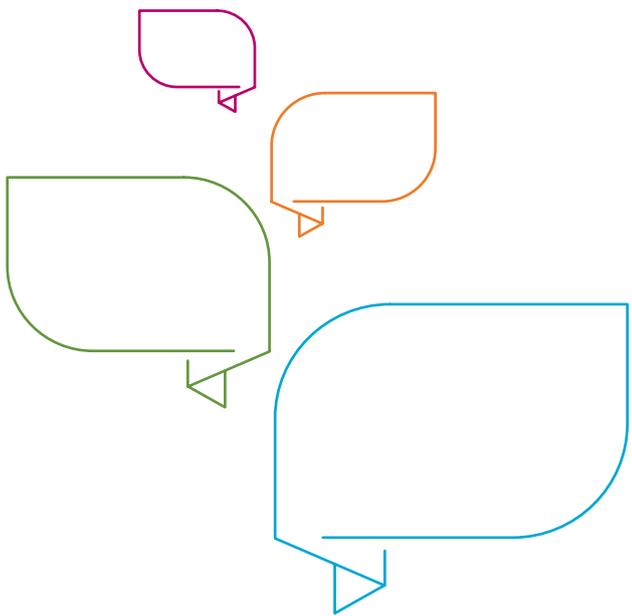




# Sustainability Report

Capgemini Nederland B.V. 2015



# Preface

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Welcome to the 2015 Sustainability Report of Capgemini Nederland B.V. Since 2006 we use this report to share the story of our corporate responsibility & sustainability (CR&S) journey and performance with our stakeholders. Whilst the organization and our approach to CR&S are globalizing, this report can be seen as an extension to the Group Registration Report and the Group Sustainability Report.

Our CR&S approach centres around five strategic dimensions: values & ethics, environmental sustainability, community engagement, people culture and clients services. Our values & ethics provide the framework that underpins all we do. For this, we have received international recognition for four years in a row. We manage and reduce our environmental impact with the ambition to be carbon neutral as of 2020. In the community we strive to maximize our positive impact and at the same time involve as many employees as possible by focusing on talent development and digital skills, as this is an essential part of who we are. For our employees we strive to be a responsible and inclusive employer. We aim to help our clients with their sustainability challenges by putting sustainability values into the services we provide.

We are proud that, as a company, we demonstrate continuous progress on all aspects of CR&S. Examples of this can be found in the respective chapters of this report. At the same time we recognize the challenges on this long journey. We firmly believe that CR&S is a responsibility of all our employees - and other stakeholders - and not only of a few related to their role in the organization. It therefore requires continuous effort on awareness, commitment, engagement and collaboration with a strong focus on our core business. We are always open for a dialogue that helps us progress in any of the CR&S dimensions.

In the introduction of this report we describe the overall developments and performance on our strategic dimensions in 2015. In the remaining chapters we address in more detail some of our best practices. We wish you a happy reading!



Patrick Potters

*CEO Cloud Infrastructure Services Central Europe (CEU)*

Sustainability Portfolio Holder in the NL Management Board

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# Introduction



In this introduction you will find the overall developments and performance in 2015 on our strategic CR&S pillars: values & ethics, environmental sustainability, community engagement, people culture and client services. More detailed information regarding some of the best practices of 2015 can be found in the remaining chapters.

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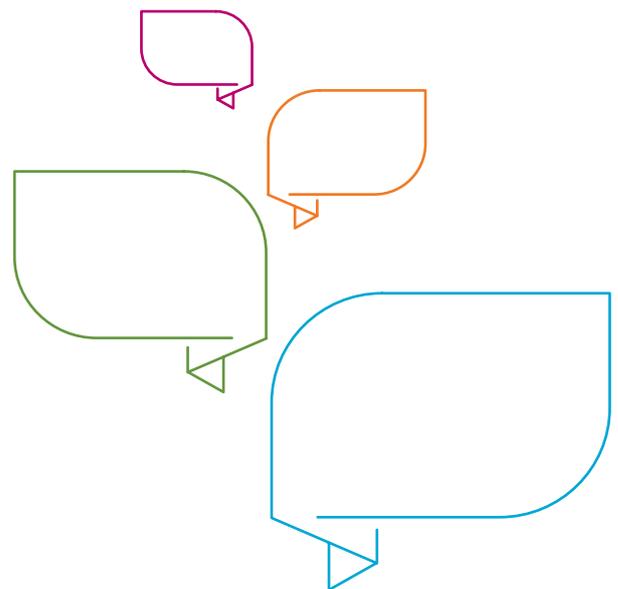
## Values & Ethics

Being one of the leading providers of consultancy and technology services, Capgemini has always been proactive in building a foundation of integrity and acting according to the highest ethical standards. Capgemini has continually maintained an active policy in terms of ethics and compliance at all levels of the organization to create a transparent relationship with our clients and business partners, and strengthen our brand and reputation.

Our Code of Business Ethics accelerates our culture of ethical conduct, compliance, commitment to core values, and accountability. In 2015, we continued to train our employees to be aware of our Code of Business Ethics and related Group policies. The eLearning program was expanded with the launch of “Ethics Street”, a new training initiative featuring short, engaging videos featuring the main character named Jack, who gets into tricky ethical situations. This scenario-based video module series gives employees the opportunity to test their understanding of our Ethics & Compliance policies. The focus in 2015 was mainly on the different aspects of privacy and competition laws and on the raising concern procedure and social media. Not only do we train our employees, we have also put in place a control mechanism to check compliance with our Code of Business Ethics and where necessary we take measures to correct the situation. Privacy Officers that have been appointed in 2015 are they are supporting the business units with managing the impact of the privacy policies.

Capgemini was named as one of the World’s Most Ethical Companies for 2016 by the Ethisphere Institute for the fourth consecutive year. This global award recognizes the Group’s commitment towards ethical leadership, compliance practices, and corporate social responsibility.

With the growing importance of ethics and compliance, Capgemini will keep working on building a visible and demonstrable ethics and compliance program. Clients acknowledge our successful efforts and accomplishments in this respect, as the program is even becoming a sales argument or a selling point for the business in our discussions with clients. Going forward, Capgemini will enforce compliance to our ethical standards by our suppliers.



