

# Corporate Responsibility & Sustainability

An aerial photograph showing a lush green field on the left and a dense forest of tall trees on the right. A thin, light-colored path or stream runs diagonally across the field. The overall scene is vibrant and natural.

UK Progress Update  
2024/25

Capgemini 



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### About this report

Unless stated otherwise, the data and information in this report covers the corporate responsibility and sustainability activities of Capgemini UK during the calendar year 2024. If you are reading a printed version of this report, please find the online version with in-text hyperlinks here:

[capgemini.com/gb-en/about-us/crs/our-uk-crs-reports/](https://capgemini.com/gb-en/about-us/crs/our-uk-crs-reports/)



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# Our approach

A close-up photograph of a hand holding a small, vibrant green fern frond. The hand is positioned on the right side of the frame, with the thumb and index finger gently gripping the stem of the frond. The frond itself is delicate and feathery, with many small leaflets. The background is a soft, out-of-focus green, suggesting a forest or garden setting. The lighting is natural, highlighting the texture of the frond and the skin of the hand.



# Our *approach* to responsible business

Combining the power of technology with our human energy, Capgemini is addressing the most pertinent issues of our time. Together, we are imagining the future and making it real for our people, planet, and society.

The very heart of our purpose is to build an inclusive and sustainable future for all, enabled by technology, drawing on the energy of our talents and also the talents of our customers and partners.

In the UK, our Corporate Responsibility and Sustainability programme focuses on three key pillars: **environmental sustainability, digital inclusion, and inclusive futures.**

This report explores some of the highlights of our work across these pillars in 2024, as we progress towards net zero, help bridge the digital divide with people of all ages, and reaffirm our culture as one where all talents can thrive.

This approach is underpinned by embedding responsible behaviours in our work and decisions every day, including the way we work with our clients, partners, and communities. Our behaviours are supported by policies in environment, human rights, and supplier conduct (see Annex).

This report provides an overview of our strategy and progress at Capgemini UK during 2024.





# Our responsibility and sustainability strategy

## The three pillars of our strategy

### Environmental sustainability

focuses on the transformation to a net zero and sustainable business, building business resilience against climate change, and supporting clients with their sustainability challenges.

### Digital inclusion

focuses on using the skills and passions of our people to bridge the digital divide for a future where technology is an opportunity for everyone.

### Inclusive futures

focuses on creating a truly inclusive organisation, where all diversity is highly valued and where everyone is given equal opportunity to thrive and succeed.



“The urgent call for action resonates immensely, not only among business leaders within Capgemini but with our clients and wider stakeholders. All of us are impacted by the need to address climate change and biodiversity loss, and boost diversity and inclusion, while contributing to society. It accelerates our thinking within Capgemini and, more crucially, our actions. This report reflects our commitment to sustainability across the areas that matter most to our business and stakeholders.

Throughout 2024, we continued to make progress in each area of our responsibility and sustainability strategy. We’re driving a culture change in the business to reduce our climate-related emissions and remain on target to reach our carbon reduction goals. Contributing to social value is a high priority for us and we continue to support access to education and employment and play our part to boost digital inclusion in UK communities.

We also have real commitment and momentum to increase diversity across all levels of our UK business, and we continue to make progress in this area. Our business will continue to transform as we work to become net zero and build a sustainable and inclusive business for all.”

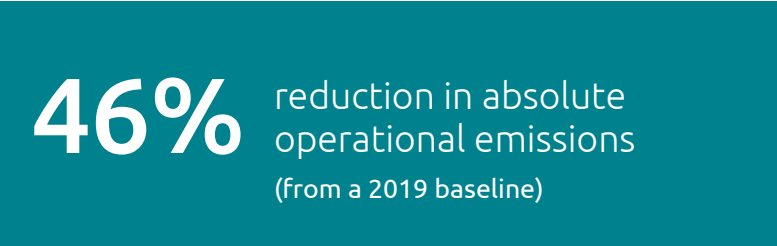
**Dr. James Robey**, Global Head of Environmental Sustainability and UK Responsible Business Lead, Capgemini





# Highlights in 2024

## Environmental Sustainability



## Digital Inclusion



## Inclusive Futures





## External Recognition in 2024

In 2024, we were recognised by third parties for our responsibility and sustainability initiatives. Some of the awards are listed here. For further detail of other Capgemini awards, recognition and benchmarks, including our ESG ratings, visit our [ESG awards](#) page.

- CDP A List
- Ecovadis Platinum Rating
- The King's Trust Partnership Awards – Employee Engagement Award
  - Shortlisted for Partner of the Year
- EDGEplus and EDGE Move certified 2024
- World's Most Ethical Companies 2024
- Times Top 50 Employers for Gender Equality 2024
- Top 50 Glassdoor Best Places to Work 2024 (Capgemini UK and Capgemini Invent UK)
- #16 Best Workplaces for Development™ 2024 (Super Large Organisations)
- #22 Best Workplaces™ 2024 (Super Large Organisations)
- #11 Best Workplaces for Wellbeing™ 2024 (Super Large Organisations)
- #7 Inclusive Top 50 UK Employers 2023/2024
- Great Place to Work certified 2024
- Armed Forces Covenant Gold Award
- Gold Global Employer Status from Stonewall UK
- Age Inclusive Accredited from 55 Redefined
- Disability Confident Employer Level 2





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# Environmental Sustainability



# Our environmental sustainability programme

Capgemini is committed to achieving net zero emissions by 2040. We set this global target in line with the Science Based Target initiative's (SBTi) Corporate Net-Zero Standard, and we are committed to achieving a 90% reduction in carbon emissions across Scopes 1, 2 and 3 by 2040 compared to a baseline of 2019.

In the UK, we set out to achieve absolute reductions in operational emissions against a 2019 baseline of 45% by the end of 2024, which we achieved with a 46% reduction. We focus our environmental sustainability programme on four key areas:

- **Empower our people:** Embed sustainability principles into our business culture and governance processes and make carbon a business performance metric. We are also introducing reciprocal mentoring, typically between people from different levels of seniority or backgrounds, to advance their understanding and practices in sustainability.
- **Transform our mobility:** Minimise emissions from business travel and commuting through sustainable hybrid delivery and low-carbon options available when travel is necessary. Our Event Planner Tool will also support employees in making carbon conscious decisions when planning events.
- **Invest in sustainable operations:** Transition our sites to renewable energy contracts, optimise our IT infrastructure, and continue to minimise waste and use resources more efficiently<sup>1</sup> at our offices, data centres and when

working from home. We aim to adopt a standardised approach for procuring and managing the lifespan of IT hardware assets that limits impact on carbon emissions.

