackathon as part of our 2020 partnership offering.

Find out more

Watch the video to find out more about our work with Action for Children

Speed solutioning day for charities

100 consultants and designers from Invent UK leveraged their expertise and skills for social good, creating solutions for The Prince's Trust, Action for Children and Apps4Good.

Challenges included how to help young people develop skills and boost confidence, the development of free creative tech courses and how to give children access to improved services.

Combining their experience and skills, team members developed ideas and polished creative pitches before sharing their solutions with the charity representatives.

Recommendations included University partnerships, creation of customisable content platforms to host and share content, and creative digital avatars to raise awareness.

"To create a truly positive impact takes action, which is exactly what we tried to bring to life in the Customer Engagement Away Day".

Sarah Hobday Principal Consultant, Customer Experience, Capgemini Invent.

Innovation for Action for Children's Christmas 'Secret Santa'

In June, our Applied Innovation Exchange (AIE)[1] team from London offered a five-week residency to Action for Children[2] an innovative charity that supports over 300,000 children, young people and families every year.

The aim of the residency was to explore key technology challenges: how technology can grow fundraising, how it can be used to raise awareness of issues, and how it can be used to improve services to some of the most vulnerable young people.

One of the outcomes was the development of a 'Secret Santa' giving campaign, 'Elf.ai', which employed artificial intelligence to create an immersive experience for shoppers, in a specially designed Covent Garden Christmas store.

Using facial recognition software to monitor users' emotional reactions as they browsed, 'Elf.ai' recommended specific gifts, based on the strength of their visual reactions to items from a hot meal to a safe place to sleep. 93% of visitors who used 'Elf.ai' went on to make a donation.

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1   https://www.capgemini.com/service/applied-innovation-exchange/
2   https://www.actionforchildren.org.uk/

Capgemini's pop up store, offering an immersive shopping experience to raise funds for Action for Children

Getting involved

Community Spirit Awards recognise and support the work of our employees in their local communities

We continue to support the causes that matter most to our people, through our Community Spirit Awards. These awards, held three times a year, provide funding for projects actively supported through volunteering or fundraising by our people.

Each successful project receives a £500 donation to their chosen charity, with up to £2,000 additionally awarded following an employee vote to decide winning projects. 3,538 people voted for our 2019 winners.

Winners this year included Mahomed Rawat, Project Lead, for his work with charity 'Orphans In Need', Reece McCallister, Software Engineer Lead, for his fundraising efforts for the 'Severn Hospice Group' and Richard Bull, VP Cloud Infra Services (CIS), for his work with West London homeless charity 'StreetLytes!'.

45 charities were supported in 2019, with corporate donations worth £28,251.

Fundraising unites the business around The Prince's Trust

We have partnered with The Prince's Trust for nearly two decades, helping young people gain confidence and skills for work.

Each year the focus for our fundraising support is the 'Palace to Palace' cycle challenge, engaging around 200 of our people, family, friends and clients.

This year we wanted to extend our fundraising to engage more of our people. With a core committee, Capgemini teams around the UK organised bake sales, quiz nights, a fashion show, a world food day and even developed our own platform for a national auction. The platform brought together team members from over 30 of our UK locations to bid on items including a weekend away and tickets to sporting events.

We are delighted that we raised over £70,000 through our employees' efforts.

"Through fundraising this year, colleagues across the business were able to participate and give back in a variety of ways outside our formal volunteering programmes. United behind a common cause, we wanted to ensure a more inclusive form of engagement in support of The Prince's Trust. It was challenging, requiring effort and follow up at every level of our business. We sincerely thank all our colleagues who made it happen. We are proud of the collective effort resulting in over £70k raised ".

The Executive Sponsorship team David Bee, Julian Peters and Ramanan Ramakrishna

Team Capgemini cyclists pictured on the starting line of 'Palace to Palace.'

Positive Planet

2019 was the end of the warmest ever <u>decade on record</u>[1], with extreme weather events globally, including flooding in Southern Brazil, drought and wildfires across Australia and temperature records broken in many European countries.

It was also a year in which the call for climate action grew stronger, with an estimated <u>six million people</u>[2] joining climate protests in September alone. A global climate movement has been galvanised by the voices of individual activists like Greta Thunberg and the work of international environmental groups such as Extinction Rebellion. One reflection of the growing sense of urgency is the fact that the use of the term 'climate emergency' increased 100-fold over the course of the year, culminating in it being announced <u>2019 Oxford Word of the Year</u>[3].

Environmental challenges such as climate change and biodiversity loss demand systemic change and disruption of business models. Businesses who fail to respond effectively will not thrive in the future.

As a responsible business, our ambition is to take a leading role in driving climate action. This means getting our own operations in order, with ambitious targets to reduce our environmental impacts and build our resilience to climate change. We can have a far greater impact, however, if we collaborate with our clients to drive positive change. We deploy our expertise in consulting, technology services and digital transformation to help our clients reduce their carbon emissions and to work together towards a more sustainable future.

1   https://www.bbc.co.uk/news/science-environment-51111176
2   https://www.theguardian.com/environment/2019/sep/27/climate-crisis-6-million-people-join-latest-wave-of-worldwide-protests
3   https://languages.oup.com/word-of-the-year/2019/

Click on the logos below to find out how we're contributing to the UN SDGs:

In this chapter

>> Our approach
>> Cutting our carbon emissions
>> Reducing our impacts
>> Integrating sustainability across our business
>> Mobilising our people to take action

Capgemini employee attending a sustainability talk at a Capgemini University event at Les Fontaines Campus.

Our approach to **Environmental Sustainability**

Capgemini has a long-standing commitment to environmental sustainability, with a strategy that focuses on managing and reducing our own environmental impacts and deploying our expertise in technology and business transformation to help clients address their sustainability challenges.

We are accountable

We measure, manage and reduce our own environmental impacts

We manage our environmental impacts through our ISO 14001 certified Environmental Management System and monitor our environmental performance through a global carbon accounting system. We have ambitious carbon reduction targets which are aligned to climate science and a robust climate change risk assessment process to ensure we manage climate-related risks.

We are resourceful

We continuously drive 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 promoting smart, safe and sustainable travel, as well as encouraging virtual collaboration as an alternative to travel. We reduce our energy consumption in our offices and data centres through an ISO 50001 certified Energy Management System. We embrace circular economy principles to reduce consumption levels, promote reuse and minimise operational waste.

We are impactful

We believe the greatest contribution we can make to addressing environmental challenges is through the services we deliver to our clients

We work with our clients to help them reduce their carbon emissions and accelerate their transition towards a low carbon future. Key to this is mobilising our people and harnessing their creativity and skills to maximise our positive impact.