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## Environmental Sustainability

Capgemini as a global player is well positioned to respond to the growing expectations from our management, our people, our clients, investors and governments with world leading best practices in environmental management. A recognition of these growing expectations has resulted in the development of a long term Group wide strategy that will leverage best practices and support all countries we operate within, to create a positive environmental impact in the long run. For Capgemini Nederland B.V. 2015 again was a year of steady progression when we look at our environmental targets. In 2015 our overall CO<sub>2</sub> footprint was reduced with 8.5% to 28,564 tons of CO<sub>2</sub>. The office energy carbon emissions were reduced with 28% compared to 2014. With an energy score of 615 MJp/m<sup>2</sup>, we have realized a total energy efficiency improvement of 50% compared to 2011 where the target for the whole period 2013-2016 is 30%. Data Centre energy use was reduced with 7.3% but the PUE did not change compared to 2014.

The overall mobility footprint over 2015 was reduced with 12.9% compared to 2014 mainly due to a reduction in car emissions. The bonus malus lease policy combined with extensive smart work smart travel facilities is a strong instrument in changing travel behaviour. Since base year 2011 the overall mobility footprint has been reduced with 33,8%. With regard to the mobility targets in our Lean & Green Personal Mobility plan (20% reduction of car kilometers and related carbon emissions overall and per employee in period 2013-2016) we are well on our way. Compared to 2011 we reduced total business kilometers with 33.8%, total car CO<sub>2</sub> with 49.2%, kilometers per employee with 10.6%, CO<sub>2</sub> per kilometers with 23.2% and finally CO<sub>2</sub> per employee with 31.4%.

The carbon emissions per employee for car kilometers were reduced with 12% compared to 2014. The kilometers per employee decreased with 14% compared to 2014. We continue to see that our lease fleet is about 10% more energy-efficient than the same fleet elsewhere due to the effectiveness of our bonus malus lease policy.

Finally we are very proud that we certified level five-status in terms of the CO<sub>2</sub> Performance Ladder.

In 2016 we will continue to deliver on our Energy Efficiency and Mobility plans. Also we will develop new objectives and targets for the period 2017-2020 including plans to realize these objectives. We will move our Environmental Management System to the Group EMS Platform to align with and benefit from the Group developments.

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## Community Engagement

After the launch of the Global Community Engagement Awards in 2014, Capgemini Group launched a new community engagement strategy in 2015 with a focus on education and (digital) skills and a target to reach out to 1,000,000 people by 2020 through defined skills programs. The strategy leverages these global targets through local implementation, is aligned with the UN Sustainable Development Goals and supports our Capgemini skills and people connectivity agenda. Our Group Community engagement policy has been extended with an emergency policy, pro bono guidelines and community engagement principles. Our Microworld platform is now ready for Capgemini employees to supporting emergency giving. We also strive to impact 5.000 families through 25.000 microloans by 2020 with our Microworld platform.

For Capgemini Nederland B.V. the new Group strategy led to some changes in the local program. We decided to stop supporting Roparun and Naandi Foundation Nederland. In line with the Group strategy we focused more on pro bono projects for organizations like Doenersdreef, Voedselbank Apeldoorn and Nederlandse Rode Kruis. We started a partnership with Stichting Studeren en Werken op Maat with the aim of finding new hires with labor limitations. Our social return program, consisting of the project Seniors for Talents and a partnership with JINC, was extended with a collaboration with Kickstart Your Social Impact. In the Community Engagement chapter you can read more about these new initiatives. All these projects emphasize the mobilizing of our people to get personally involved in the community initiatives we support and by doing so we are leveraging our experience and talent to support community engagements.

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## People Culture

In 2015 we built on the mobility developments that started in 2012 with an explicit focus on employability. We feel we are still trend setting in how we think about the relationship with our employees and how we organize the dialogue with them. Where our pioneering in those first years regularly met with some public scepticism, we now receive more positive resonance. We remain market leader in our branch and we see a positive influence on our reputation.

A continuous challenge is to attract and attain Young Professionals. It is our impression that they prefer to commit to challenging work and not so much to an organization where Capgemini is sometimes also participated as too corporate. We focus on how to better profile ourselves on the labour market as we want a big part of the available talent pool. A very successful instrument in this regard has been the Capgemini Super Techies Show (CSTS). Launched in 2012, CSTS garnered much appreciation from technology enthusiasts globally. With each season, the show fostered greater client intimacy, generated employee engagement and showcased Capgemini as a preferred employer amongst young technology professionals. Building on this success, Capgemini presented in 2016 a new series, under the name Innovator's race. Also worth mentioning is the development of the Applied Innovation Centre where we experiment with new working methods more fitting in the present time. Other initiatives to reach out to our target groups are offering more internships and specific recruitment events like the aviator recruitment event in April 2015 where we received 40 pilots for an interactive presentation of Capgemini.

In 2015 we continued to recognize our employees for their extraordinary teamwork with the clients via the La Niaque Awards. This year – out of 15 nominations – the ABN AMRO team was voted as the winner of the much-coveted award of €10.000. To further showcase the collaboration and teamwork between the various Capgemini business units, the Together+ management initiative was continued in 2015. In several webcasts the management of the organization highlighted interesting insights on cross-business unit projects and areas of success within the organization.

One of the ambitions for 2015 was to realize a more accessible HR and raise the service levels to ensure that we offer prompt and adequate services to our employees. In this endeavour we increasingly use mobile services and are very keen on the role of HR and the manager.

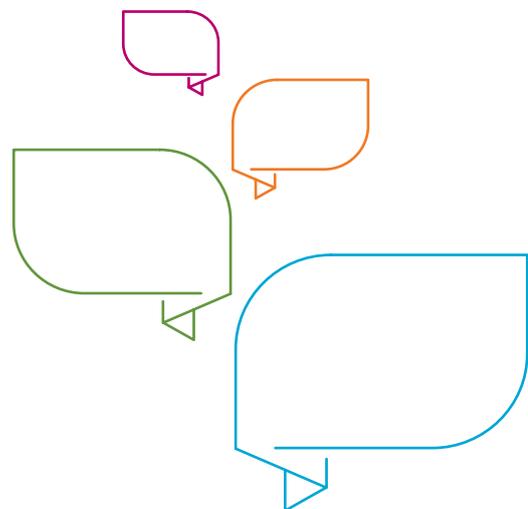
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## Client Services

The need for responsible business practices today is more critical than ever. We believe that corporate responsibility and sustainability deliver added value to our clients, as it does to all our stakeholders. As a service provider, we have a unique opportunity to help our clients with their sustainability challenges in terms of the advice and solutions we deliver. Considering sustainability principles through our services ensures clients can manage risks, maximize environmental stewardship and identify new business opportunities. And to us our clients' satisfaction is of material importance. We understand that our clients are looking for practical solutions to address these challenges. To meet this demand, we are globally investing in the development of new expertise and services and locally we also invested in demonstrating how our services impact the sustainability of our clients.