- **Provide solutions:** Offer services that enable clients to address their sustainability challenges. For example, following a comprehensive pilot, we successfully scaled up our Sustainable Delivery Framework. Our ultimate ambition is to replicate this across our largest accounts and encourage clients to use it in their wider supplier ecosystems.

Our programme is governed by Capgemini's **10-point sustainability transformation roadmap** to enable us to achieve our ambitions. (Read more on our policies and data in the **Annex**.)

<sup>1</sup> By resources, we refer to our procurement, use and – where relevant – disposal of materials and inputs our teams require to do their jobs, from technology equipment and office supplies to electricity and water.





# Progressing toward *net zero*

## Highlights in 2024

- 46% absolute reduction in operational emissions (1% beyond 2024 target)
- 60 UK leaders joined a three-day Accelerated Solution Environment workshop to focus on how we can make net zero by 2040 a reality
- We created a Sustainable Delivery Framework to reduce carbon emissions across the project lifecycle, and successfully **implemented it with Defra**
- We put sustainability at the heart of the construction of our new London head office

## A new board to help us progress

The UK Net Zero Board was re-structured in 2024 around five key pillars fundamental to the success of our business, and focused on the progress required to meet our goals:

- **Business Infrastructure** – Transforming the infrastructure needed to run the business to net zero.
- **Design and Delivery** – Ensuring how we design, deliver and implement solutions for our clients is sustainable.
- **People and Culture** – To nurture and inspire our existing and future talent to transform our business and society to align with nature.
- **Clients and Partners** – How we collaborate with clients and partners to address shared challenges to reaching net zero.
- **Redefining Success** – How we create and define value, and balance non-financial and financial performance metrics.

The Board brings together senior leaders who actively drive collective change, support investment funding, and challenge existing behaviours and mindsets to advance the sustainability agenda.

## Progress on reducing our own emissions

Building a successful business running with 90% less carbon emissions means that all pillars must develop and deliver initiatives towards our carbon targets.

Our 2024 projects included:

- A full estate review of HVAC systems and switching to alternative refrigerants with lower greenhouse gas potential.
- Our Home Energy Programme, which includes webinars, a knowledge portal, assessments and interest-free loans to finance sustainable home improvements including insulation, solar panels and heat pumps. Our work was profiled by **Bloomberg media**.
- Our Net Zero Travel Standards and Policy set bold standards and guidance to support low carbon travel, including not taking long haul flights for non-client activities, not flying within the UK, and rail options within Europe where possible.
- Improving carbon literacy and accountability for carbon travel budgets, bringing our business areas closer to their data by providing tailored insights and analysis of where they spent their carbon to support focused reduction efforts.





# Progressing toward *net zero*

## St Paul's sustainable HQ

Our new office headquarters were designed to showcase environmental sustainability in action, while ensuring it delivers the highest standards of employee experience and wellbeing, and supports collaboration to bring the best of Capgemini to our clients. The building uses zero carbon energy.

Inside, over 40% of furniture was reused, refurbished, or remanufactured from previous sites, avoiding 13,000kg of landfill waste and saving 41,000kg CO<sub>2</sub>e. New furniture contains 50% recycled content on average, and takeback schemes are in place for furniture, carpets, and ceiling tiles. Additionally, rainwater harvesting supplies all washroom toilets, reducing reliance on potable water in water-stressed London. On the roof terrace, pollinator-friendly planting attracts bees and other insects to enhance biodiversity and provide a green space for people to connect with nature.

## Sustainable Estates Framework

We developed a framework to support office selection and fitouts that help deliver our UK net zero targets. The framework provides guidance for our sustainable estate management and longer-term investment decisions, based on an informed position that considers opportunity and impact of each location. In 2024, the framework guided our selection of sites in St Paul's and Woking, helping to reduce our annual carbon emissions by 27%, and increased energy efficiency by 35% vs 2019.

## Reducing emissions in our workplaces

The sustainability-focused construction of our new London HQ is a major step in reducing the emissions of our workplaces. But many of our people work from home some of the time too. So we've continued to offer support as part of our Home Energy Programme, offering a suite of solutions to support efficient home energy decarbonisation. This ensures our employees not only understand our sustainability stance, but are empowered to take practical action every day. We had 650 signups to our energy portal, we ran 167 expert one-to-one home energy assessments, and we set up 25 home improvement loans.





# Environment and our people

## Our culture and how we nurture our talent

We want to nurture and inspire our existing and future talent to transform our business and society to align with nature. In 2024 we put in place various initiatives, including making pension options sustainable by default, creating a sustainability training campus, and running a net zero 2040 Accelerated Solutions Environment workshop to listen to new ideas from our people on how we should transform our business to net zero.

## Developing sustainable skills

We have developed a framework for growing the green skills and capabilities of Capgemini colleagues, aligned to our sustainable culture vision. As part of this, in 2024, 94% of our employees completed the Sustainability Awareness module of our Training Campus, and we expanded the campus to cover role and industry training.

We have also created a reciprocal mentoring programme – a collaborative learning relationship engaging with people managers to align on our leadership vision for sustainability. We held five sessions, three of them hosted by senior leaders, covering topics including greenwashing, personal impact, tech impact, and clients & consumption.

## Building connections

We are using our corporate partnership with the Institute of Sustainability and Environmental Professionals to enhance the knowledge and skills our people need for a sustainable future. This has provided access to more training and webinars for employees and also enabled us to present **Capgemini Sustainability AI research** to 200 members.





# Environment and our clients

## Case study

### Tackling World Rugby's sustainability

In 2024, Capgemini helped World Rugby with two projects to ensure a sustainable future for the sport.

Firstly, we developed a Sustainable Sourcing Framework to promote carbon-conscious and socially responsible procurement. The framework consisted of a heatmap to help identify and prioritise sustainable sourcing issues based on the goods and services being procured, and factsheets that highlight best practices and provide questions to ask both buyers and potential suppliers as part of the procurement process.

Together, they provide departments and colleagues with information on risks, relevant legislation, and key sustainable sourcing topics. They prompt teams to evaluate the necessity of each purchase and consider alternatives. And if a purchase is deemed essential, departments are guided to assess the impact and ask suppliers specific questions regarding product details, supply chain, and environmental impact as part of the procurement process.

Secondly, we created a carbon emissions forecasting and measurement tool that informs specific steps to reduce the environmental impact of major tournaments. The goal was to pilot the tool in time for planning the Women's Rugby World Cup 2025.

This demanded close collaboration with all stakeholders involved in the sport – including a large network of governing bodies, events organisations, supply partners, and national rugby bodies. Understanding how to collect data from fans was crucial, given the impact of their travel and accommodation.