Dry Tears taken by Véronique Rossignon, Capgemini France as part of an internal photo competition in support of our sponsorship of the World Climate Summit

2019 Highlights

Achieved our 2030 science-based target 11 years ahead of schedule, with a 52% reduction in emissions per employee since 2014.

Named on CDP's prestigious Climate Change A-list in recognition of our progress on tackling climate change.

Engaged 1,200 team members in face-to-face briefings, business challenges, workshops or training on sustainability.

1,700 people were introduced to new ways of working through our virtual collaboration project, contributing to a 13% reduction in our travel emissions.

Capgemini Invent accelerated their sustainability focus, sponsoring the 10th World Climate Summit and launching the Invent for Society[1] initiative.

'Pollination Project' saw **300 of our team members engaged** in a week-long programme of education and awareness to support the ambitions of COP 25.

1   https://www.capgemini.com/service/invent/invent-for-society/
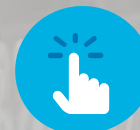
Click here to explore our key performance data in the scorecard at the back of this report.

Cutting our carbon emissions

Capgemini meets its Science-Based Target, 11 years ahead of schedule

We were the first company in the IT Services and Consulting sector to have our carbon reduction targets approved by the Science Based Target initiative (SBTi). Our headline target is to reduce total greenhouse gas (GHG) emissions per employee by 20% by 2020 and 40% by 2030, with additional targets focused on driving reduction across all our key impact areas (office energy, data centre energy, business travel and waste). Achieving validation for our targets from the SBTi was an important step for us, providing a clear indication that our goals are consistent with the global effort to keep average temperature increase well below the 2°C threshold agreed at the COP 21 climate conference in Paris.

In 2019, we exceeded our headline target, with a 52% reduction in emissions per employee and a 53% absolute reduction in our emissions. This has been achieved through reductions in office energy usage (down 48% since 2014), our business travel emissions (down 18% since 2014) and our data centre energy usage (down 57% since 2014). Whilst we have benefited from decarbonisation of energy and travel, this achievement recognises significant efforts from across our UK business.

Since our current targets were set, the Intergovernmental Panel on Climate Change (IPCC) published a Special Report[1] on Global Warming of 1.5°C degrees, which provided their most urgent warning to date of the need to push towards a 1.5°C carbon reduction pathway to avoid the most catastrophic and irreversible impacts of climate change. While we are pleased with the strong progress we have made to date, we are equally determined to contribute more. Consequently, our focus for 2020 will be on developing our next set of targets in alignment with the new 1.5°C recommendations set out by the SBTi.

1   https://www.ipcc.ch/sr15/

How our carbon emissions have changed

Total greenhouse gas emissions

↓ **28,228 tCO_2e**
53% since 2014

Data centre energy emissions (20% of total)

↓ **5,508 tCO_2e**
77% since 2014

Office energy emissions (9% of total)

↓ **2,408 tCO_2e**
72% vs. 2014

Air emissions (39% of total)

↓ **11,122 tCO_2e**
3% vs. 2014

Hotel emissions (13% of total)

↓ **3,540 tCO_2e**
28% vs. 2014

Car emissions (11% of total)

↓ **3,233 tCO_2e**
37% vs. 2014

Dealing with Melting Glaciers taken by Gunnar Tacke, Capgemini Netherlands as part of an internal photo competition in support of our sponsorship of the World Climate Summit

Other key environmental metrics

Total energy consumption

↓ **31,773 MWh**
54% vs. 2014

Total water usage

↓ **44,698 m^3**
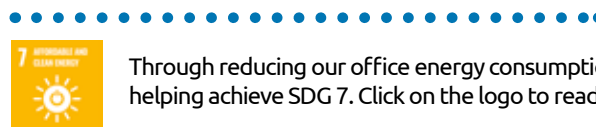**28% vs. 2014**

Total waste produced

↓ **168 tonnes**
43% vs. 2014

90% of electricity from renewable energy source (100% for Capgemini controlled contracts)

Waste diverted from landfill
93%

Facilities ISO14001 & 50001 certified
100%

Through reducing our office energy consumption and sourcing renewable electricity we're helping achieve SDG 7. Click on the logo to read more.

Reducing **our impacts**

Collaborating virtually to reduce travel

As a people-centred business, meeting with clients continues to be an important part of building relationships and developing teams. Business travel is, however, our single largest source of GHG emissions, as well as being a source of other air pollutants. Reducing our carbon footprint means focusing on minimising business travel without compromising on the value we gain from spending time face-to-face with our clients.

Throughout 2019, we have been exploring how virtual collaboration tools and behaviours can enable faster, simpler, and more flexible ways of working with clients and within teams. Our approach has focused on four key outcomes:

Increasing awareness of the tools available and the benefits of digital ways of working

Changing the culture around collaborating virtually

Building peoples' confidence and knowledge and encouraging early adopters

Demonstrating the value of virtual collaboration both internally and to our clients

The establishment of a Virtual Collaboration Change Network has been central to our efforts, with 92 change agents and 18 senior business sponsors helping to change the culture around collaborating virtually. These individuals have helped challenge myths and assumptions about virtual collaboration and model creative ways to use the technology.

Creating Sustainable Workplaces

Our target to reduce our office energy usage by 40% by 2030 was met in 2018 and last year we delivered a further 8% reduction in our office energy usage (vs. 2014). Energy efficiency upgrades and smart technology have been key to our progress, with 29 energy efficiency initiatives implemented since 2015. These included LED lighting, PIR sensors, installation of high efficiency air conditioning systems, upgrades to building management systems, installing smart metering and upgrading white goods, electrical equipment and hot drinks provision.

We have also focused on using our office space more efficiently, with consolidation and refurbishments reducing our total office floor area by 26%, whilst our headcount has increased slightly by 2%.

As well as reducing our office energy consumption, we buy renewable electricity for 100% of electricity contracts where we have direct control and encourage our landlords to buy renewable energy where feasible.

Above and right - Our Virtual Collaboration Hub at Capgemini Telford and a sustainable workspace at our Newcastle Office

Find out more

Through encouraging virtual collaboration we're helping achieve SDG 8. Click on the logo to read more.

Architects of Positive Futures Report

Integrating Sustainability **across our business**

Embedding Sustainability into Accounts

We are committed to working collaboratively with our clients to help them reduce their carbon emissions and support and accelerate their transition towards a low carbon future.

2019 has been an important year for our client facing sustainability programme globally. Capgemini Invent was the global partner to the 10th World Climate Summit in December 2019, where we shared our expertise in areas including electric vehicles, smart cities and renewable energy, whilst showcasing how we have collaborated with clients to support their sustainability transformation programmes. The Summit, attended by country representatives, business leaders, NGOs, academics, environmentalists, civil society observers and climate watchers was a side event of United Nations' Climate Change Conference COP 25.