An example of this is the creation of a key initiative, Cyber Security and Information Protection (CySIP), to better align the 2,500 cyber security experts Capgemini has globally and provide structure both internally and externally for our clients. A Chief Security Officer has been appointed to work across the Group along with a dedicated Cyber Security Lead. Another example of our client focused work is iBabs where we have, in conjunction with iBabs B.V., helped develop and implement a solution that supports paperless meetings.

Reporting on how ICT can improve environmental sustainability requires methods that are accepted in the branch. So we joined forces in the branch to develop a method that will help us demonstrate the added value of ICT services in reducing our clients' carbon footprint. In 2016 we expect to apply this method on more services.



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## The way forward

For 2016 we see a further alignment between Group and local developments. Capgemini Group is implementing a reskilling program and a global Alumni program will be launched to keep our former employees engaged. Through this program alumni can get access to expertise, participate in training sessions and follow the Capgemini Group developments. With regard to environmental sustainability we are developing a maturity model and endeavour a Group Environmental Management System. For Capgemini Nederland B.V. this means we will be transferring to the Group EMS platform, which has been mandated by

the Group CR&S board as the standard way of working. 2016 will also be the year to develop new objectives and targets for the next four-year period. We will continue to focus on the type of pro bono work we delivered in 2015 and on our social return activities. We expect a further boost with regard to the implementation of the Group Community Strategy. With our involvement in the Dutch Coalition of Humanitarian Innovation and the Global Alliance for Humanitarian Innovation we are already working hard to get this strategy in place locally.





# Environmental Sustainability



Reducing our environmental impact is since long on our strategic agenda and we manage to keep improving our results. Both our energy consumption and our mobility footprint have reduced in 2015. We compensated use of European wind energy since 2015. In the last year of our current Energy Efficiency plan we are confident that we can realize our MJA3 target of being 30% more energy-efficient compared to baseline year 2011. This also means that we have to develop a new plan for the next coming four years. In December 2015 we successfully passed the audit to move to level 5 on the CO<sub>2</sub> Performance Ladder.

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## Energy management

In 2015 we further optimized our office square meters. We closed the Amsterdam Atlas Arena office to move into the Amsterdam Vogelstruys office. Amersfoort and Voorburg offices were closed and Groningen office was reduced in size. A reduction of almost 9.000 square meters. This led to a 67% reduction of natural gas used and a 28% reduction of electricity used. Based on the CO<sub>2</sub> Performance Ladder carbon emission factors ([www.co2emissiefactoren.nl](http://www.co2emissiefactoren.nl)) – where European wind is still seen as “grey”- the total office carbon footprint was reduced to 10.096 t CO<sub>2</sub>, an increase of 0,6%.

For our data center in Amsterdam (DCA), in 2015 we continued working on the optimization of the hardware park. Buying more energy-efficient servers and optimizing the usage of rackspace made it possible to expand at a lower speed. Replacing equipment with new energy-efficient appliances leads in most cases to energy savings of about 25%. Early 2015, we replaced part of the condensers on the roof and introduced follow-me lighting. The fact that we are consolidating data center space and that, as a global organization, we are integrating our services more and more will lead to further energy savings. In 2015 this led to a reduction of electricity consumption of 6%. What is holding us back from realizing the Energy Efficiency Plan (EEP) target is the ongoing discussion with the municipality of Amsterdam regarding the replacement of our cooling systems. More specifically the discussion on the return on investment of using free cooling has not been resolved and continues in 2016. The expected total impact of replacement of the current cooling system was expected to be 50% of the total savings on energy in this EEP. We are pleased though that in 2015 new guidelines were developed regarding the implementation of energy-efficient measures including guidelines for interpreting these measures.

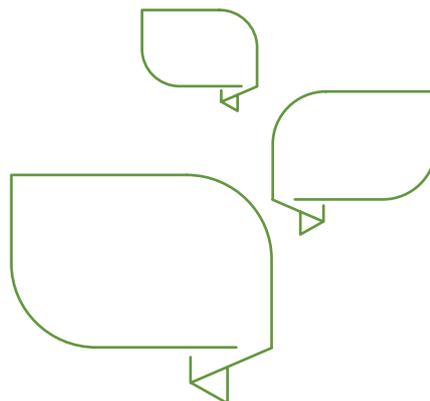
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## Business Travel

That our employees have to travel for business is inherent in the services we provide to our clients and the way we work. However for many years we offer our employees all the facilities to work and travel in a smart way where possible. They can use their mobility budget in the way they see fit. We continue to see the majority of our employees choosing a lease car. Due to the bonus-malus lease arrangement we implemented in 2012, we also see the biggest change in environmental impact in this group. In 2015 the number of lease car business kilometers was reduced with 21,6%. Part of this reduction is caused by the more accurate calculation of the private kilometers. But even if we use the same correction percentage for private kilometers for 2014 and 2015, the reduction is still 11,2%. The group of private car drivers reduced their kilometers with 2,3%.

To stimulate the use of public transport every employee receives an NS Business Card with all public transport facilities. In 2015 we saw an increase in public transport kilometers of 2,8%. Even though the trend is still positive, we had hoped to see a bigger change in the development of public transport use. Good news here is that in 2015 87% of our employees used their NS Business Card at least once where in 2014 the use was less than 50%.