The carbon emissions reporting tool has delivered more accurate emissions figures for reporting as well as associated operational efficiencies, cost savings, and potential revenue streams. Through the ability to help pinpoint carbon-intensive activity, for instance, the tool could eventually pave the way for new partnerships with organisations focused on clean energy, water and waste.

The impact of these two projects may extend beyond World Rugby, as the sports body will be able to support member unions and other tournament organisers in their own sustainability efforts. Now the journey continues, with World Rugby committed to evolving its practices and inspiring others to play their part in building a more sustainable future for sport as Capgemini continues to develop innovative solutions to help them along the way.





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# Digital Inclusion





# Our digital inclusion programmes

Our strategy is to use the skills and passions of our people to bridge the digital divide for a future where technology is an opportunity for everyone.

A lack of digital skills can limit employment opportunities, and these skills are increasingly critical to thrive in today's society, for example to access essential services such as the NHS and banking<sup>2</sup>. Our ambition across Capgemini globally is to support five million people through our digital inclusion programmes by 2030.

Research in 2024 revealed that almost eight million UK adults (15%) are still without the Foundation Level of digital literacy (for example, being able to find and use websites, and update passwords and keep them secure). Another 3.8m (7%) lack the Essential Digital Skills for Life, such as using software to create and edit documents or recognising suspicious links – and compared to the previous year, 3% more 18- to 24-year-olds reported that they don't have these essential skills<sup>3</sup>.

At Capgemini UK we are taking action to bridge the digital divide across three areas:

- **Literacy to equip all with digital skills:** Helping people to get online and supporting them to build the confidence to be self-sufficient in basic digital skills.

- **Deep skills that open doors to technology careers:** Offer training at our digital academies for people who are disconnected from the job market.
- **Innovation in the third sector:** Create innovative, future-focused solutions that benefit our charity partners and the communities where we live and work.

Looking forward, our programmes are designed to ensure cohesion by tying together digital skills with green skills, the environment, and social mobility for disadvantaged, low-income members of our society, to help them overcome barriers to progression. For recipients of deep skills training, technology is evolving as fast as learning can be rolled out, so we are aiming to keep pace with new developments and in-demand skills.

This work is an opportunity to harness our skills and expertise to help others by embedding digital skills in the community – our employees can spend two days a year volunteering. This benefits both recipients and clients, as volunteering broadens perspectives and enhances skills among our people.

<sup>2</sup> <https://www.bbc.co.uk/mediacentre/articles/2025/the-socioeconomic-impact-of-digital-transition>

<sup>3</sup> [https://www.lloydsbank.com/assets/media/pdfs/banking\\_with\\_us/whats-happening/lb-consumer-digital-index-2024-report.pdf](https://www.lloydsbank.com/assets/media/pdfs/banking_with_us/whats-happening/lb-consumer-digital-index-2024-report.pdf)





# Expanding *digital skills* across the UK

## Accessing careers in tech through CodeYourFuture

Capgemini has collaborated with UK-based non-profit CodeYourFuture (CYF) since 2019, and was the first corporate partner to offer start-to-finish support for CYF's free coding programme. To date, Capgemini has hired and onboarded 98 CYF graduate learners.

In 2024, CYF and Capgemini co-designed a new curriculum in response to a glut of bootcamps which had created an over-availability of web developers, exceeding demand. The programme was made more modular, with a tech-agnostic approach to software development, which built in more agility to diversify the roles a learner might access and is producing higher-quality graduates. This was based on our common purpose: to find the optimal way to help people into good work. Achieving this requires an agile approach to flex in line with market demands while meeting the needs of trainees with complex lives.

We also ran several activities beyond technical skills to prepare learners for interviews and the wider job application process. For example, we shared CV writing best practice, hosted confidence-building sessions to help candidates articulate their strengths and values, and ran mock interviews. These sessions were all delivered by colleagues from Capgemini.

“Our partnership with CodeYourFuture is the gold standard for other charities trying to do something similar. It’s a symbiotic partnership, matching what the business partner needs to what the charity delivers, and collaborating to achieve a strategic end goal. Which in our case is a pipeline of highly competent and relevant talent.”

**Bethan Richmond**, Senior CR&S Manager | UK Digital Inclusion Programme Lead

## From building site to tech company

One CYF learner, Terry, an ex-Marine, had been working as a self-employed plumber and plasterer, but after a knee replacement found physical work too strenuous. Terry had always been interested in technology, so he started looking online for tech bootcamps and came across CodeYourFuture. The ability to study part-time enabled him to fit the training around existing commitments, and as he got further into the course, the supportive community was something Terry really valued.

Terry developed an entirely new skillset, learning to think methodically, fixing problems in code, and presenting work to people. Terry is now working as a software consultant at a major tech company, and is running a non-profit, trying to use technology to make things better in his local area and beyond. He is convinced of the value of the training: “I’ve watched it completely change people’s lives. I’ve seen people lift themselves and their families right out of poverty.”





# Expanding *digital skills* across the UK

## Let's Get Digital to support communities

For several years, Capgemini has partnered with Digital Unite to work towards closing the digital divide by increasing awareness of digital inclusion and supporting Digital Champions to address this issue through our Inspire programme. We also amplify our work with Digital Unite through collaborations with our clients to deliver social value. Through programmes like Let's Get Digital, we work together to build capacity in local community organisations so they can run their own digital upskilling initiatives. This programme is easily replicated and adapted to suit local needs.

In 2024, the Let's Get Digital programme supported more than 20 community-based organisations. One of these was Building Self Belief (BSB), a County Durham-based charity whose core focus is helping vulnerable young people aged 9-24 from disadvantaged backgrounds. The programme has trained up Digital Champions at BSB (mainly aged 18-24), who have been helping older people with tasks like finding affordable internet, getting on the NHS app, and managing money online. This approach is a double win. Their work hugely benefits the people they're helping – but it also helps the Champions themselves, improving their own digital skills and employability through practising soft skills like listening.

## Nurturing digital skills with schools

Capgemini UK's ELEVATE programme supports students from primary school through to year 13. Our goal is to work with young people who face barriers to employment, upskilling them and raising aspirations with a particular focus on social mobility and gender.

In 2024, 250 volunteers from Capgemini worked with 10,151 students from 101 schools in the UK. As an example, working as part of the Heathrow Inclusive Learning Partnership, the Heathrow Account hosted a remote work experience week for 12 SEND students. The focus was on understanding the challenges and needs of the individual students to give them their first connection with an employer. The students engaged in a thoughtfully curated series of 13 workshops run by 14 Capgemini volunteers, designed to foster growth and expand their understanding of the professional world.

Our outreach to students extends to those at universities, where we focus on employability skills particularly for female, black and underprivileged students.