We also launched the Invent for Society[1] initiative. This new initiative brings enhanced focus on three key topics: helping clients build & deliver their low carbon strategies, health & social care, and developing trust in a digital world.

In the UK, we have been working to embed sustainability into our portfolio offers. Focusing on our offers in cloud computing, artificial intelligence and digital manufacturing services, we have defined the sustainability capabilities which can be integrated within each offer and identified current projects with sustainability benefits to use as case studies. These case studies have helped educate our sales and delivery teams, who in turn are creating new opportunities to engage and inspire their clients.

Throughout 2019, we have focused our efforts on engaging with accounts within three key sectors: Energy & Utilities, Consumer Products & Retail and the Public Sector. Our approach includes:

- Identifying the sustainability challenges within the sectors;
- Holding carbon conversations with clients to identify aligned sustainability aspirations; and
- Supporting specific client bids to embed bespoke sustainability solutions.

For example, working with the Department for Environment, Food and Rural Affairs (DEFRA), we have developed guidance on assessing and maximising the environmental benefits of cloud computing and co-authored an industry best practice guide[2] alongside WWF, and United Nations on Sustainable ICT.

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1   https://www.capgemini.com/wp-content/uploads/2019/11/Capgemini-Invent-for-Society_Web.pdf
2   https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/840765/defra-industry-guide-ict-sustainability.pdf

Images
Top: Cyril Garcia, CEO Capgemini Invent at the World Climate Summit
Middle: Debiprasad Mukherjee, winner of the World Climate Summit photo contest with Paul Hermelin, Chairman and Chief Executive Officer of Capgemini Group and his winning photo outside Capgemini Headquarters inTilsitt, France
Bottom: Capgemini delegation at the World Climate Summit, Madrid, December 2019

Mobilising our people **to take action**

Engagement and action

Our environmental programme is underpinned by a strong focus on engaging our team members to increase action and maximise the impacts of our programme.

In 2019, we engaged over 1,200 colleagues in the UK through sustainability-focused events, business challenges, and briefing sessions, for example:

- As part of our 'Future Leaders' internal development programme, teams were set a three-month sustainability-focused business challenges;
- We launched a Carbon Conversations Guide and led a Selling and Bidding Sustainability training session;
- 109 people pledged to take a practical personal action in support of our programme.

Our employee-led Sustainability Community, which launched in June 2019 and has grown to be one of our largest employee networks and has been instrumental in building new client connections and engagement internally.

Pollination Project

A key highlight of 2019 was the 'Pollination Project', which brought together over 300 team members across the business to explore and learn about sustainability themes and create solutions with our key clients and partners.

Timed to coincide with COP 25, activities centred around a week-long event of online discussions, events, webinars and documentary screenings culminating in the launch of an innovation challenge. Sessions included everything from 'state of the nation' talks on climate change, to a panel discussion bringing together our UK Chairman, partners and clients to discuss sustainability as a business tool.

We also ran a Carbon Challenge seeking ideas for how we can save carbon – engaging 440 employees in voting for the 70 ideas generated. The week ended with eight green start-ups talking about their business how they use innovation to deliver a green economy.

#Rethink Waste

We diverted 94% of our waste from landfill in 2019. Recycling and reuse are essential to our strategy but preventing items that could become waste from entering our offices in the first place is the most effective solution to reducing our waste. 2019 saw a continued focus on phasing out single-use plastics across our UK operations. In practical terms, this has meant working with our suppliers to cut down on plastic packaging, phase out plastic bottles from vending machines and switch from reusable plastic cups to glass tumblers. We also piloted a cleaning system that reduces the use of plastic cleaning bottles by turning ordinary tap water into 'stabilised aqueous ozone' without toxins, carcinogens or chemical residue.

In June 2019, Capgemini announced a global commitment to phase out single-use plastic by the end of 2020. Our Environment Week campaign focused on action to #RethinkPlastic, with team members encouraged to share their ideas for cutting down on single-use plastics.

Find out more

12 Through our #Rethink Plastic campaign we're helping achieve SDG 12. Click on the logo to read more.

13 By engaging our clients and employees, we're helping achieve SDG 13. Click on the logo to read more.

Left: Panel discussion with representatives from WWF and Imperial College London on climate change and the role of businesses.

Active Inclusion

Just 17% of ICT/Tech sector workers in the UK are female and only one in ten females are currently studying A-Level computer studies. Yet there is a looming digital skills gap and the UK will need one million[1] more tech workers by 2020.

In addition, research shows 25% of ethnic minority[2] employees in the UK have witnessed or experienced racial harassment or bullying from managers and one in five LGBT workers[3] have received negative comments from colleagues.

Organisational culture and values[4] are the most important factors to employee satisfaction in the UK. At Capgemini, we focus on creating a truly diverse and inclusive culture where every employee feels respected and able to be their best self at work.

1   https://www.techtalentcharter.co.uk/about-the-tech-talent-charter
2   https://www.bitc.org.uk/race/
3   https://www.stonewall.org.uk/lgbt-britain-work-report
4   https://www.glassdoor.com/research/employee-satisfaction-drivers/

Click on the logos below to find out how we're contributing to the UN SDGs:

In this chapter
>> Our approach to Active Inclusion
>> Respectfully Us
>> Gender Equality
>> Flexible Working
>> Networks

Employees at the Capgemini University in Les Fontaines, France

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.

Audience applauding at CBAME Positive Progress: Let's Talk About Race Event

2019 Highlights

Launched our '**Respectfully Us' programme,** empowering our people to take responsibility for creating a respectful and inclusive workplace

Achieved EDGE (Economic Dividends for Gender Equality) certification at 'Move' level - EDGE is the leading global assessment methodology and business standard on gender equality in the workplace

Over 40% of attendees on our accelerated leadership development programmes were women

Signatory to BITC Race at Work Charter, to demonstrate our commitment to supporting race equality in the workplace

Actively promoted **flexible working** through the introduction of email signatures, led by Exec leadership, recognising our employees have varied responsibilities and commitments

76% of our people say they are given the flexibility they need to balance their work and personal life

Teamed up with **AFC Telford Utd** to raise awareness of the societal impact of homophobia in football

200+ attendees at Inclusive Network events to celebrate International Women's Day and National Apprenticeship Week

Click here to explore our key performance data in the scorecard at the back of this report.

Respectfully Us

Capgemini is committed to creating a truly inclusive culture and workplace that attracts and retains the best talent. For us, respect is at the heart of an inclusive culture.