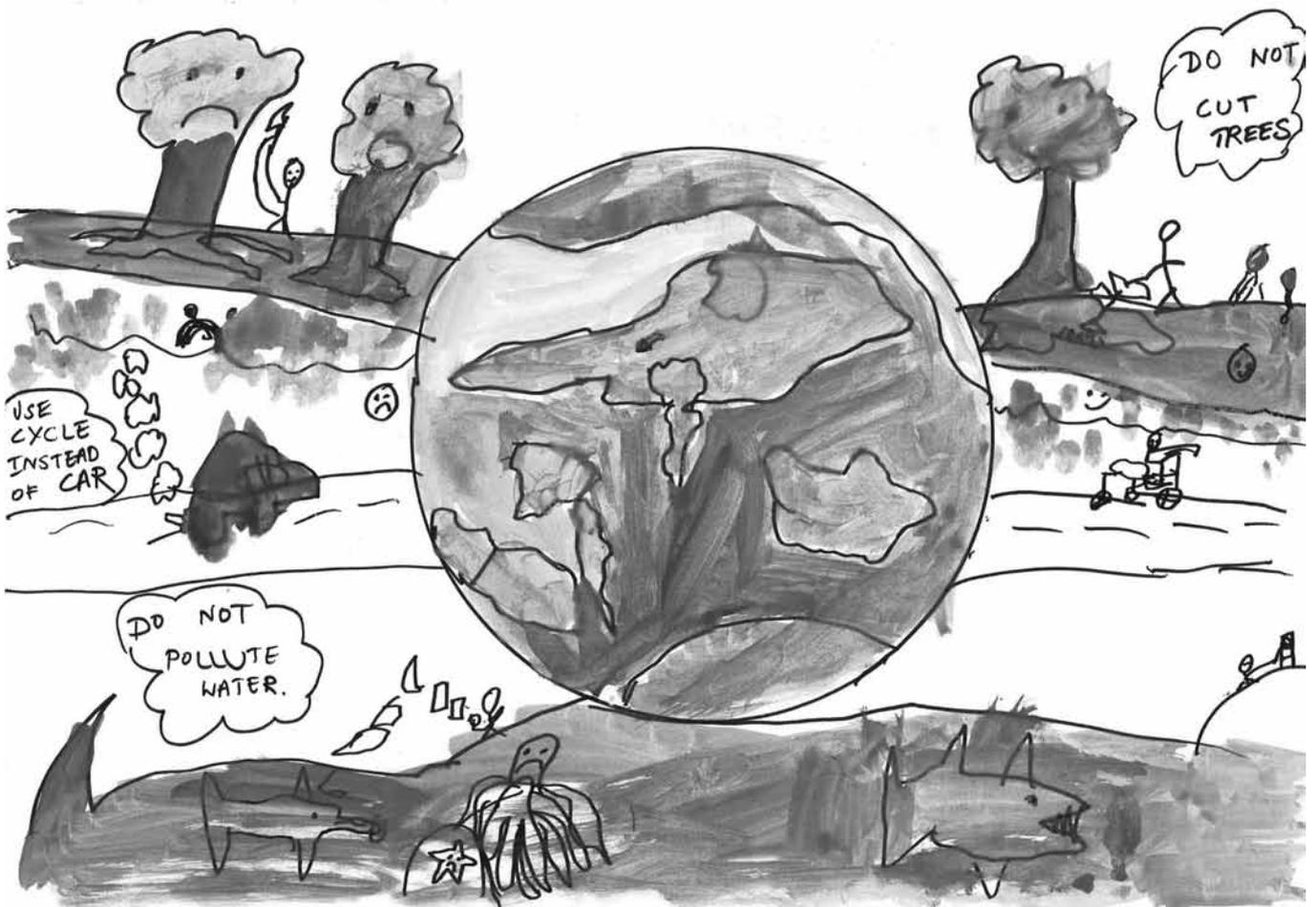
In addition to the regular tire-on-tension initiative and our participation in U15 ([www.u15.nl](http://www.u15.nl)) we signed the Dutch Business Sustainable Mobility Pledge in 2015, an initiative related to COP21. This pledge sets out the ambition of the frontrunners of the Dutch business community to explore the potential of a sustainable shift in business mobility towards the solution to climate change. Together with the other pledge signatories we are actively involved in the Anders Reizen initiative, trying to contribute to the ambitions of SER-Energieakkoord through a sustainable mobility transition.



**Piet Beltman**  
Data Center Amsterdam

Piet is responsible for the Capgemini data centers in the Netherlands and mainly the one in Amsterdam (DCA) which is a 2,700 square meters data center. He is the regional backbone lead of the Netherlands which is a part of the global backbone services organization that globally organizes data centers. Apart from that, Piet also spends part of his time being involved in global industrialization within Backbone Services.

“ In the Amsterdam data center, the main focus is to optimize energy consumption by virtualization, hot-cold aisle containment, raising temperature, energy-efficient servers. Apart from the company goals to act according to ISO14001, I got involved to make the data centers sustainable firstly because of personal drive, but also I believe that this way something good is being done for the environment. On the other hand, Capgemini benefits from it as well; I believe that it goes hand in hand, just like the Dutch expression “Groen is Poen” [Green is Money] I strongly agree with the goal of Capgemini to become sustainable and I think that this in return saves money for the company and creates a good image. When Capgemini becomes sustainable on energy consumption, the environment benefits from it as a consequence as well. So it is a win-win situation. I also try to be more aware about energy consumption at home; recently I started using the smart metering which helps me pay attention to the amount of energy that is being consumed in the house; this way I can notice if something needs to be improved, in order to become more sustainable and cost-efficient. ”



## Capgemini Nederland B.V. Environmental data 2015

### CO<sub>2</sub> footprint - conform CO<sub>2</sub> Performance ladder (in ton CO<sub>2</sub>)

	2013	2014	2015
Scope 1 Direct CO <sub>2</sub> emissions	16,857	14,387	11,124
Scope 2 Indirect CO <sub>2</sub> emissions	16,123	15,984	17,476
Scope 3 Other indirect emissions	656	835	0
<b>Footprint (in ton CO<sub>2</sub>)</b>	<b>33,636</b>	<b>31,206</b>	<b>28,600</b>

### Cars

	2013	2014	2015
Employees with lease car	3,489	3,241	3,002
ABC-cars (%)	98%	98%	99%
Hybrid cars in fleet	485	403	338
Hybrid cars (% of fleet)	13.9%	12.4%	11.3%
Hybrid cars in order	7	15	24
Employees with private car	1,075	1,109	1,106
Electric cars in fleet	2	3	9
Electric cars in order	0	3	0
Plug-in cars in fleet	28	62	140
Plug-in cars in order	8	8	27

