

Our Gender Pay Gap Report 2023





Our Headlines

Going Beyond the Gap

Code First Girls

Developing Everyone

Our Inclusive Environment

Health & Wellbeing

Policies & Awards

A few words from Our HR Director



The pandemic was a point of rebalancing. We're continuing to harness hybrid working, listen to our people and act for sustained incremental change on gender equality.



28% of the UK tech workforce is estimated to be women. In a challenging economic environment, Capgemini UK welcomed 755 additional women in 2023, making up 39.6% of our total new hires and increasing female representation by 1.6 percentage points to 31.8%.

Year-on-year, we are moving on the dial on female representation. We continue to work on progressing gender equality, ensuring all our team members have access to opportunities, feel included, and can participate and thrive at work.

In 2023, we took the opportunity to review and re-establish our Diversity, Equity & Inclusion strategy in our post-pandemic, hybrid working workplace. Hybrid working is here to stay, and so is the increased flexibility and opportunities for our people, enabling greater gender parity in caring responsibilities and working patterns. We've increased accountability on DE&I, engaged 100+ leaders on our strategy and approach, and established a refreshed DE&I Steering Committee of senior leaders from across our business.

We've seen a mixed picture with our 2023 gender pay gap figures: our mean gap has slightly decreased, alongside an increased median gap. The median gap has increased primarily due to our 2023 junior talent intakes, which have been 50/50 male/female. We remain committed to offering entry routes into tech for women from different backgrounds, and to progressing talent within our organisation.

We are proud to gain a place through employee feedback in Glassdoor's Best Places to Work 2024 list – for Capgemini UK and Capgemini Invent UK – alongside certification and listings from Great Place to Work™. Our inclusive culture is a priority – we know there is more to do on gender equality and are continuing to take action for long-term change.

Carolyn Miller

UK HR Director





Taking a look at the Headlines

What is the gender pay gap?

The gender pay gap is the difference in average pay between men and women in a workplace, industry, or country. It is calculated by comparing the average hourly earnings of all men and women in an organisation, irrespective of job roles, qualifications, or any other factor. The gap highlights the underrepresentation of women; the IT industry is one area that has seen a sustained gender imbalance over the decades.

The gender pay gap is not the same as paying a man and a woman differently for doing identical work. Equal pay is a legal requirement in the UK. We monitor and ensure equal pay through annual pay audits, using pay regression analysis and a continuous review of reward packages.

Gender pay gap

There has been a slight improvement in the mean hourly rate gender pay gap, which decreased from 18.3% in 2022 to 18.1% in 2023. The median (or middle) hourly rate has increased from 17.3% in 2022 to 18.4% in 2023.

The increased median gap has been driven by intakes of women at our lower grades, for example through our apprentice and graduate programmes, as we continue our long-term commitment to change the male-dominated perception of tech and offer entry routes into the industry for women.

The proportion of women in each pay quartile has also increased, which reflects our sustained increase in female headcount at all levels over the past two years.

Bonus pay gap

Similar proportions of men and women received bonus pay (including individual Applaud recognition awards) in the 12 months leading up to April 5, 2023. The bonus calculation includes our peer-to-peer appreciation scheme, Applaud, which enables and empowers team members to nominate and receive smaller, more frequent financial recognition for brilliant work. More women who are not otherwise bonus-eligible received Applaud recognition; the scheme is the major factor contributing to our high median bonus pay gap in 2021 and 2023 (the 2022 bonus gap was smaller due to a standalone incentive payment for specific grades). The Applaud awards are not pre-communicated, performance-related nor anticipated incentives; in the spirit of transparency, we have presented both views.