Launched in November 2019, 'Respectfully Us' is a transformative change programme for all employees, regardless of role or grade. We hope to empower all to take responsibility for creating a respectful and inclusive workplace, encouraging our people to be upstanders and not bystanders.

With the sponsorship of our UK Executive Leadership, 'Respectfully Us' encourages people to speak up if they find themselves, or witness others, in a situation they are not comfortable with - safe in the knowledge they will be supported in doing so. The aim is to ensure inappropriate behaviours are tackled early, before they become habitual or more serious.

We've also created the role of Respect & Inclusion Ambassadors, senior contacts to speak to about inappropriate behaviours experienced or witnessed - essentially someone to listen and signpost without judgement.

The reach of 'Respectfully Us' goes beyond Capgemini, too. Partnering with one of our strategic clients, we delivered a session on 'tackling harassment' to an 180+ audience and received resounding positive feedback.

The programme reinforces Capgemini's commitment to active inclusion and fosters a work culture where everyone can be themselves.

The Inclusive Network hosted #RespectfullyUs themed event, focusing on the impact of bullying on society.

In late November 2019, the Inclusive Network was delighted to welcome Deputy CEO of the Diana Award Alex Holmes and actor and ambassador Will Poulter as guest speakers to their event. Capgemini colleagues and local students were inspired by how Alex has channelled his experiences of bullying into something positive.

Capgemini's UK Chairman Christine Hodgson and HR Director Frances Duffy also shared important insights at the special event and launched the 'Respectfully Us' programme. This included the premiere of 'Let's Break the Silence', a brave and very honest short film highlighting those instances where we've been bystanders and not intervened when someone has behaved inappropriately, or where we may have even been bullied or made to feel uncomfortable ourselves but not spoken out. A thought provoking watch, which resulted in some very open discussion.

A local school student attendee commented: *"The anti-bullying awareness event hosted by Capgemini was informative, inspiring and uplifting to say the least. I felt privileged to attend and network with such wonderful people, particularly the guest speakers Alex Holmes and Will Poulter."*

Left: Deputy CEO of the Diana Award Alex Holmes (right) and actor and ambassador Will Poulter (left) talk about their experiences of bullying.
Right: UK HR Director Frances Duffy introduces 'Respectfully Us' programme

Through our 'Respectfully Us' programme we're helping achieve SDG 8. Click on the logo to read more.

Gender equality

Capgemini's commitment to gender equality was recognised in 2017, when we were certified at 'Assess' level by EDGE (Economic Dividends for Gender Equality), the leading global assessment and business certification for gender equality.

In 2019, EDGE once again evaluated our talent pipeline data, organisational policies and employee feedback to determine that we are meeting the standard on recruitment and promotion, leadership training and mentoring, and company culture.

We have made significant progress in respect of gender equality over the last two years, and this has been acknowledged by EDGE, who awarded Capgemini UK 'Move' level certification in August 2019.

We received highly positive feedback on our policies, processes and steps taken, particularly for our award-winning 'Think | Ask | Act' campaign, 'Return@Capgemini' programme and work life harmony approach.

This recognition publicly demonstrates where we stand in terms of gender balance across our talent pipeline, in terms of equal pay, and an inclusive workplace culture for all employees, regardless of gender.

"Two years on from achieving level one, we're delighted to have been recognised by EDGE at the next level of certification, 'Move'. Clearly we're making continuous progress towards greater gender diversity and inclusion through our 'Active Inclusion' programme. We were also pleased to see progress around employee perceptions, narrowing the experience gap for men and women around career opportunities and work life balance."

Frances Duffy, UK HR Director

Pulse....on Equality

We have consistently exceeded the respective benchmark score when considering the statement 'People from all backgrounds are treated fairly in our company' in Pulse, our monthly employee survey, and saw an improvement in 2019.

"Inclusion at Capgemini spans race, creed, ability, gender, in fact anything that could potentially be divisive in other organisations. From my admittedly 'white male' standpoint, I believe that Capgemini invests heavily in equality and getting the best from all of its people, regardless of who they are."

"Capgemini also makes a conscious effort to make gender equality a reality throughout the company, and differences are valued and embraced."

Capgemini employees responding to our Pulse survey

Inclusive and Women's Networks

Our UK 'Women's Business Network' was renamed to the 'Inclusive Network' last year to reflect our maturity in this area and to continue our track record of gender diverse attendance at events.

We also continue to support local Women's Business and Tech Networks, which provide networking, learning and mentorship opportunities to our female colleagues.

THINK | ASK | ACT

EDGE CERTIFIED · MOVE

Through our 'Return@Capgemini' programme we're helping achieve SDG 5. Click on the logo to read more.

Flexible working

Increasingly, flexibility is being cited as something that people expect from their employers, to allow them to achieve the elusive 'work life harmony'.
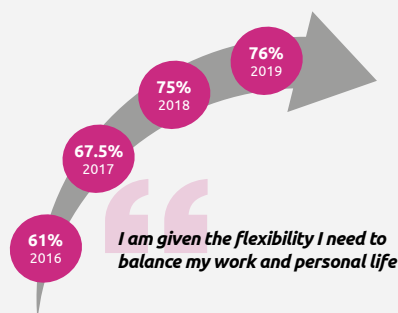
Our employees have extremely varied home lives, responsibilities and outlooks. Every employee is juggling unique demands; we cannot expect one, rigid work routine to suit everyone.

At Capgemini, we are committed to supporting flexible working wherever we can and have taken positive action in this respect.

Respecting our colleagues' varied home lives and responsibilities, we want our people to be able to send an email out of hours if it suits their personal needs, but also for their teams and colleagues not to feel pressured to respond immediately. So in 2019, led by Paul Margetts (Managing Director, Capgemini UK Business Unit), we launched a set of simple yet effective email signatures to support this.

"Love it. I don't mind sitting in my hotel room at night doing work but I sometimes feel guilty that people might think I expect them to respond!"

Survey Results on Flexibility over time

76%
2019

75%
2018

67.5%
2017

61%
2016

I am given the flexibility I need to balance my work and personal life

Measured as part of Active Inclusion Survey conducted in 2016 and 2018. The 2017 and 2019 views are based on a similar question from the EDGE survey

I ♠ flexible working

We work flexibly at Capgemini UK and emailing you at this time suits my schedule today. I respect your choice of working hours and don't expect a response outside of them.

I ♦ my career

By promoting flexible working we're helping achieve SDG 8. Click on the logo to read more.

Connecting with Clients

The majority of our people work on client site: our customers play a key role in the way they work. With flexible working practices varying from account to account, we have begun collaborating with clients across the UK to understand how we can increase flexibility together for the benefit of all.

One such like-minded client is Smart DCC. From the outset, finding a collaborative, outcome-focused delivery approach was a high priority.