### Train (National)

	2013	2014	2015
Total number of train kilometers	6,886,868	8,240,013	8,287,178
Average number of active train travellers	1,388	2,784	3,451

### Mobility KPIs

	2013	2014	2015
CO <sub>2</sub> mobility total	22.700	21.202	18,468
CO <sub>2</sub> mobility/employee	4,87	4,77	4,37
Business kilometers total	101.775.966	98.027.189	79,789,486
Business kilometers/employee	21.838	22.053	19,423
CO <sub>2</sub> /business kilometers/(lease)	181	170	171
CO <sub>2</sub> car kilometers/employee	4,03	3,98	3,49

### Development (paper) waste

	2013	2014	2015
Paper waste	35	40	39,9
Waste other	179	220	250,3
<b>Total (ton)</b>	<b>214</b>	<b>260</b>	<b>298,2</b>

### Development water use

	2013	2014	2015
<b>Water (m<sup>3</sup>)</b>	<b>15,831</b>	<b>12,277</b>	<b>11,064</b>

### Development paper use (decentral)

	2013	2014	2015
<b>Paper (kg)</b>	<b>15,485</b>	<b>12,397.5</b>	<b>9,757.5</b>



# Community Engagement



Since a few years, we see a growing interest of our employees in community initiatives that require personal passion, expertise and time. Especially for young professionals it is a great way to invest in the community and at the same time have a great learning experience that benefits them in future assignments. In this chapter you will find some of the great best practices of 2015.

## Foodbank Apeldoorn goes digital

In the Netherlands more than a million people live below the poverty line and the number of people depending on food banks has risen by 11% in 2014. The Netherlands now has about 145 food banks with over eight distribution centers. In spring 2015, due to a call for help by one of the volunteers of Foodbank Apeldoorn we started the project 'Foodbank Apeldoorn goes digital'.

With the promise to make their volunteers' life much easier, a small team of Capgemini consultants in the Netherlands and India used their knowledge, enthusiasm and the technology at its disposal to develop a web based application to replace the old administrative system in excel. Mendix participated in the project with providing the platform. A digital experience coach helped the team to come up with the best solutions. The goal was to make the client's workflow processes much easier and faster, for instance keeping track of who gets a food parcel and when.

The new system contributes to a more professional way of working for Foodbank Apeldoorn and saves a lot of time for the volunteers. The application was launched in September with a celebration event at Capgemini Leidsche Rijn.

## DoenersDreefZorg App4Talent

One of Capgemini's community objectives is to engage all employees. Especially for our young professionals it can be a rewarding experience to invest and learn from our community initiatives. Developing the App4Talent for DoenersDreefZorg (DDZ) is a great example. DDZ is a special care institution for youngsters with learning challenges, offering a wide range of education, developmental care, and other forms of shelter. App4Talent is a cross-platform app designed for the young people under DDZ care to help them find their way to a suitable job. By using this app they are able to build a digital portfolio of their skills during their learning process and make it visible online. On the other hand, employers are able to check those skills and see if they can find a match.

For the 27 young professionals involved, the project was a big win for several reasons. They developed their professional skills and learned to better understand the needs of other young people who find it difficult to find a suitable job. They also learned about the value of ICT in bridging that labor market gap. App4Talent was launched in October 2015 and won the IPON Award for learning mbo in February 2016.



**Ruud Clerx is a project manager at Capgemini. As scrum manager he helped creating the App4talent by facilitating the development team.**

“ It was fun working with young people recently graduated from university and working for young people in the age of 16 to 21. App4Talent has been a successful project from different perspectives. Firstly, it gave the young professionals, who had just joined Capgemini, a chance to learn, gain experience and boost their self-confidence in interviews and assignments with other clients. It also gave them the possibility to get in touch with colleagues from different departments and to grow their network. On another level, working on community projects gives the young professionals a different perspective about their job. What was interesting about this project was not only the technical side of it but also the fact that the developers had to think about the needs of the people who were going to use the app. This project created awareness for the young professionals about the existing social difficulties and made them realize how it feels for those people who do not have the same possibilities as they have. I am proud that I was involved in this project and I hope that App4Talent will help youngsters to find jobs according to their competencies. ”

## JINC

One out of nine children in the Netherlands lives below the poverty line. They often grow up in neighborhoods with high unemployment rates and low education. Consequently, they have few role models to understand what their options are in the job market. JINC supports these young people to develop personally, socially, and economically. For quite a few years now Capgemini is an active partner of JINC. In 2015 we participated with 45 employees in six projects including training of language skills, application skills, and short traineeships.

One of these projects, “Boss of Tomorrow”, gives talented children from difficult socio-economic backgrounds the opportunity to experience, for one day, what it is like to be the boss of a company and to see how they can contribute with their ideas. The participating “Bosses of Tomorrow” attend chair meetings, speak with the staff, attend brainstorm sessions, give interviews, and share their views with the organization. After the first inspiring experience in 2015, Rabab (15 years, vmbo 3) visited Capgemini in January 2016 to take over for one day from one of the CEOs. The day focused on all aspects of communication. Rabab’s great advice not to be afraid to show that we are a warm, soft and colorful organization moved her new colleagues hugely. Her most important lesson was that even in a big organization like Capgemini you can be who you are!



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## Dutch Red Cross

In 2014 the Dutch Red Cross was challenged - in their search to engage (young) people and thus strengthening their network - to come up with a solution to make full use of the “power of the people” through community engagement. The objective was to create an online network of citizens who can lend a helping hand during a crisis situation or any large or small scale disaster, so that every citizen near the crisis location can be informed quickly and can be asked for practical help.

Capgemini was invited to participate in this initiative to design the technology behind Ready2Help and to ensure that the social media aspect was focusing on a new target group for the Red Cross. An important part of our contribution was to create stakeholder support for the whole process. When the Ready2Help program was launched in November 2014 we organized an internal campaign to stimulate our employees to join. In 2015 the Ready2Help program was nominated in the Client Collaboration category of the Global Community Engagement Awards. Building on the Ready2Help collaboration, Capgemini supported the Red Cross in 2015 with the development of the Dutch Coalition for Humanitarian Innovation.