Mean and median pay and bonus in the 12 months to April 5, 2023

	Mean	Median
Hourly pay	18.1%	18.4%
Bonus Pay	34.7%	88.8%
Bonus pay excluding Applaud	14.2%	25.2%

Table 1 – Our 2023 gender pay gap figures

Proportion receiving bonus pay

Women	Men
66.8%	66.6%

Table 2 – Our bonus pay figures in the 12 months to April 5, 2023

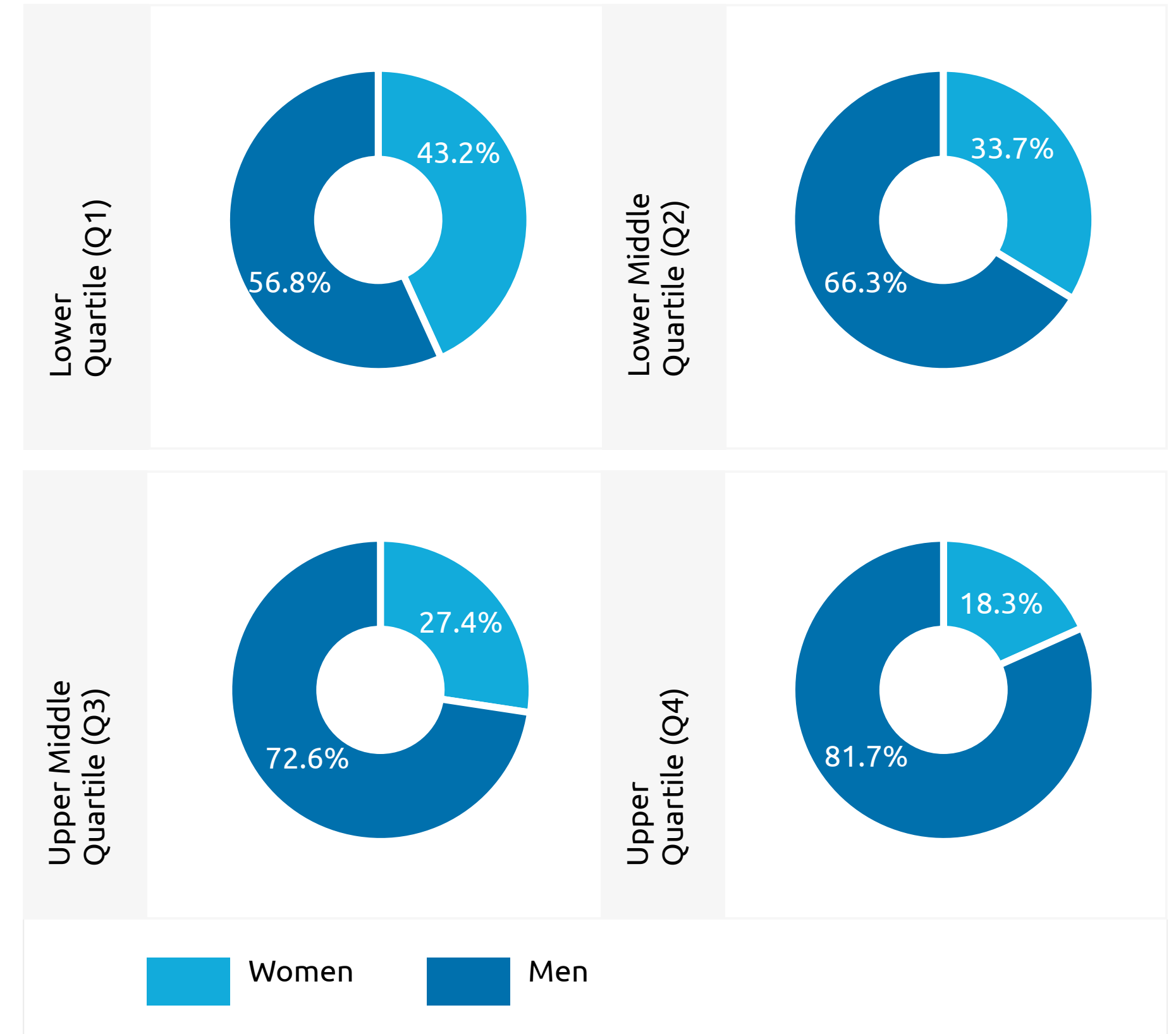


Figure 1– Our gender distributions across each pay quartile based on hourly pay

In compliance with reporting regulations, the term 'gender' is used here in a binary sense, covering male and female. At Capgemini, we remain committed to fostering an inclusive work environment and support our people to self-identify.