Capgemini and Smart DCC:
working flexibly together

Capgemini | Data Communications Company

Click on the thumbnail[1] to view the video

Click on the thumbnail[2] to read the brochure.

"We recognise our people have varied home lives and are juggling their own unique demands. We want to empower our people to work their week in a way that suits both their needs and delivers the best outcomes for our customers"

Bal Gill, Head of Employee Experience

1   https://youtu.be/RuLGIunJxg0
2   https://www.capgemini.com/gb-en/wp-content/uploads/sites/3/2020/03/143022020-Capgemini-and-Smart-DCC-case-study.pdf

Inclusive communities

OUTfront Network

'The beautiful game', as it is known, is open to everyone and continues to embrace the LGBT+ community. Sadly, though, discriminatory abuse still exists within football. In November 2019, our LGBT+ network OUTfront tackled this head on, in collaboration with Telford AFC. While the team, wearing specially designed shirts featuring the Football Vs Homophobia[1] logo, took on Spennymoor Town, OUTfront members and allies took time out to chat to both home and away fans about the purpose of the event and what they could do to help kick discrimination out of football.

CBAME Network

CBAME, the Capgemini Black Asian & Minority Ethnic network, celebrated its first birthday with panel discussion 'Positive Progress: Let's Talk About Race'. In opening the event, Nive Krish Bhagat, CBAME Executive Sponsor, said: "The biggest barrier to addressing equality in the workplace is that we don't want to talk about it." The panel tackled that barrier literally, with Andrew Fairburn (CEO of SEO) and Sandra Kerr OBE CBE (Race Equality Director at BITC) discussing equality initiatives which have resulted in positive outcomes for organisations. Sandra delivered a detailed and insightful breakdown of the Race at Work Report[2], to the gathered group of over 100 CBAME members and allies, who asked some equally relevant and challenging questions of the guests.

2019 was a busy first year for the growing CBAME network, with a series of collaborative webinars on topics including personal branding. CBAME's efforts have been externally recognised with it being shortlisted for the 'Top 10 Employee Network Groups' category in Investing In Ethnicity's 2019 Awards.

Our employee networks are communities that have a shared philosophy around inclusion and diversity, enabling people to come together to share their experiences, connect and support others.

Collective Network: The Collective provides opportunities for team members to make monthly connections through thought-provoking conversation.

CAPability Network: Our ability and caring network helps teams to connect and share their experiences for support. In 2019, the network worked with a client to create and deliver work experience sessions for students with autism.

Inclusive Network: The Inclusive Network embraces the spirit of Inclusion. Our 2019 event featured guest speakers Alex Holmes, Deputy CEO of The Diana Award and actor Will Poulter.

VERG Network: Our newest network to our armoury, is our Veterans Employee Resource Group (VERG). VERG's mission is to encourage and assist veterans in pursuing and building careers at Capgemini, and provide a supportive and inclusive community where veterans can be themselves.

Through our employee networks we're helping achieve SDG 10. Click on the logo to read more.

Top: AFC Telford United captain Shane Sutton with the club's special edition Football vs Homophobia kit worn against Spennymoor Town
Bottom: OUTfront members and allies at Telford A.F.C. New Bucks Head stadium
Middle: Capgemini and external speaker panel at CBAME event – Amal Lad, Frances Duffy, Andrew Fairburn, Sandra Kerr and host Jerome Grant
Right: Paul Margetts with CBAME Exec sponsor, event panel, CBAME Chair and Head of Active Inclusion

1   http://www.thefa.com/football-rules-governance/policies/equality/football-v-homophobia
2   https://www.bitc.org.uk/report/the-race-at-work-charter-one-year-on-2019/

Performance Scorecard

"

"Since the beginning of our sustainability programme over a decade ago, we have been employing data-driven insights to shape our sustainability strategy. These insights have allowed us to monitor our impact and predict potential future scenarios, enabling us to set appropriate targets and drive change.

In a world that has access to more and more data, ensuring the accuracy and relevance of that data is critical. We remain committed to transparently disclosing our key performance indicators and communicating our annual progress towards our targets to all our stakeholders."

Dr. James Robey,
Vice President,
Global Head of Environmental Sustainability,
UK Architects of Positive Futures Lead

In this chapter
>> Architects of Positive Futures targets
>> UN Sustainable Development Goals
>> Social Impact Scorecard
>> Positive Planet Scorecard
>> Active Inclusion Scorecard

Virtual collaboration technology in use by Capgemini employee

Architects of Positive Futures Targets

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:

Digital Inclusion and Social Impact

Our Digital Inclusion & Social Impact programme aims to help society benefit from the digital revolution. We engage our employees to support the development of digital skills and literacy and bring innovation into the not-for-profit sector.

- Engage 10% of the UK workforce in volunteering and fundraising
- 70% of digital academy students to be in employment or continued education within six months of completing the course

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). 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 metrics 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)

*Having successfully achieved both our carbon reduction target and our office energy target for 2030, we are currently in the process of setting new targets.

Active Inclusion

Our Active Inclusion programme is 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.

UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) provide a universal framework for governments, academia, non-profit organisations, business and wider society to work collaboratively to address the greatest social, environmental and economic challenges facing the world.

As a business we see great value in using the SDGs to focus our Architects of Positive Futures strategy and get a better understanding of our programmes' impacts. The SDGs further help us to identify opportunities to innovate and improve across the dimensions of our Architects of Positive Futures programme.

To understand our impact on the SDGs we have mapped our current activities against the 17 goals and 169 targets. While we recognise that the technology sector can have an impact on all 17 SDGs, we have focused only on our most material impacts during 2019 in the table below.

Goal	Pillar	Examples of Action
4 QUALITY EDUCATION — Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Social Impact	Our award-winning degree apprenticeship and education outreach programmes help to ensure access to *affordable and quality technical and vocational education* (4.3) and are helping to *increase the number of youth and adults who have relevant technical and vocational skills for employment* (4.4).
5 GENDER EQUALITY — Achieve gender equality and empower all women and girls	Active Inclusion	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. We further place great value on work life harmony and promote flexible working. In doing so, we are contributing to *ensuring women's full and effective participation in economic life* (5.5).
7 AFFORDABLE AND CLEAN ENERGY — Ensure access to affordable, reliable, sustainable and modern energy for all	Positive Planet	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, by 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).