The humanitarian sector worldwide is confronted with an increasing demand for humanitarian aid and emergency response services. In the last ten years the number of people affected by crisis has almost doubled and the cost of international humanitarian aid has tripled. The needs and conditions of people affected by these crises have also changed. In many cases, traditional humanitarian assistance tools, services and models would need to better reflect these changing emergency contexts. Innovation is needed to find adequate answers to these disruptive changes and help

those in need. It is recognized that innovation within the humanitarian domain has the potential to provide more effective and sustainable ways of humanitarian service delivery to people affected by a humanitarian disaster or crisis.

## Kickstart Your Social Impact

In 2015, as part of our social return program, Capgemini participated in a new experience, the Kickstart Your Social Impact program. This program brings organizations and young talent together to implement innovative and sustainable projects. Young starters in the labor market are challenged to boost their career and are given a stage in the organization to show their talents. All this with the support of a career coach and a team coach from the Kickstart organization. The challenge we presented to the Capgemini team was to investigate how to influence the intrinsic motivation of employees with regard to their own vitality. Reason for this challenge was the increased number of work stress related issues, even in the young professional workforce, and the knowledge that our highly motivated employees often give higher priority to operational excellence for their clients and projects.

A team of three highly motivated and educated young people with expertise in the field of anthropology, communication and psychology, interviewed 45 employees and 18 external experts in the first six weeks of the program by means of the design thinking method. The weeks thereafter they analyzed the data. They looked for potential solutions and recommendations with regard to career perspective, working conditions and workload as these topics would add the most to the vitality of the workforce. After the four months program one of the young professionals had entered a trainee program at a big telecom organization and all three extended their business network tremendously. Capgemini was happy with their recommendations that will be used as input for other vitality programs.

**Marleen van Amersfoort is market unit lead Government & Health and Senior Vice President at Capgemini. Red Cross' director Gijs de Vries asked for her help to come up with a digital solution for the Ready2Help initiative. Marleen is currently involved in the Dutch Coalition for Humanitarian Innovation.**

I like cooperating in these projects for the Red Cross because of their good cause and because it matches very well with Capgemini's digital transformation ambitions. It is my conviction that for a company like ours, with a lot of impact on a whole range of sectors, it is our moral obligation to contribute to societal problems. It is very easy with today's digital technology to keep distance from society's problems and be passive, but we need to engage and make use of the available technologies to contribute to these issues. I believe when you do something to help others, it always pays back! With regard to the Ready2Help program, in the beginning we could envision how such an idea could technically and practically work, but we could not imagine in what situations such a network would add value. We only had a strong intuitive feeling that it could be useful! And it was. During the refugee crisis in 2014, the Ready2Help program had a massive impact and both refugees and Ready2Helpers were happy with the program. A win-win situation. We had a lot of fun working on the program and it was a tremendous success. ”

## Vluchtelingenwerk Nederland

More than a million migrants and refugees crossed into Europe in 2015, pushed by civil war and terror and pulled by the promise of a better life, risking their lives along the way. This disaster led to a huge drive of our employees to contribute in some way to support the refugees. Via our social lending and fundraising platform MicroWorld our employees can

donate directly to the International Red Cross. Furthermore, originated as an idea from one of our project managers, we reached out to Vluchtelingenwerk Nederland to offer our expertise to optimize the training of their volunteers. The idea was well received and at the end of 2015 we started with the design phase of an eLearning module. The training will be delivered in April 2016.





# People Culture



**P**eople Culture is about being a responsible employer, whom people choose to work for and which allows them to deliver their best. Our focus is on the professional development and well-being of all our employees by ensuring that both our business practices and our facilities empower our delivery excellence. Capgemini is committed to creating an inclusive workplace that provides our people with a successful and rewarding career path. We have a culture whereby we respect and value the diversity of all our people. In this chapter you will find a few of the local examples of how we put our ambitions into practice.

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## Vitality masterclasses

Working at Capgemini is demanding and can be seen as “top sport”. A good vitality in combination with peak performance are of great importance. To support our employees in this challenge, we organized three vitality masterclasses in the period from October till December. “Healthy Diet” offered insight into the requirements of a healthy body and how our employees can make sure they acquire appropriate nutritional intake. Participants learnt how to make their own decisions in choosing the right food and making choices that fit their daily life and enable them to follow through on goals. With the aim to increase the motivation to take better care of themselves “Increasing Energy” focused on what is needed to be energetic and to stay energetic. Participants learnt to create circumstances in which they lose as little energy as possible with more focus and productivity as a result. “Get Moving” focused on the awareness that humans’ natural instinct is to move only if really necessary and that in order to feel fit people need to learn to fit movement in to a daily lifestyle. All workshops were well visited, scored an 8+ and received positive feedback statements like “inspiring”, “recognizable”, “fascinating” and “gives clear guidance”.

## Company Sports Program

The Capgemini Company Sports Program was launched in 2013 and continued in 2015 with sport challenges in running, cycling, tennis, squash and ice-skating. In the running section the participation in the Strong Viking Obstacle Run on May 23 in Amsterdam was a big success, not only due to the muddy circumstances of the run but especially because it was a real team effort. For the cyclists the highlight of 2015 was the

participation in the official cycling tour of the Grand Départ in Utrecht. The skaters trained for the Flevonice early 2016. We organized Floorball clinics during People Culture Week. Floorball was received with so much enthusiasm that a Capgemini team participated in the annual Company Floorball Tournament of UFC Utrecht. We have company competition teams in tennis, hockey and cricket to which we added squash in 2016. Throughout the year we organize events like the CapCup, the annual sail event for Capgemini and Sogeti employees. A special request came from a group of employees who wanted to sport in a very different and creative way. For them we organized a series of five theatre sport workshops as a pilot. Due to the good evaluation results, theatre sport will be on the agenda for 2016 too. In 2015 some 330 employees participated in the program. The Company Sports Program aims to increase the vitality of our employees, stimulate team building, and engage our employees in a unique way. Every year we measure the effects of the individual sport elements and every three years we evaluate the program as a whole to see if the program still meets the ambitions of the organization and the preferences of our employees. Over the last three years the number of employees that meet the national norm for healthy activity (during five days per week) raised with 6%. The number of employees sporting intensively at least three times a week (fitnorm) even increased with 10%. For 2016 this means that we continue with the program. Next to running, cycling, tennis and squash we added golf and theatre sport to the program and changed the skating challenge into a clinic. We will continue to organize clinics and also listen to the special requests of our employees as much as possible.