Going beyond the Gap

A strategic approach for long-term change

Building a pipeline of talent for now

In 2023 we increased female representation in Cargemini UK by 1.6 percentage points across the UK and increased the number of women in each of our global grades in the UK. Of the 755 women who joined us in 2023, 206 joined our apprentice and graduate community, where our joiners are 50/50 male/female.

We closely monitor this and the representation gap between foundation and senior global grades – working to ensure we have a strong pipeline of female talent coming through to senior leadership.

Building a pipeline of talent for the future

We are working for long-term change, creating pathways to employment for underrepresented groups, and inspiring female students about technology. In 2023, we supported over 380 students on our corporate work experience programme, with 52% female students, 51% female volunteers.

Across our schools outreach programme, we engaged with over 17,000 students (52% female) and 51% of our 274 volunteers were also female. For the campus outreach programme we interacted with 40,000 individuals, 50% female, and 50% female volunteers.

We are also bridging the digital divide by providing essential digital skills and opportunities for everyone. Collaborating with community organisations, we aim to positively impact communities across the UK while contributing to our global aspiration of supporting five million people through digital inclusion programs by 2030. Our award-winning partnership with [CodeYourFuture](#) has empowered refugees and individuals from disadvantaged backgrounds, providing free training for software development. Since 2019, over 150 trainees have secured employment offers, with 84 (40% female) joining Cargemini and excelling through our tailored support system.



50%
of graduate and apprentice
joiners in 2023 were women



Our Headlines

Going Beyond the Gap

Code First Girls

Developing our Women

Our Inclusive Environment

Health & Wellbeing

Policies & Awards

Code First Girls

Providing opportunities to kickstart, revamp or reignite a career in tech



Code First Girls are on a mission to eliminate the tech diversity gap by providing free education and economic opportunities to women and non-binary people. They are the largest provider of free coding courses for women in the UK, teaching three times as many women to code as the entire UK university undergraduate system.

We have partnered with Code First Girls since 2021, funding CFG Degree courses in Software, Full Stack, Data, and +masters in DevOps and Mobile. Over 50 graduates of Code First Girls have joined us as permanent employees, and we have supported 386 students to participate in Coding Kickstarter courses – increasing employability.

The Code First Girls community consists of career switches, non-tech graduates and returners – through this partnership, we are levelling the playing field, reducing the digital skills gap and providing different routes into the tech industry.



“After a 12-year break, re-entering the tech sector presented its challenges. Despite my engineering background, securing relevant interviews was challenging. Once I was selected onto the CFG course I enjoyed honing my skills in coding & data science whilst experiencing the camaraderie of my fellow cohort members. I look forward to this exciting new chapter of my career!”



Padma Varatharajan

Data Engineer

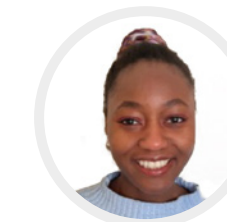
“I career switched from 17 years in marketing after always wanting to make the move. It’s amazing that in these last 12 months my life and career are now so completely different! I’ve recently signed up to become an instructor at CFG so I can complete the circle and give back and help train others.”



Arianne Donoghue

Software Engineer

“The community side is incredible, it’s not easy joining a new industry and company, you’re so new/fresh but having that community and other careers switchers from all sorts of backgrounds in the same position as you - who understand you too - is incredible.”



Mira Salawu

Cloud DevOps Engineer



Our Headlines

Going Beyond the Gap

Code First Girls

Developing Everyone

Our Inclusive Environment

Health & Wellbeing

Policies & Awards

Developing Everyone

Supporting all to learn, thrive and progress

We are committed to investing in the continuous professional development of our people. From accredited certifications, through to bite-size 'just in time' learning, our focus is to enable our people to thrive and help grow the business through the development of skills now and in the future.