Goal	Pillar	Examples of Action
8 DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Social Impact	Through our partnership with Code Your Future we are training students, including refugees and asylum seekers in Javascript and hiring them upon graduation which 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)*.
	Active Inclusion	By promoting flexible working, being an EDGE certified employer, being re-accredited as a Disability Confident employer, signing the Tech Talent Charter and rolling out our award winning 'Think | Ask | Act' and 'Respectfully Us' inclusion campaigns, we are contributing to achieving *full and productive employment and decent work for all women and men, including for young people and persons with disabilities (8.5)*.
	Positive Planet	By providing the necessary tools and technology for virtual collaboration and training over 1,700 people on using them 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)*.
10 REDUCED INEQUALITIES Reduce inequality within and among countries	Social Impact	Our 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 131 young people from disadvantaged backgrounds develop their skills to move into employment, training or education.
	Active Inclusion	Our OUTfront, 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).
12 RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns	Positive Planet	Our #Rethinkplastic campaign and wider environmental management principles are helping to *manage natural resources more sustainably* (12.2), *reducing waste generation* (12.5) and *encouraging companies to adopt sustainable practices (12.6)*.
13 CLIMATE ACTION Take urgent action to combat climate change and its impacts	Positive Planet	Through using our expertise to help our clients reduce their carbon emissions and engaging our employees during 'Pollination Week' we are helping to *improve education, awareness-raising and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning (13.3)*.

Social Impact: Donations

	Metric	Unit	2016	2017	2018	2019	Comment
Employee fundraising	Employee fundraising for The Prince's Trust	Employee fundraising in £	71,403	70,102	44,706	70,066	
	Total employee fundraising	Employee fundraising in £	71,403	75,101	68,729	75,544	This includes fundraising for The Prince's Trust as well as other employee selected charities.
Employee giving	Payroll giving	Employee payroll giving in £	85,844	79,808	76,900	101,632	This includes employee giving through payroll giving, Give as you earn and Naandi sponsorship schemes provided by Capgemini. The increase in 2019 can partly be explained by the inclusion of Give as you earn and Naandi which have not been included in previous years.
Corporate donations	Cost of volunteering to the business	Cost of volunteering to business in £	84,507	85,169	66,507	88,939	Calculated at the standard cost for each employee grade.
	Corporate donations	Donations to charities and not-for-profit organisations in £	145,205	122,150	143,156	128,500	This includes donations to The Prince's Trust, Code Your Future (incl. £20,000 paid in 2018 but not previously reported on), The Royal Navy and Apps4Good.
	Corporate donations to causes selected through Community Spirit Awards	Donations to charities in £	20,339	36,435	29,831	28,251	

Social Impact: Employee Engagement

	Metric	Unit	2016	2017	2018	2019	Comment
TARGET	Engage 10% of our workforce in volunteering and fundraising activities	Workforce engaged in %	N/A	N/A	N/A	11.1%	Percentage of headcount based on average headcount for 2019
Employee giving	Total volunteering engagements	No. of volunteering engagements created through Capgemini	526	422	398	1,081	This includes 722 skills-based volunteering engagements and 359 other volunteering engagements
	Unique volunteering engagements	No. of people taking part in Capgemini-created volunteering opportunities	N/A	N/A	N/A	966	In 2019 we refined the reporting capabilities of our Social Impact & Digtal Inclusion programme. The number of unique volunteers is a new metric not previously tracked. It includes 656 skills-based volunteers and 310 other volunteers
	Volunteering time	No. of hours	2,460	2,327	2,036	2,433	This includes volunteering time during work hours that has been officially booked to our time tracking system. It excludes volunteering outside of working hours and volunteering not booked on this system.

Social Impact: Beneficiaries

	Metric	Unit	2016	2017	2018	2019	Comment
TARGET	**70% of digital academy students to be in employment or continued education within 6 months of completing the course**	**% of students**	**N/A**	**N/A**	**N/A**	**65.0%**	
Education outreach program	Sustained learning	No. of students	N/A	N/A	117	200	Includes 176 students completing work experience in 2019 as well as students who had four or more interactions faciliated through Capgemini (applies to the school year 2018/19). We have refined our reporting capabilities and are now able to provide metrics not previously tracked.
	Beneficiaries engaged	No. of students	6,068	5,271	5,601	7,557	This includes all students engaged in a face-to-face interaction with Capgemini (applies to the school year 2018/19).
	Connect & Inspire	No. of students	N/A	N/A	N/A	28,737	This includes our support for the Apps4Good and Lego League® programmes through judging and wider support. Beneficiaries have not necessarily had an interaction with Capgemini but their learning was made possible through our contribution (applies to the school year 2018/19). We have refined our reporting capabilities and are now able to provide metrics not previously tracked.
Digital Inclusion program	Sustained learning	No. of people	89	59	41	118	This includes students of our coding academy with Code Your Future as well as students on Capgemini sponsored Future Leaders courses in partnership with The Prince's Trust and FlyingStartXP Future Leaders courses.
	Beneficiaries engaged	No. of people	N/A	N/A	N/A	112	This includes beneficiaries engaged in a face-to-face interaction with Capgemini through The Prince's Trust as well as the programmes run during volunteer week. We have refined our reporting capabilities and are now able to provide metrics not previously tracked.
	Community Spirit Awards	No. of awards and grants given	40	42	53	48	Includes 45 Community Spirit Awards and three grants given to employee selected charities.