## Leo Gouw

Leo is project manager for infrastructure projects at Capgemini and sports coordinator for the cycle challenge.

“ I started speed skating and cycling in my younger years. Ever since I started working at Capgemini, I also wanted to do a fun sport like cycling with my colleagues. So, when in 2013 the company sports program was developed and they were searching for volunteers to coordinate one of the sports I thought “let’s go for it!” I think it is fun and challenging to accomplish something together and to help and encourage each other especially on long distances like 200 kilometers. You could of course do these kind of training sessions in your own neighborhood and familiar environments, but the biggest fun with the cycling program is to come out of your comfort zone and go with your colleagues to locations that the trainers of the Dutch Foundation for Cycling take us to, locations we have never or rarely been to. My wife has now also become my regular partner assisting me in company cycling events. We are both enthusiastic, big fans of cycling events. I cycle at home regularly and apart from that I find it important to take the stairs and avoid elevators to help me stay physically in shape! ”

## Effective under pressure

Work stress is not “just” a national health risk, we see it as an important topic within our organization. Being effective in both managing one’s energy and dealing with pressure is vital, especially for managers, who are also responsible for the health and wellbeing of their employees. We therefore developed a new program in 2015, “Effective under pressure” in collaboration with CZ (one of our collective health insurers) and Sports & Business! The program is based on methods from different fighting sports. Participants could chose between two different approaches and between a course with start of day sessions or a course with end of day sessions. Participation was possible in work outfit, so no thresholds there. Based on the small group of participants we have to be careful about the results of the effectiveness measurement. Overall we saw positive changes in vitality and lifestyle and a lower score on energy sources. The feedback we received from the participants immediately after the courses was very positive however and gave clear guidance on how to improve the training program. This feedback will lead to a new training proposal in 2016.



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## La Niaque Awards

With the aim of recognizing employees who have performed a commendable client job, La Niaque Awards was initiated in 2014 by the Dutch Management Board. The Award includes a price of € 10,000 for the team that exhibits the true winning spirit at one of Capgemini's client engagements. In 2015, the award ceremony took place in November. This year six teams were nominated: Eneco, National Police, KPN One Tester, Ahold Pallas, ABN Amro and Philips. These nominated teams competed closely with each other in terms of excellence and it was a tough choice for the jury to choose the winner. Ultimately it was the ABN AMRO team that won the award, due to excellent cross SBU collaboration resulting in a large and long term client commitment.

## Let's make music

It is a given fact that music makes us happier and stimulates our brain. More important: music is fun. Making music for ourselves, with each other and making music for others. Throughout our history, music has played a role in several activities and events we organized for our employees. Since 2015 we try to give it a more structural role in the organization with the new initiative called Let's Make Music. With this initiative we want to ensure a strong basis for regular music events. Everyone who likes making music can join the initiative. One of the initiatives in 2015 was the formation of a Christmas choir for a one time performance on December 17 at the Leidsche Rijn office. Given the many positive responses from colleagues chances are big that the choir will return in 2016. Another initiative that we will hear about more in 2016, was the revival of Capsonus, the Capgemini band. It took some time to find all the necessary instrument players, but early 2016 we could take off with a 10-headed band with room for more and a set list of 10 songs. The music event calendar for 2016 is growing, hopefully bringing a lot of fun and teamspirit, which are crucial core values to our organization.

## Women@Capgemini

Women@Capgemini is a global business and gender balance program that was launched in 2012 to set the guidelines around gender diversity across the Group. It is based on the pillars recruitment, development and retention of women and changing the corporate mentality. Capgemini in the Netherlands has a long history of gender diversity activities and was also active in 2015. The Dutch women's network FeN (in 2016 renamed as Women@Capgemini NL) organized several diversity & inclusion events in 2015. Focus this year was to involve more male colleagues in the network and its activities. "We Connect" and "Rock your Network" were events aiming to help both female and male employees to get to know colleagues from all parts of the organization. In People Culture Week (March) Bert Jan de Jongh, Director of Application Outsourcing was interviewed regarding his views on gender

diversity at Capgemini. Capgemini is a signee of the Charter Talent to the Top since the launch of the charter in 2008. In May 2015, during the presentation of the annual Monitor Talent to the Top, Capgemini received one of the six diamonds. These diamonds are a recognition of the organization's policy, the absolute number of women at the top and the growth of the number of women at the top, all relative within in the branch. The second edition of Female Talent Day was organized in June. Fifty external female professionals, with less than five years of experience, learned about the work of our consultants via a meet&greet with several senior Capgemini females and participated in several workshops.

## Girlsday

Girlsday is an initiative of VHTO, a national expert center on girls/women and science/technology. With annual Girlsday VHTO wants to introduce girls at a young age to science, technology and ICT. For several years now, Capgemini collaborates in this project with the Antonius College in Gouda. In 2015 Girlsday took place on April 14th. Around 15 girls – in their second year at havo or vwo -attended the informal and interactive program. The day started with a tour at the Capgemini Leidsche Rijn office including a visit to the Applied Innovation Exchange, where Capgemini tests innovative ideas and prototypes and turn them into real business solutions. Technical devices as a 3D printer, Virtual Reality goggles and Robot were demonstrated. In an interactive Arduino workshop the girls learned more about programming. Girlsday ended with a festive lunch.

## AdvantageYou

The AdvantageYou program was launched in April 2012 and has since enjoyed exponential success. The program, designed to empower employees to "change the game" is free of charge for employees, and offers a range of informative and interesting courses, comprising technical, business, and behavioural sessions for the professional development of our employees. Popular trainings are for example Applied Innovation Exchange, How to work with Indian teams, How 2 work with remote teams, Agile: getting acquainted, CISM and Storytelling. In 2012 we started off with 45 trainings in the AdvantageYou library and 30 in development. In 2015 the program saw 6000 attendees and 1,170 participants at 13 events, organized by the Technology Leadership Circle/AdvantageYou team. There were around 200 trainings in the library and 10 in development. In 2015 8 formal certification trainings were added to the repertoire. From the foundation of AdvantageYou we welcomed more than 21,000 participants and we organized already 44 events since the start of AdvantageYou. 2016 has 13 major events in the pipeline and four minor events.