From emerging careers to executive leadership, we provide leadership and personal development programmes across all grades and roles, career, leadership and/or technical skills development. We also offer coaching programmes and multiple mentoring initiatives.

Over 40% of UK participants in our global and UK talent programmes are female, consistently year after year.

Since 2020, we have partnered externally with Women on Boards, who support leadership skills development by equipping individuals to take on non-executive and trustee board roles. In the last three years, we've supported over 290 women to take part, enhancing their progression and development inside and outside the workplace. We've also broadened the programme to invite anyone of any gender, from an underrepresented background to join a cohort.



"I've gained huge benefits from both the Women on Boards programme and taking on a board role at Koestler Arts. It helped me understand more about what a board role entails and how I can shape my experience in a way which would appeal to board roles. They helped me shape my personal brand and understand the value of my digital transformation skills for board roles. I also gained knowledge on how to approach the interview process and the prep call with Women on Boards was essential to securing a role."

Jasmin Booth

Managing Business Analyst and
Trustee of Koestler Arts





Our Headlines

Going Beyond the Gap

Code First Girls

Developing Everyone

Our Inclusive Environment

Health & Wellbeing

Policies & Awards

Our Inclusive Environment

Changing perceptions and progressing

This year, we have seen our employee networks grow by a third and welcomed the addition of our newest network: NeuroAbility - for our neurodivergent colleagues, carers of neurodivergent people and allies. We ran our second UK all Employee Network awards in 2023 – recognising Network Member, Trailblazer and Ally of the year for each network: receiving 47 nominations across the 3 categories.

We annually celebrate International Women’s Day, with the theme of ‘Embrace Equity’ in 2023. Events took place across the business including a virtual panel event on Equity vs Equality. A global virtual ceremony for our internal Women For The Future awards also recognised three inspirational women in the UK business.



Our Women@CapgeminiUK network held successful events across the UK business, including empowering #IAmRemarkable workshops, promotion coaching, mentoring circles and more. Our BlackWomen@CapgeminiUK Network celebrated their first anniversary with a community event where panellists shared their personal journeys, shedding light on the crucial topics of confidence, imposter syndrome, and personal development.

“ I am incredibly proud of our Women@Capgemini Invent and Allies network and wider community. In 2023 we have had over 1000 participants join all of our different events. We’ve run a variety of events from career circles on communication skills, partnering with a charity Smart Works, networking, sessions on financial wellbeing, trialling mentorship schemes and more.

I am particularly proud of how we have facilitated open conversations on endometriosis, fertility in the workplace, menopause and baby loss and pushed boundaries. We have made a genuine impact through our network, thanks to the continued support of our active community and allies.”

Susan Maginn

Chair - Women in Capgemini Invent UK & Allies





Our Employee Networks

Inclusive communities that continue the conversation

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

With over 5000 members, our employee networks include:

- **Women@CapgeminiUK** - Helping women, their allies, and advocates build networks, support each other and celebrate achievements. Includes our BlackWomen@CapgeminiUK sub-network.
- **CapAbility** - Our ability and caring network provides a support, a listening ear, and a platform for advocacy helping everyone become more disability- and caring- inclusive and confident.
- **OUTfront UK** - OUTfront is our network for LGBT+ employees and allies, a community committed to fostering a supportive and safe environment at work and beyond.

- **Race & Equality Network** - With a vision to educate, support, and empower, our Race & Equality Network aims to create a sense of community that facilitates open and educational dialogue among colleagues with different backgrounds and cultures.
- **Armed Forces Network** - We support and promote Capgemini's Armed Forces Veterans, Reservists, family members, dependants and allies by offering understanding, welfare support, mentoring, events, fundraising and networking opportunities.
- **Talking Heads** - A space where members can enjoy the camaraderie of colleagues. We focus on promoting well-being and mental health, through connecting, sharing, seeking advice, and uplifting one another.
- **NeuroAbility** - Our newest network, raising awareness on neurodiversity for individuals, parents and carers, promoting inclusion, respect, and wellbeing.