Environment: Carbon emissions by scope

	Metric	Data Source	Unit	2014	2018	2019	Change vs 2014	Comment
TARGET	To reduce our carbon footprint per employee by 20% by 2020 and 40% by 2030		T CO_2e per employee	6.70	4.12	3.25	-51.5%	We have comfortably met and exceeded our emissions per head target, driven largely by a reduction in energy use and business travel emissions.
Carbon Emissions by Scope (Location-Based)	Scope 1 Emissions	Natural Gas	T CO_2e	749	581	495	-34.0%	The reduction in our Scope 1 emissions compared to 2018 has largely been driven by rationalisation of our data centres and offices as well as energy efficiency initiatives across our estate. F-gas emissions are typically tracked as part of the routine maintenance cycle, with F-gas leakage accounted for in the month when maintenance occurs, therefore year-on-year fluctuations may not be fully representative. Diesel consumption relates to testing of backup energy generation equipment.
		Diesel	T CO_2e	123	27	41	-66.7%	
		F-gas	T CO_2e	119	69	75	-36.4%	
		TOTAL	**T CO_2e**	**991**	**677**	**611**	**-38.4%**	
	Scope 2 Emissions	Data Centre Electricity	T CO_2e	24,153	6,467	5,476	-77.3%	Compared to 2018, our Scope 2 emissions have reduced due to a reduction in energy use from rationalisation and energy efficiency initiatives. We have also benefitted from the continued decarbonisation of the UK electricity grid which has reduced the tonnes CO_2e/kWh.
		Office Electricity	T CO_2e	7,809	2,395	1,905	-75.6%	
		TOTAL	**T CO_2e**	**31,962**	**8,861**	**7,381**	**-76.9%**	
	Scope 3 Emissions	Business Travel	T CO_2e	23,819	22,524	19,558	-17.9%	The reduction in our Scope 3 emissions is due largely to a decrease both in electricity transmission and distribution (T&D) losses and in our business travel. Compared to 2018, we have seen an increase in adoption of virtual collaboration, contributing to the overall reduction. The wider decarbonisation of business travel (and particularly air emissions) has also benefitted us.
		T&D Losses	T CO_2e	2,795	755	627	-77.6%	
		Water	T CO_2e	66	49	47	-28.4%	
		Waste	T CO_2e	9	5	4	-51.1%	
		TOTAL	**T CO_2e**	**26,689**	**23,332**	**20,236**	**-24.2%**	
	Total Greenhouse Gas Emissions (Location-Based)	**TOTAL**	**T CO_2e**	**59,642**	**32,871**	**28,228**	**-52.7%**	The overall reduction in our location-based emissions is largely a result of the reduction achieved in emissions from our data centre energy use, office energy use and business travel.
Market-Based Emissions	% of electricity from renewable sources	Electricity	% of kWh	83.5%	88.9%	89.7%	6.2%	We buy renewable electricity wherever we have direct control over electricity contracts. 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, but the reduction achieved this year mostly reflects the reduction in our energy usage.
	Scope 2 Emissions (Market-Based)	Electricity	T CO_2e	N/A	1,272	1,135	N/A	
	Total Greenhouse Gas Emissions (Market-Based)	**Total Emissions**	**T CO_2e**	**N/A**	**25,282**	**22,019**	**N/A**	

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. 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 CO_2e/ kWh. The remainder of our electricity supply is provided by landlords; where supplier emission rates have not been provided a residual fuel mix factor for the UK has been used, sourced from RE-DISS: http://www.reliable-disclosure.org/documents/

Environment: Office Energy

	Metric	Unit	2014	2018	2019	Change vs 2014	Comment
TARGET	To reduce office energy use by 20% by 2020 and 40% by 2030 (vs 2014)	MWh	19,561	11,746	10,214	-47.8%	The 47.8% reduction in office energy use has been driven by targeted consolidation of offices and the implementation of energy efficiency initiatives such as LED lighting, smart building management and HVAC upgrades.
Office Energy Emissions	Total Office Energy Emissions (Location-Based)	T CO_2e	8,507	2,986	2,408	-71.7%	The reduction in office energy emissions compared to 2018 is reflective of our office consolidation and energy efficiency strategy. The reduction in location-based emissions is higher than the reduction in office energy consumption overall due to the fact that the UK electricity grid has continued to decarbonise.
	Total Office Energy Emissions (Market Based)	T CO_2e	N/A	813	664	N/A	The reduction in our market-based emissions reflects the reduced consumption occurring across our estate through rationalisation and efficiency measures as well as a small increase in the proportion of our offices supplied by renewable sources.
Office Energy Consumption	Energy Consumption Intensity	kwh m^2	323.4	229.2	230.0	-28.9%	Office energy consumption intensity has remained constant since 2018.
Renewable Energy	% of Office Electricity from Renewable Sources	%	77.6%	92.9%	94.2%	16.6%	We buy electricity from renewable sources for 100% of sites where we have direct control over the electricity supply. If we do not have control, we work with our landlords to encourage them towards more sustainable energy options.

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.

Environment: Data Centre Energy

	Metric	Unit	2014	2018	2019	Change vs 2014	Comment
Data Centre Energy Efficiency	PUE	Average PUE	1.66	1.69	1.62	-6.3%	The current rationalisation and re-balancing of our data centre portfolio has resulted in an overall reduction in our PUE since 2014, though we have seen a small increase in the weighted PUE this year.
		Weighted PUE	1.67	1.59	1.62	-6.5%	
Data Centre Energy Emissions	Total Data Centre Energy Emissions (Location-Based)	T CO$_2$e	24,327	6,484	5,508	-77.4%	The reduction in our data centre energy emissions is in largely due to the reduction in electricity consumption but the continued decarbonisation of the UK electricity grid has also benefitted us.
	Total Data Centre Energy Emissions (Market Based)	T CO$_2$e	N/A	1,067	1,007	N/A	The reduction in our market-based emissions since 2018 is as a result of a significant reduction in our overall energy use. Note 2015 was the first year we reported market-based emissions.
Renewable Energy	% of Data Centre Electricity from Renewable Sources	%	85.4%	87.5%	88.1%	2.7%	We procure electricity from renewable sources for all electricity contracts we control directly.
Data Centre Energy Use	Total Data Centre Energy Use	MWh	49,609	22,919	21,559	-56.5%	The reduction in energy use is largely due to the rationalisation of our data centre estate.

Notes:
1. Data Centre PUE (Power Usage Effectiveness) is a standard measure of the energy efficiency of a data centre. We provide a straight average and a weighted average across all our UK data centres - the weighted average is weighted by the size of the annual energy consumption. Since early 2019, one of our two data centre facilities at Rotherham has been decommisioned and the other is preparing for decommission with 80% of clients being transitioned out. PUE for these two facilities has been removed from the data for 2019 onwards.
2. 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: Business Travel

Metric		Unit	2014	2018	2019	Change vs 2014	Comment
TARGET	To reduce our business travel emissions by 25% by 2020 and by 50% by 2030 (vs 2014)	Tonnes CO₂e	23,919	22,524	19,558	-17.9%	Our business travel emissions have reduced by 12.6% last year. The majority of the reduction achieved has come from decarbonisation of our transport emissions sources, most notably hotel and air. However, we have seen a slight reduction in our business travel overall despite increasing our headcount.
Business Travel Emissions by Type	Air Emissions (Total)	T CO₂e	11,458	12,241	11,122	-2.9%	Compared to 2018, we have seen decreasing emissions from air travel in both long and short haul categories due to decarbonisation of air travel. Total air miles flown have increased slightly overall but have reduced by 5% per employee - with much of that reduction from domestic flights.
	Air Emissions (Short Haul)	T CO₂e	3,397	4,720	4,293	26.4%	
	Air Emissions (Long Haul)	T CO₂e	8,061	7,521	6,829	-15.3%	
	Car Emissions	T CO₂e	5,135	3,414	3,233	-37.0%	Car emissions have reduced significantly, in part due to a reduction in our use of diesel vehicles and an increase in the use of electric vehicles. Improvements in average fuel efficiency of petrol and diesel vehicles have also contributed to the reduction.
	Hotel Emissions	T CO₂e	4,923	5,250	3,540	-28.1%	The decrease in hotel emissions has been driven largely by the reduction in hotel nights and the decarbonisation of electricity grids in countries where our employees are staying.
	Rail Emissions	T CO₂e	1,496	1,230	1,238	-17.2%	Since 2018 we have seen an 7% increase in rail travel overall, which is not reflected in the emissions data shown here, as the emissions factors for rail have reduced. The increase in rail travel is likely to be due to modal shift with a corresponding reduction in domestic air and car travel.
	Taxi Emissions	T CO₂e	750	279	289	-61.5%	The use of taxis has increased slightly since 2018, but has reduced overall since 2014.
	Other Travel	T CO₂e	58	109	136	135.9%	Other travel is made up of bus, tram and motorbike emissions. The increase is largely as a result of an increase in bus travel.