# Expanding *digital skills* across the UK

## Building AI skills and employability with The King's Trust

Capgemini and The King's Trust have been working in partnership since 1999 to support young people across the UK. Capgemini's significant support across fundraising, volunteering, pro bono services and thought leadership has helped to transform young lives, inform The Trust's digital strategy and build organisational capacity and knowledge on topics including AI.

One example is our session for The Trust's Explore programme, to help young people who are a little further from getting a job to develop digital and life skills. These young people often have multiple complex support needs to become work ready, so Explore supports them to increase their confidence, develop key social and emotional skills including teamwork, communication and resilience.

From 2023 to 2024, we supported more than 100 young people with skills sharing sessions, co-developing two sessions linking digital tools to everyday life, and encouraging young people to understand and critically engage with these tools. We also evolved the programme in 2024 and 2025 with content on the basics of AI – for instance, how to know you're talking to an AI, and the importance of accurate prompting, which trainers brought to life in an entertaining physical exercise to direct a learner 'robot' to make a cup of tea. It also covered bias, highlighting variations in response according to who coded the algorithm. We delivered 14 of these sessions with 44 volunteers from Capgemini.

## Volunteering to help people get back into employment

Some of our UK employees have volunteered with Business in the Community (BITC), a business network committed to transforming lives and helping the planet and communities thrive. For example, through BITC's Job Coaching programme, network member Samuel was matched with James Bottomley, a Cyber Security Consultant at Capgemini, to receive six virtual coaching sessions to help him overcome his barriers to work.

With help from James to prepare, Samuel successfully interviewed and accepted a job offer for the role of Outbound Sales Advisor. Samuel said of his experience:

"James has been a fantastic mentor. I really appreciate the effort and time that James has given. Throughout the process he has been very considerate and passionate about me getting my new job and I'm really grateful for the support. I hope he continues to coach others, as he has inspired, motivated and given me the confidence to get back into work."





## Innovation in the third sector

### Enabling self-service membership with LooseHeadz

LooseHeadz is a rugby mental health charity, whose mission is to place a mental health lead at every rugby club around the world.

The charity's existing website was also very much a shop first, with no dedicated members' area or capabilities for club self-management. LooseHeadz needed to drive better partner experiences and help the organisation put its mission first. As a charity, it was also critical to keep run costs as low as possible – including ongoing licence and platform costs as well as application support and maintenance.

Capgemini collaborated with LooseHeadz to build a new platform hosted on WordPress that transformed partner engagement – providing a simplified sign-up process, centralised resources, and the ability for clubs to manage memberships themselves. This keeps costs low and provides easy ongoing management and development for the team.

With a deeper pool of more useful data and a truly self-managed member experience, the LooseHeadz team has been untied from time-consuming admin tasks, freeing them to concentrate on reaching and supporting more people around the world.

“From the start, the Capgemini team understood our challenges and knew exactly how to tackle them to bring our mission to life. It means a lot to have a global technology leader, who is aligned with our values, join us on our journey to make a real difference. With this transformed and more efficient platform, we're in a better place than ever to reach more people and, ultimately, save lives.”

**Rob Shotton**, Co-founder of LooseHeadz

### Digitally expanding Action for Children

Frog, part of Capgemini Invent, has worked with the Action for Children charity for several years. In 2024, we continued this support on a project to reach more parents. The charity wanted to increase the number of parents who could access expert advice, and combine it with peer-to-peer support to reassure parents that they were not alone with the challenges they faced.

We produced a high-level concept for an 'expert forum' to gain buy-in across the organisation. We then conducted user research with parents to uncover their specific needs to feed into the forum design. We mapped the capabilities required to build and maintain the forum, building user journeys for both parents and moderators.

We consolidated this user research into personas and user stories to support capability mapping. And following a vendor assessment, we produced a forum software recommendation. We also identified the required people resource and a marketing plan. This enabled Action for Children to understand the cost required to deliver the forum and develop a comprehensive and compelling fundraising proposal.





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# Inclusive futures



# Our Inclusive Futures programme

Our vision is to be recognised as a truly inclusive organisation. This means inclusion for all – across different gender identities, sex, ethnicity, nationality, sexual orientation, age, experience and social background, ability or neurodivergence status, religion, and cultural identity.

We want to build a future where all talent can thrive. This is driven by our new **Global Inclusion Policy** offering a shared and consistent approach, through four core commitments: creating an inclusive workplace with equal opportunities for all; strengthening our culture by engaging the entire workforce; ensuring that business and technology transformation benefits local communities and broader society; and embedding diversity into every aspect of our operations, from leadership to delivery.

In the UK, we bring these commitments to life through our Inclusive Futures strategy 2023-2026 – a nationally led programme, locally delivered around seven pillars of action:

- Female representation, engagement, development & retention.
- Ethnicity representation, engagement, development & retention.
- Inclusive behaviour
- Multi-generational Age Inclusion
- Social mobility
- Neurodiversity & Disability
- Health and Wellbeing

In addition to our core pillars, we continue to focus on several everyday areas that are embedded in how we operate and help strengthen our inclusion and wellbeing efforts. These include:

- LGBTQ+ inclusion, ensuring visibility, support, and equitable experiences for LGBTQ+ colleagues
- Pulse – Wellbeing & Inclusion insights, using real-time feedback to inform and improve our approach
- Data, to drive transparency, accountability, and evidence-based decision-making
- Client/Bid Support, embedding inclusive practices into our external engagements and proposals
- External Benchmarking, ensuring our progress and impact are reflected in awards, benchmarks, and external reporting.

“At Capgemini, we believe in helping people get the future they want, and that starts with creating equitable access to opportunity, growth and success.

Inclusion is an embedded mindset in our people and is integrated into how we attract, develop, support and retain talent.

By listening and responding to our employees at all stages of their working lives, we benefit from an environment where everyone can thrive. By building the infrastructure to support inclusive careers - clear pathways, access to development and job opportunities, and by using data to identify and close gaps, we ensure this inclusive mindset is supported in practice and in policy.”

**Andrea Metherell**, UK Future of Work Director  
– Inclusion and Wellbeing UK Lead



# Promoting an inclusive culture

Inclusion is part of everyday life at Capgemini – from onboarding to leadership decision-making. Our UK-wide approach is shaped by our Inclusion and Wellbeing Steering Committee, which brings together voices from across business areas, HR teams, national employee networks, and insights from employee engagement surveys. This collaborative model ensures our strategy is grounded in lived experience and responsive to the needs of our people.

## Inclusive Futures

Capgemini UK repositioned its inclusion strategy with Inclusive Futures – reflecting a forward-looking commitment to building a workplace where all individuals feel safe, valued, and empowered to thrive. As part of this, Capgemini UK encouraged employees to update their personal information in our HR information system to help tailor support and drive meaningful change through understanding our workforce demographic representation. Inclusive Futures is designed to deepen engagement, celebrate diversity, and ensure every employee can shape and share in a more inclusive future at Capgemini.