Our Headlines

Going Beyond the Gap

Code First Girls

Developing Everyone

Our Inclusive Environment

Health & Wellbeing

Policies & Awards

Health & Wellbeing

A holistic view of our employees' lives

We take pride in our extensive support system, provided internally and through external partnerships, that offers **flexible support for all** that aligns with each employees' unique needs and experiences. The Thrive app offers confidential support for mental wellbeing, and with over 160 trained Wellbeing Champions in our UK business, we provide support and space to speak about personal mental health. Recognising the significance of physical health, we offer comprehensive medical and health benefits, including AXA Healthcare and GymFlex discounts for eligible employees.

We continue to enhance and extend the support for women's health and wellbeing. This includes tailored support for women, such as those experiencing baby loss, fertility challenges, menopause, and neurodiversity diagnoses.

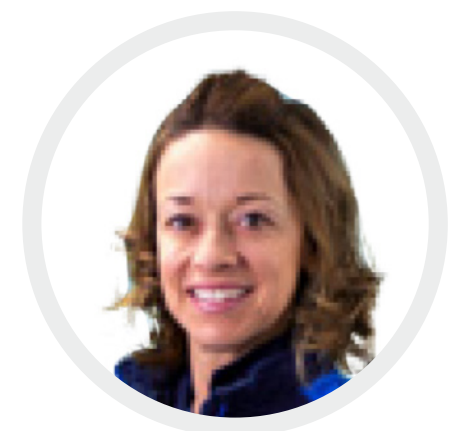


“Boldness is one of our values; Capgemini have always been ahead of the curve understanding that investing in our people’s physical, social, and mental health is an overarching priority. Our wellbeing support is vast – we have a holistic array of support mechanisms in place with flexible working patterns to help us achieve our goal of having the right support in place, for the right person, at the right time.”

Last year we updated our Health and Wellbeing Hub to act as a single source for help, support and to assist employees prioritise their wellbeing. We host menopause cafés, taking groups of women through kick start programmes, building resilience, relationships, understanding and embracing change, managing mental health through menopause, motherhood, and bereavement. Whilst the focus on wellbeing is for all, we know that our female employees appreciate the dedicated support created for them.”

Rachel Barber

Employee Wellbeing Lead





1 **Menopause Support**

Capgemini UK offers a wide range of support, including flexible working, temporary changes to working patterns, access to Peppy, a healthcare app with menopause experts readily available, and a menopause toolkit from Unum. We are also proud signatories of the Menopause Workplace Pledge.

2 **Baby Loss**

Our Pregnancy/Baby Loss Policy provides ten days of paid leave following pregnancy loss. The leave can be taken up to six months after the loss and is available for employees directly affected, or if a partner or a baby's surrogate. We also have a private baby loss community to support colleagues and to raise awareness.

3 **Fertility Assistance**

Colleagues can receive five days paid leave for each cycle of fertility assistance, up to a limit of three a year. There is also a £20,000 lifetime cash benefit available to eligible members of our Medical Plan following a diagnosis of infertility. Peppy, a healthcare app, also provides tailored medical advice.

4 **Neurodiversity Diagnosis**

Our comprehensive Capgemini Medical Plan, available to eligible members, now includes neurodiversity diagnosis and treatment services for both individuals and their dependents, provided through AXA Health.

5 **Other Support**

We offer Occupational Health and Doctor@Hand which connects our people immediately to a GP, wherever they are in the world. In partnership with Nuffield Health, all over-40 employees can receive free biennial 360 Health assessments. Additionally, our Thrive App helps individuals monitor and manage their wellbeing.



Our Policies

Enabling our people to find a work-life balance that suits their individual needs

Over the last few years, we have refreshed our key policies to reflect the evolving dynamics of work and personal life, **for the benefit of all**. At Capgemini, we want to ensure our people and their families are supported.