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. Short haul flights are categorised as less than 2,299 miles.
3. Long haul flights are categorised as greater than 2,299 miles.

Environment: Waste & Water

	Metric	Unit	2014	2018	2019	Change vs 2014	Comment
TARGET	To send less than 10% of our waste to landfill	%	5.7%	6.4%	6.6%	0.9%	The proportion of waste sent to landfill has remained fairly level since 2014, whilst the overall amount of waste generated has reduced over the same time period.
Waste by disposal method	Waste Recycled	Tonnes	211.8	142.5	107.9	-49.0%	The decrease in waste recycled has been driven by an overall reduction in waste generated, as well as one location switching to waste to energy.
	Waste to Energy	Tonnes	66.7	26.7	49.0	-26.6%	In 2019, one location increased the proportion of general waste going to waste to energy disposal.
	Waste to Landfill	Tonnes	16.7	11.5	11.1	-33.6%	Waste to landfill has decreased marginally since 2018 despite an increasing headcount.
	Total Waste Generated	Tonnes	295.2	180.7	168.0	-43.1%	From 2018, our total waste production has decreased by 7%, despite headcount increasing. This is a result of improved waste management and the rationalisation of our estate.
Water Use	Total Water Use	m³	62,431	46,195	44,698	-28.4%	Water consumption has reduced slightly since 2018 reflecting a decrease in the size of our estate.

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. We measure water use at all sites where we directly control the water contract or sites where our landlords or facilities teams have access to the meter and can 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.

People Matter: A focus on gender

	Metric	Unit	2015	2016	2017	2018	2019	Comment
Gender balance of all employees	Headcount by gender	% Female	26.8%	26.7%	26.7%	26.8%	27.8%	% gender split for all individuals employed during reporting year by Capgemini UK and Sogeti UK.
		% Male	73.2%	73.3%	73.3%	73.2%	72.2%	
Gender by grade	Executives	% Female	17.8%	16.9%	17.0%	18.7%	18.6%	% split by gender and grade level for all individuals employed during reporting year by Capgemini UK and Sogeti UK. Based on grade level on 31st December of each reporting year.
		% Male	82.2%	83.1%	83.0%	81.3%	81.4%	
	Experienced Professionals	% Female	25.9%	26.1%	26.1%	25.8%	26.1%	
		% Male	74.1%	73.9%	73.9%	74.2%	73.9%	
	Entry level	% Female	32.6%	32.6%	34.0%	37.8%	41.3%	
		% Male	67.4%	67.4%	66.0%	62.2%	58.7%	
Gender by occupational group	Fee earning	% Female	N/A	24.5%	24.5%	24.4%	25.3%	% split by gender and occupational group for all individuals employed during reporting year by Capgemini UK and Sogeti UK. Newly reported for 2016.
		% Male	N/A	75.5%	75.5%	75.6%	74.7%	
	Support	% Female	N/A	59.1%	58.2%	61.4%	60.8%	
		% Male	N/A	40.9%	41.8%	38.6%	39.2%	
	Sales	% Female	N/A	22.5%	21.5%	21.7%	25.4%	
		% Male	N/A	77.5%	78.5%	78.3%	74.6%	
Recruiting, promoting and retaining	Total GAP intake	% Female	25.3%	33.0%	38.7%	39.1%	43.0%	% of new Graduate and Apprentice hires by gender and total GAP intake per year.
		% Male	74.7%	67.0%	61.3%	60.9%	57.0%	
	All Recruitment by gender	% Female	25.8%	24.6%	27.5%	27.6%	34.0%	% of all new hires during reporting year by gender excluding TUPE joiners.
		% Male	74.2%	75.4%	72.5%	72.4%	66.0%	
	Attrition rate by gender	% Female	26.1%	26.9%	26.2%	27.1%	24.9%	% of people leaving Capgemini during reporting year by gender.
		% Male	73.9%	73.1%	73.8%	72.9%	75.1%	
	Promotion rate by gender	% Female	19.1%	12.7%	14.2%	15.5%	16.4%	% of headcount who received a promotion each year, split by gender.
		% Male	17.0%	13.7%	12.9%	13.1%	13.5%	
Gender Pay Gap	Median Pay Gap	%	N/A	N/A	17.0%	18.7%	18.0%	Reported for the first time in 2017. We report the mean and median gender pay gap between men and women. 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.
	Mean Pay Gap	%	N/A	N/A	19.4%	18.2%	18.7%	

People Matter: Other key active inclusion metrics

	Metric	Unit	2015	2016	2017	2018	2019	Comment
Uptake of parental leave	Number of people taking parental leave	Female	126	89	70	57	68	This includes maternity, paternity, adoption and shared parental leave.
		Male	139	102	102	86	78	
	% retention following long term parental leave	%	88.5%	91.5%	91.8%	94.1%	98.2%	% 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.
Ethnicity by Grade	BAME Total Headcount	% of people	19.2%	22.7%	24.6%	22.1%	17.5%	% 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 30.5% (56.4% at entry level) of the total number employed have not disclosed their ethnicity. This explains the YOY decrease in the proportion of total headcount who have identified themselves as BAME.
	BAME Executives	% of people	13.1%	13.3%	14.3%	13.2%	12.4%	
	BAME Experienced Professionals	% of people	19.4%	21.3%	23.5%	22.7%	19.0%	
	BAME Entry Level	% of people	20.8%	34.0%	35.5%	24.7%	13.8%	
Flexible & Part Time Working	% of people working part time	% of people	8.8%	10.8%	9.8%	8.2%	8.3%	% 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.
	% of people who believe they are offered flexibility to balance work with personal life	% of people	N/A	61.0%	67.5%	75.0%	76.0%	Measured as part of Active Inclusion Survey conducted in 2016 and 2018. The 2017 and 2019 views are based on a similar question from the EDGE Survey.
Apprenticeship Programme	No. of new apprentices joining each year	No. of people	86	79	56	53	116	No. of new Apprentices joining the programme in each calendar year.

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