## EDGE certification

Capgemini globally received EDGE Move and EDGEplus certifications – the only technology company to hold both distinctions. In the UK, this recognition highlights Capgemini's commitment to measurable, inclusive policies and practices. EDGE Move acknowledges gender parity advancement, while EDGEplus demonstrates support for broader dimensions of diversity, including ethnicity, sexual orientation, age, disability, and nationality.

Certification involved a rigorous review of internal policies and employee feedback. Locally, Capgemini UK has enriched parental policies, developed resources like the Transgender Guide, and expanded its CapAbility network with NeuroAbility. These efforts reflect a workplace culture where inclusion is not just a value, but a lived experience.

## Driving female representation at every level

In 2024, Capgemini UK advanced its commitment to gender parity through a nationwide strategy focused on increasing female representation and leadership. Developed in collaboration with HR Directors across the UK business, this strategy was designed to be locally driven, ensuring tailored implementation across different business areas. Capgemini UK hired 569 women in 2024, making up 36.9% of new hires and raising female representation to 32.4%, exceeding industry averages. We also saw a record number of promotions across all grades of women, and an increase in the proportion of women in the top pay quartile, from 16.3% in 2021 to 18.8% in 2024. This highlights our core focus on developing and advancing women, which is also evidenced by the high levels of female participation in our development and leadership programmes:

- Junior UK Career Development Programme: 53% female participation
- Ezra coaching programme: 48% female participation
- Future Leaders Programme: 49% female top talent, up from 43% in 2023
- Diversity on Boards Programme: 116 participants in 2024, supporting mid-senior women and underrepresented groups in gaining external leadership experience as non-exec directors.

This strategic, collaborative approach is helping Capgemini build a more inclusive future where women can thrive at every level.





# Promoting an inclusive culture

## Domestic violence prevention and support

Capgemini UK is a proud signatory of both the Employers Domestic Abuse Covenant (EDAC) and the Child to Parent Abuse Covenant (CPAC), demonstrating its commitment to supporting employees affected by all forms of domestic abuse.

To support this, Capgemini offers a robust training pathway designed to equip employees with the knowledge and confidence to respond appropriately when a colleague discloses domestic abuse. The pathway is open to all and explores the different types of abuse, signs to look out for, and the impact it can have on individuals. It also provides practical guidance on how to listen without judgement, maintain confidentiality, and signpost to appropriate support services. There are also three Survivor Stories featuring personal accounts to help build empathy and awareness through real-life experiences.

Employees are encouraged to complete the pathway to help foster a culture of safety, trust, and informed support.

## NeuroAbility – our latest Employee Resource Group

Capgemini UK's NeuroAbility network, launched in February 2024, is a new Employee Resource Group (ERG) dedicated to supporting neurodivergent colleagues across the organisation. With over 650 members, NeuroAbility fosters inclusion, connection, and advocacy through impactful initiatives and policy change.

For example, the network introduced 'Get to Know Me' profiles, promoting psychological safety and mutual understanding between employees and managers. Neurodiversity is also embedded in graduate induction, where lived experiences are shared to encourage openness from day one. Additional initiatives include the NeuroNurtures parent support group, Coffee Roulette peer connections, NeuroMunch lunch events, and an Experience Wall for anonymous storytelling.

## An Endometriosis Friendly Employer

Capgemini UK became an Endometriosis Friendly Employer by joining the national scheme led by Endometriosis UK, demonstrating its commitment to supporting employees affected by this chronic and often debilitating condition.

Key steps in achieving this status included appointing Endometriosis Champions to raise awareness and provide peer support, offering access to private healthcare through AXA PPP, which can help with diagnosis and treatment, and wellbeing resources like Peppy Health, the Employee Assistance Programme (EAP), and the Thrive mental health app.

Capgemini UK also implemented supportive policies such as Flexible Working and Fertility Assistance, allowing employees to manage symptoms and appointments more easily, and promoted education and awareness through curated resources, including videos, podcasts, support groups, and information packs on managing endometriosis at work.

This initiative is part of Capgemini's broader commitment to creating a compassionate and inclusive workplace for all.





Our  
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Sustainability

Digital  
Inclusion

Inclusive  
Futures

Social  
Value

Annex

# Beyond our three pillars – *Social Value*



## Collaborating to create *social value*

The delivery of our Responsible Business strategy is underpinned by collaboration with our clients, partners, and communities. We are leaders in driving positive social change, leaving a lasting impact across the UK through collaboration and innovation. Our global mission is to unleash human energy through technology for an inclusive and sustainable future.

We believe we can create deeper and more meaningful impact in communities through collaboration with our delivery partners and clients. We see social value as an opportunity to work together to improve the life prospects of thousands of people. We work with our public and private sector clients in communities across the UK to help everyone build the skills they need in life and work, to thrive in today's digital economy.

Here are some examples of how we've done this in 2024:

### Highlights

- Hosted 4 empowering events including STEM days and office visits in collaboration with the Salford Foundation in Manchester, reaching 519 young people from lower socio-economic backgrounds to access education and employment experiences.
- Delivered high-impact workplace experiences to 130+ students across schools, colleges, and universities through our comprehensive suite of Work Experience, Internship, T-Level, and Employability programmes.
- Launched strategic sponsorship of the 12-month AbilityNet Digital Upskilling programme, advancing digital inclusion for disadvantaged and excluded members of the community, upskilling 206 local people in the Midlands to date.
- Our employees dedicated 550+ hours to Greenspace volunteering initiatives, actively supporting the restoration and enhancement of local parks, woodlands, and nature reserves.





# Collaborating to create *social value*

## Delivering positive outcomes for Telford communities with HMRC

As a strategic partner to HM Revenue and Customs (HMRC), Capgemini has developed a framework of programmes and initiatives.

For example, Capgemini UK and HMRC focused on activities in the Telford area, including Entrepreneurship Week, which allowed 16- and 17-year-olds to tackle real business problems, enhancing their research, analysis, idea generation, and presentation skills. Employees from the two organisations also volunteered with the local council to develop a mentorship programme aimed at increasing digital skills and online confidence for people over 65, which helped the participants to connect with friends, family and wider society, enhance independent living, and improve overall wellbeing.

These examples illustrate just some of the ways Capgemini drives meaningful and impactful collaborations through its long-standing partnerships in the local areas surrounding its regional centres, in alignment with the UK government's own social value objectives.

## Empowering youth careers with Co-op

Co-op collaborated with Capgemini and the Peer Action Collective (PAC) to empower young people impacted by violence through a series of coaching and career skills sessions to equip individuals aged 16+ with the tools and confidence to navigate their personal and professional growth.