Flexible working

Capgemini employees are empowered to work the way that works for them. We support colleagues to work flexibly through both informal local arrangements and formally agreed changes. Our Flexible Working Policy is flexible in itself and ensures our colleagues can fit their work around their other responsibilities, and make adjustments when life undergoes inevitable changes.

Family Leave

Our two Family Leave policies, Primary Parent Family Leave and Partner Family Leave, provide all parents with equal parental leave, no matter how a child has entered your family.

Parents welcoming a child are eligible for up to 52 weeks leave. Primary caregivers are eligible for up to 26 weeks paid leave at 100% of their average earnings, and partners taking Shared Parental Leave are eligible for up to 24 weeks paid leave at 100% of their average earnings in addition to paid partner leave.





Our Headlines

Going Beyond the Gap

Code First Girls

Developing Everyone

Our Inclusive Environment

Health & Wellbeing

Policies & Awards

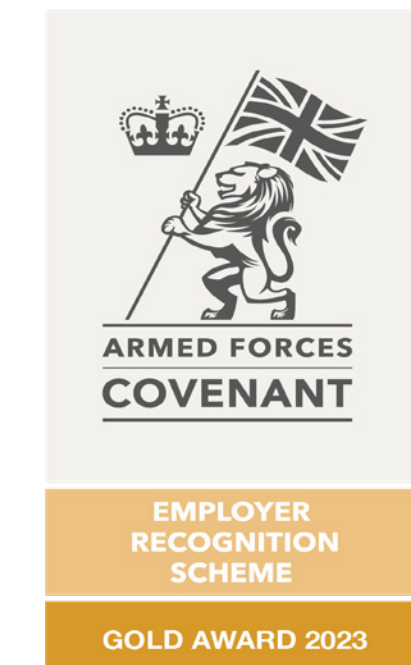
Our Awards

Recognition for our broad and intersectional efforts:

Throughout the year, we have been recognised for our efforts through the following awards:

- #16 Best Workplaces for Women™ 2023 (Super Large Organisations)
- #19 Best Workplaces for Wellbeing™ 2023 (Super Large Organisations)
- #36 Best Workplaces™ 2023 (Super Large Organisations)
- UK Best Workplaces in Tech™ 2023 (Super Large Organisations)
- Capgemini UK and Capgemini Invent UK in the Top 50 Glassdoor Best Places to Work 2024
- 7th in the Inclusive Top 50 UK Employers 2023/24
- Armed Forces Covenant Gold Award
- Gold Global Employer Status from Stonewall UK
- Silver Award – Recruitment Programme of the Year – UK Social Mobility Awards
- Disability Confident Employer

2023 also saw our people being recognised for their contributions to the tech industry – across the Women in Tech Excellence awards, Inspirational Role Model of the Year at the European Diversity, Ally of the Year at the Empower Future Awards, and in the Ex-forces in Business UK Awards.





Our Headlines

Going Beyond the Gap

Code First Girls

Developing Everyone

Our Inclusive Environment

Health & Wellbeing

Policies & Awards

Closing comments from Paul Margetts

Managing Director, UK Business Unit

At Capgemini, we believe everyone deserves to feel valued and can contribute their best. That's why we're building a diverse and inclusive culture where everyone can thrive.

We're proud to have increased the number of women in our UK team and are continuing to provide routes into the IT industry through our entry-level programmes. We're also working hard to get more women into leadership positions, because a truly diverse Capgemini UK needs everyone at the table.

This report shows some of the things we're doing **to make our workplace fair and inclusive for all**. Our employee networks are a great way to have important conversations, listen and learn from each other.

As a member of the Group Diversity & Inclusion Board, I know we all have a role to play in making Capgemini a welcoming and successful place to work, where everyone feels included every day.

We made good progress in 2023; there is still more to do. I'm excited to see what we can achieve together this year.

Declaration

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



Paul Margetts

UK Business Unit



Carolyn Miller

UK HR Director



About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2023 global revenues of €22.5 billion.

Get the Future You Want | www.capgemini.com