These sessions were centred around understanding natural strengths and values, searching for a job online and preparing for a job interview, and LinkedIn basics. The final session was a careers discussion, supported by a Senior Project Manager and Senior Consultant from Capgemini, alongside two Co-op colleagues, to help the group on their work experience, elevator pitch, building a career path, and harnessing the PAC skills they had already developed.

“The PAC programme has nurtured and developed many talented young leaders that aren't always aware of the skills they hold and how to channel them to new opportunities. The career programme with Capgemini has opened up new avenues for the young people and will help set them up for their next move after PAC.”

Jackie Belcher, Community Partnerships and Impact Manager, Co-op

## Delivering basic online skills training

Capgemini works with its long-term partner, CodeYourFuture, to deliver digital skills training. The programmes range from in-demand coding and tech skills to help people gain employment, to helping disadvantaged people to develop basic digital skills necessary for everyday life in our society.

In 2024, Capgemini and CodeYourFuture developed a new course, Day-to-Day Upskilling, which improves participants' digital skills to use smartphones confidently and safely. We delivered this programme in collaboration with large government department clients in two locations, Manchester and London. This course, run over three weeks with a series of three classes, was led by Capgemini and client volunteers on a range of topics from web browsers and social media to cybersecurity and mobile banking. The feedback was overwhelmingly positive, with all participants “agreeing” or “strongly agreeing” that this course has improved their confidence as a smartphone user in an exit survey.



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
Annex

# Annex

A large offshore wind farm is shown at sunset. The sun is low on the horizon, creating a bright orange glow and reflecting on the water. Numerous wind turbines are visible, their silhouettes standing against the sky. The water is dark with some ripples. A blue and cyan gradient bar is positioned below the 'Annex' title on the left side of the image.





## UN Sustainable Development Goals (SDG) index

Capgemini’s global approach to responsible business is also guided by the United Nations Sustainable Development Goals (SDGs). We detail how Capgemini in the UK contributes to the SDGs through our corporate sustainability and responsibility strategy. For further detail of our Group contribution, see our latest Universal Registration Document.

Goal	Influence through our strategy	Examples of action
 <b>4 – Quality Education</b>	Digital Inclusion	Our apprenticeship programme, digital academies, our partnership, CodeYourFuture, and other education outreach initiatives, help provide access to affordable, quality technical and vocational education (4.3) and help increase the number of youth and adults who have relevant technical and vocational skills for employment (4.4).
 <b>5 – Gender Equality</b>	Inclusive Futures	As a key pillar in our UK Inclusion Strategy, we’re committed to advancing gender equity in STEM. Through benchmarking against The Times Top 50 Employers for Gender Equality, we ensure our approach remains progressive and impactful. Our initiatives create equal opportunities for women across our organisation, the tech sector, and wider society – supporting their full and effective participation in economic life.
 <b>7 – Affordable and Clean Energy</b>	Environmental Sustainability	We are committed to transitioning our own energy supply globally to 100% renewable electricity by 2025. In the UK we achieved this in 2023 and 2024, two years ahead of target. We are a member of the RE100 and are a vocal supporter of the acceleration of renewable electricity markets and support our clients in their renewable energy transitions. We support increasing the share of renewable energy in the global mix (7.2).
 <b>8 – Decent Work and Economic Growth</b>	Digital Inclusion, Inclusive Futures	As a Living Wage Employer, we are committed to ensuring fair pay and decent work for all. Through partnerships with organisations such as Ambitious about Autism, we help reduce unemployment among marginalised groups by creating pathways into meaningful employment. These efforts contribute to full and productive employment for all, including young people and persons with disabilities (8.5). Capgemini UK is a Disability Confident certified (level 2) employer. Our work with partners such as The King’s Trust contributes to reducing youth unemployment (8.6), by assisting young people to gain the skills needed for work.



## UN Sustainable Development Goals (SDG) index

Goal	Influence through our strategy	Examples of action
 <b>9 – Industry, Innovation and Infrastructure</b>	Environmental Sustainability	We are committed to working with clients in the public and private sectors to increase their sustainability and resource efficiency, with a target to help our clients save 10 million tons of CO <sub>2</sub> e by 2030. We help them redesign their industrial and supply chain footprint processes, implement best-in-class planning methods to limit material waste, water and energy consumption, and CO <sub>2</sub> emissions in networks. We also promote circular business models through reversible supply chain and manufacturing operating models. In doing so we help upgrade infrastructure and retrofit industries to make them sustainable (9.4).
 <b>10 – Reduced Inequalities</b>	Digital Inclusion, Inclusive Futures	We promote the inclusion of all kinds of talents irrespective of age, gender, sexual orientation, social background, ethnic origin, disability status, religion, or political beliefs (10.2). Capgemini is a Living Wage employer committed to fair pay, inclusive recruitment, and reducing barriers through flexible work, equitable promotion policies, and partnerships supporting underrepresented talent. Our Employee Networks provide the opportunity for our team of around 14,000 colleagues to shape our culture and drive equity across the business. Our partnerships with CodeYourFuture, The King's Trust, and others contribute to promoting the economic inclusion of all, by supporting those who are far from the job market to gain the skills and knowledge needed for employment.
 <b>12 – Responsible Consumption and Production</b>	Environmental Sustainability	We have an impact on advancing resource efficiency and supporting the circular economy, primarily through the decisions on what we buy, how we use, re-use, and dispose of resources. We are committed to reducing total waste per employee by 80% by 2030 (baseline year 2019) and to reduce to zero the amount of waste that goes to landfill. At the same time, we support clients in building circularity and sustainable resource management into their business models. Through these actions, we support the sustainable management and efficient use of natural resources (12.2)
 <b>13 – Climate Action</b>	Environmental Sustainability	We contribute to improving education, awareness-raising and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning (13.3) by offering services that help clients reduce their carbon emissions and raising awareness throughout our workforce. In 2024, 94% of employees completed our award-winning Sustainability Awareness Campus training and we delivered an increasing number of client projects with a sustainability focus.

# Environmental sustainability data

## Environmental data: targets and policies<sup>4</sup>

We’ve set absolute carbon reduction targets for our UK business of -45% by 2024 and -50% by 2025, against a 2019 baseline. This supports our ambition to deliver services to our clients with 50% fewer operational emissions by 2025.

Metric	Data Source	Unit	2019	2022	2023	2024	Change vs 2019	Comment
Scope 1 Emissions	Diesel	tCO <sub>2</sub> e	8	7	3	3	-62%	Diesel is used for backup generators and typically tracked as part of a routine maintenance schedule. As such, the emissions vary year-to-year depending on the level of maintenance within that year.
	Natural Gas	tCO <sub>2</sub> e	882	748	763	613	-30%	Emissions from natural gas have reduced since 2019 due to the shift to hybrid working and installation of more efficient boilers.
	F-gas	tCO <sub>2</sub> e	118	109	174	32	-73%	F-gas emissions are typically tracked as part of a routine maintenance schedule and vary year-to-year. We have implemented a site-wide review and condition report to proactively take action to prevent leaks.
	Liquefied Petroleum Gas (LPG)	tCO <sub>2</sub> e	15	8	2	0	-100%	Due to the closure of a facility that utilised LPG in 2023, there is no data available for 2024.
	TOTAL scope 1	tCO <sub>2</sub> e	1,022	872	942	648	-37%	
Scope 2 Emissions (Market Based)	Data centre electricity	tCO <sub>2</sub> e	889	0	0	0	-100%	In May 2021, our Rotherham data centre was closed as we moved to an asset-light strategy.
	Office electricity	tCO <sub>2</sub> e	1,520	237	0	0	-100%	The emissions decrease stems from reduced occupancy of offices during the Covid-19 pandemic, moving more of our sites to renewable electricity contracts, consolidating our estate, as well as increased efficiencies gained through LED lighting upgrades and improvements to boilers, chillers, and heating, ventilation, and air conditioning systems. In 2024 we are reporting 0 emissions using the market-based approach due to the renewable electricity contracts at our sites and purchase of Renewable Energy Guarantees of Origin (REGOs).
	TOTAL scope 2 (market based)	tCO <sub>2</sub> e	2,409	237	0	0	-100%	
	TOTAL scope 2 (location based)	tCO <sub>2</sub> e	3,887	2,142	1,852	1,718	-56%	



Environmental sustainability data

Metric	Data Source	Unit	2019	2022	2023	2024	Change vs 2019	Comment
Scope 3 Emissions	Business travel	tCO <sub>2</sub> e	22,631	7,819	12,319	12,429	-45%	We have introduced initiatives to reduce business travel emissions, including moving to a flexible, hybrid working model, providing tools for virtual collaboration, monitoring emissions from business travel and providing infrastructure for electric vehicles. Travel bans were lifted so there is slight increase in business travel but it is on par with 2024 data.
	Commuting & working from home	tCO <sub>2</sub> e	11,238	5,984	5,785	7,027	-37%	As working from home is not without emissions, we have developed a methodology to assess these emissions and can now include them in our commuting emissions. We periodically survey our employees to calculate working from home emissions and monitor the trend in conjunction with emissions from employee commuting.
	Transmission & distribution (T&D) losses	tCO <sub>2</sub> e	330	196	158	152	-54%	Decreased emissions from T&D losses occurred as a result of decreased Scope 2 electricity consumption overall. Explanations provided above.
	Water	tCO <sub>2</sub> e	56	11	10	8	-85%	Emissions associated with the consumption and treatment of water have decreased as a result of decreased office occupancy during the Covid-19 pandemic and our move to a hybrid working model.
	Waste	tCO <sub>2</sub> e	12	7	4	1	-87%	Emissions associated with the consumption and treatment of waste have decreased as a result of decreased office occupancy during the Covid-19 pandemic and our move to a hybrid working model.
	Third party data centres <sup>5</sup>	tCO <sub>2</sub> e	478	324	283	227	-53%	Over the course of 2022-23, Capgemini's UK remaining data centres became outsourced to be colocation data centres under third-party management. As they are effectively no longer under our operational control, we have moved the emissions data from Scope 1 and 2 into a Scope 3 category for third-party managed data centres. See footnote on page 32.
	TOTAL scope 3	tCO <sub>2</sub> e	34,745	14,341	18,559	19,844	-43%	
TOTAL emissions		tCO <sub>2</sub> e	38,176	15,450	19,501	20,492	-46%	These significant reductions have been driven by the various factors explained above relating to our shift to hybrid flexible working, projects to improve the efficiency of our estate, and reduced travel emissions, as well as the impacts of the Covid-19 pandemic.
Emissions per employee		tCO <sub>2</sub> e	3.68	1.18	1.37	1.43	-61%	
Offices	Total office energy consumption	MWh	17,586	15,293	13,144	11,657	-34%	The decrease in energy consumption stems from reduced occupancy of offices during the Covid-19 pandemic and hybrid working model, consolidating our estate, and increased efficiencies gained through LED lighting upgrades and improvements to boilers, chillers, and heating, ventilation, and air conditioning systems.
	Energy consumption intensity	kWh/m <sub>2</sub>	292.37	241.61	218.51	207.68	-29%	Explanation as above.
	% of office electricity from renewable sources	%	66	94	100	100	53%	In 2024 we are able to report 100% renewable electricity due to the renewable electricity contracts at our sites and purchase of EACs. In May 2021, our Rotherham data centre was closed as part of moving to an asset-light strategy. Our remaining data centres are now reported as third-party managed data centres.
Leased data centres	Total data centre energy consumption	MWh	2,565	0	0	0	-100%	In May 2021, our Rotherham data centre was closed as part of moving to an asset-light strategy. Our remaining data centres are now reported as third-party managed data centres.
	% of data centre electricity from renewable sources	%	0	0	0	0	N/A	

## Environmental sustainability data

Metric	Data Source	Unit	2019	2022	2023	2024	Change vs 2019	Comment
Third party managed data	Power usage effectiveness (PUE)	%	No data for PUE has been provided, because as of last year we have agreed only leased/owned data center PUE's to be reported.					
	Total data centre energy consumption	MWh	18,993	15,672	14,935	12,151	-36%	The reduction is due to decreased server usage and the removal of some IT equipment in these data centres.
	% of data centre electricity from renewable sources	%	100	100	100	100	N/A	
	TOTAL % of renewable electricity	%	80	97	100	100	20%	Includes offices, leased data centres, and third-party managed data centres.
Waste and Water	Waste recycled	tonnes	195	108	122	134	-32%	Increased due to increased occupancy. There has been a concentrated push for staff to return to the office post Covid-19 pandemic.
	Waste to energy	tonnes	139	56	59	72	-48%	
	Waste to landfill	tonnes	46	7	1	0	-100%	
	Waste others	tonnes	0	0	3	22	100%	Increased due to increased occupancy. There has been a concentrated push for staff to return to the office post Covid-19 pandemic.
	TOTAL waste generated	tonnes	380	171	183	227	-40%	Moving to smart meters to monitor water usage and sensor based taps has led to a decrease in water usage. However there is an increase in water usage due to increased occupancy, as there has been a concentrated push for staff to return to the office post Covid-19 pandemic.
	TOTAL water use	m³	106,142	51,902	52,831	48,667	-54%	

<sup>4</sup> The data reported above has changed compared to previous reports due to including actuals data for 2023 reporting across all metrics, where data previously included Q4 estimates based on trends for auditing purposes.

<sup>5</sup> Over the course of 2022-23, Capgemini's UK remaining data centres became outsourced to be colocation data centres under third-party management. As they are effectively no longer under our operational control, we have moved the emissions data from Scope 1 and 2 into a Scope 3 category for third-party managed data centres. In line with the guidance from the GHG Protocol and the UK Environmental Reporting Guidelines this is considered a structural change and has been made to data for all years to ensure year on year comparability and maintain a constant perimeter. Third-party managed data centre waste and water usage for all years has been removed from the waste and water table as well.



Digital inclusion data

Programme Inputs	Metric	Unit	2020	2021	2022	2023	2024	Comment
Employee Volunteering and Fundraising	% of workforce engaged	%	7.3	7.3	9.9	11.9	7.1	Total UK headcount increased significantly in 2024, however total unique volunteers remained similar to 2023 reflecting a lower % of workforce engaged. Data includes employee volunteering but excludes fundraising.
	Total volunteering engagement	No. of engagements	1,490	1,296	1,618	1,360	1,423	Volunteering engagements exclude pro bono activity.
	Total volunteering hours	Hours	5,263	2,546	2,952	3,151	4,877	Volunteering hours exclude pro bono activity.
	Total employee fundraising	£	24,718	25,242	62,224	64,224	98,725	Our employee-led fundraising across various charities was higher in 2024, and across our three main fundraising initiatives, we achieved higher than average fundraising including a record-breaking year for Capgemini Million Makers.
Employee Giving	Payroll Giving	£	116,865	119,321	151,196	191,738	233,288	Payroll giving is a voluntary donation some of our employees elect to make directly from their monthly salary to a charity of their choice.
Corporate Donations	Pro Bono Days	Days	236	1,438	1,174	566	236	The demands of client delivery reduced our pro bono capacity in 2024.
	Corporate Donations	£	174,303	323,606	405,607	644,150	388,948	A change to data capture processes and systems may have altered some classifications. Key charitable donations to national partners remain comparable to 2023.
Digital Academies	Digital academy	No. of students	67	128	228	170	135	Trainees on our digital academy courses with our partner CodeYourFuture are counted in the year where the majority of their course took place. Significant market changes and crowded bootcamp landscape prompted a programme review in late 2024. Fewer courses ran, with reduced cohort sizes, resulting in lower graduate numbers to prevent a flooded market.
	Digital academy graduates	No. of graduates	28	74	76	112	26	
	Digital academy graduates hired by Capgemini	No. hires	3	42	27	7	8	After graduating, CodeYourFuture trainees have the opportunity to join Capgemini UK as full time employees. In 2024, the lower figure reflects a challenging market which reduced junior talent intakes across multiple sources.
Digital Literacy	Digital literacy beneficiaries	No. of beneficiaries	438	3,490	3,715	3,181	3,688	
	Employees completing digital literacy training	No. of employees	107	256	295	472	673	
	Wider education outreach	No. of beneficiaries	37,394	23,900	28,000	17,431	10,151	We continue to evolve our education strategy, focusing on in-depth experiences that combine employment skills and curricula for young people with greater contact with volunteers. This has resulted in greater impact on beneficiaries, reflecting our commitment to meaningful, outcome-focused experiences.

## Inclusive futures data

	METRIC	UNIT	2021	2022	2023	2024
GENDER BALANCE OF ALL EMPLOYEES	Headcount by gender	% Female	29.5	31.0	32.6	32.4
		% Male	70.5	69.0	67.4	67.6
GENDER BY GRADE	Executives	% Female	19.5	21.7	25.9	25.3
		% Male	80.5	78.3	74.1	74.7
	Experienced professionals	% Female	28.2	28.8	30.2	30.7
		% Male	71.8	71.2	69.8	69.3
	Entry level	% Female	42.1	43.3	46.9	41.7
		% Male	57.9	56.7	53.1	58.3
RECRUITING	All recruitment by gender	% Female	31.6	35.5	39.9	36.2
		% Male	68.4	64.5	60.1	63.9
	Recruitment of early and emerging talent by gender	% Female	42.0	–	–	–
		% Male	58.0	–	–	–
PROMOTING	Promotion rate by gender	% Female	16.3	18.8	10.0	7.8
		% Male	12.0	13.0	7.8	11.7
GENDER PAY GAP <sup>6</sup>	Median pay gap	%	17.9	17.3	18.2	18.1
	Mean pay gap	%	18.4	18.3	19.0	18.2

<sup>6</sup> 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. See our gender pay gap report: <https://www.capgemini.com/gb-en/resources/capgemini-uk-gender-pay-gap/>

	METRIC	UNIT	2021	2022	2023	2024
UPTAKE OF PARENTAL LEAVE	Retention following long term parental leave	%	98.0	98.9	99.1	95.2
ETHNICITY BY GRADE <sup>7</sup>	Ethnic minority total headcount	%	28.3	27.8	28.5	24.7
	Ethnic minority executives	%	12.7	14.6	15.2	15.4
	Ethnic minority experienced professionals	%	27.7	27.4	26.8	23.6
	Ethnic minority entry level	%	35.6	36.2	40.0	30.5
ETHNIC HERITAGE	Asian	%	–	–	19.8	17.2
	Black	%	–	–	5.2	4.4
	Mixed Origin	%	–	–	1.8	1.6
	Other Ethnic	%	–	–	1.7	1.0
	White	%	–	–	53.1	47.2
	Undisclosed	%	–	–	24.0	28.0
FLEXIBLE WORKING <sup>8</sup>	Employee view of “I am satisfied with the amount of flexibility I have in my work schedule”	Score out of 10	8.0	8.5	8.5	8.4

<sup>7</sup> The change in ethnicity representation in 2024 reflects reduced disclosure levels following an HR system migration.

<sup>8</sup> Employee survey wording changed from “My work schedule is flexible enough to balance my family and personal life” in 2023 to “I am satisfied with the amount of flexibility I have in my work schedule” in 2024.



## Learn more

Find out more about corporate responsibility and sustainability at Capgemini UK. Our Responsibility and Sustainability Strategy is underpinned by the following policies and standards:

- [ESG Policy](#)
- [Group Environmental Policy](#)
- [Human Rights Policy](#)
- [Supplier Standards of Conduct](#)
- [Responsible Business approach](#)
- [Global Inclusion Policy](#)



## About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organizations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering and business operations. The Group reported 2024 global revenues of €22.1 billion.

Make it real | [www.capgemini.com](https://www.capgemini.com)

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