## Birgitte Kool

Birgitte works as a deal maker at Capgemini and represents the Netherlands in the global Women@Capgemini program.

“ I was conscious about gender balance issue before I joined Capgemini but I had never encountered any issues myself. When I was asked to represent the Netherlands in the Women@Capgemini program, after working at Capgemini for almost 4 years, I seriously considered whether I would be able to contribute and what I would want to get out of it as a personal goal. I want to succeed in what I do. And even though my regular job is very dynamic and stressful sometimes, I really want to make a difference. So I investigated what Women@Capgemini is all about and the strategy and objectives were really appealing to me.

What inspired me the most is that young female colleagues thought of me as a role model. I found that hard to believe at first, as I am still looking for my own role models in the organization. Many women leave the organization because they think they cannot achieve their dreams and ambitions. I sometimes feel the same. I always want to do more, develop more. Who can I ask to coach me in this process? Coaching and role models are very important. So I feel the need to do this for myself and for other female colleagues. Capgemini has to transform to make diversity & inclusion part of our DNA and there is still a lot of opportunity to grow. ”



## Capgemini Nederland B.V. People data 2015

### Workforce

	2013	2014	2015
<b>Total headcount per 32/12</b>	<b>4,540</b>	<b>4,350</b>	<b>4,108</b>
<b>New hires</b>	7%	9.9%	10.5%
<b>Leavers</b>	13.1%	15.8%	16.8%

### Age groups 2015

	20-25	25-30	30-35	35-40	40-45	45-50	50-55	55-60	60-65	65>
<b>Headcount</b>	95	730	547	387	486	601	541	483	231	7
<b>Percentage</b>	2%	18%	13%	9%	12%	15%	13%	12%	6%	0%

### Grades 2015

	Junior	Medior	Senior
<b>Headcount</b>	1,237	2,422	449
<b>Percentage</b>	30%	59%	11%

## Diversity

	2013	2014	2015
<b>Female consultants</b>	15.0%	15.0%	15.0%
<b>Female managers</b>	20.5%	24.3%	26.0%

## Health & Wellbeing

	2013	2014	2015
<b>Percentage of absence due to sickness</b>	2.8%	2.9%	3.0%
<b>Number of company sports program participants</b>	234	260	334

## Nationalities

American	1	Finnish	1	Moroccan	1
Armenian	1	French	4	Polish	5
Australian	1	German	7	Portuguese	5
Austrian	1	Greek	4	Rumanian	6
Belgian	5	Hungarian	3	Russian	3
British	11	Indian	41	Singaporean	1
Bulgarian	4	Indonesian	3	South African	1
Canadian	1	Iranian	2	Spanish	3
Chinese	4	Irish	1	Turkish	3
Danish	1	Italian	5	Ukrainian	1
Ecuadorian	1	Luxembourgian	1		
Ethiopian	1	Mexican	1	<b>Grand Total</b>	<b>134</b>



# Client Services



**W**e are dedicated to developing profitable and sustainable business by working with our clients to deliver value and innovation through our skills and expertise. Our clients benefit from our understanding of sustainability and our world-renowned business transformation capabilities. We deliver long-lasting value with tangible results. Where possible CR&S considerations are embedded into our service offerings. In 2015 we focused on demonstrating more clearly how ICT and innovative solutions can add value to the sustainability of our clients and the environment and we set the next steps to a more sustainable supply chain. Here you will find some examples.

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## ICT: energy consuming or energy-efficient

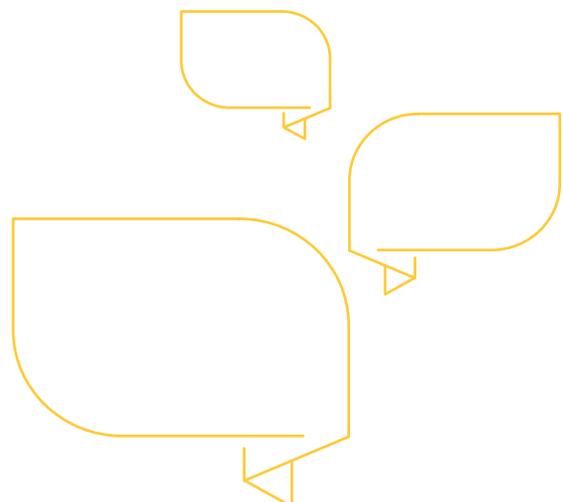
Together with Nederland ICT, Ecofys and several members of Nederland ICT a method developed by Ecofys was used in several case studies to calculate the energy efficiency impact of ICT solutions on the environment. Capgemini participated with two cases, iBabs and energy-efficient data centers. With this method the huge potential of ICT solutions can be demonstrated and at the same time the method provides all organizations with a consistent way of measuring the impact of ICT solutions on the environment. After the first positive results it is now a matter of using the method more broadly to demonstrate the positive impact of ICT solutions on the environment and in that way can be used to compensate carbon emissions.

## Innovators Race: where technology and business meet sustainability

The 'Innovators Race' is the new name of the Capgemini IT Reality show that aims to attract and engage the brightest young minds go head to head to solve real business challenges of the digital age. Established to showcase applied innovation and nurture new talent, Innovators Race draws on the power of creative thinking and the reach of social media to solve genuine business challenges faced by the global brands of today. Prosecution Service (OM) wanted to improve their way of working for processing small crimes. Students had to submit their creative ideas online on how they would address the task with a sustainable solution and promote it on social media for votes. The most popular three entries in each country with the maximum votes, were then invited to a local final event to submit a more detailed presentation to an expert panel. Based on the creativity, feasibility and sustainability of their solution, the winning team took part in the global series. The winners of the challenge in the Netherlands, Steve and Julia, came up with ideas about how collected evidence can be tagged by the police to a unique code which would create a clear picture about the crime situation. This situation can then be discussed with the victim, the suspect, police, OM and other involved parties at a digital round table and consequently coming to an agreement without any interference of a court which means less cost for society, more speed in the settlement, and thus a more efficient justice system. Each country champion finally competed in the international heats in a web series on <http://www.innovatorsrace.com/>. Here you can also find the overall winners.

## iBabs

iBabs is one of the examples where we can demonstrate how ICT can drive energy efficiency in the organization. iBabs is an application for paperless meetings, it is characterized by a great ease of use, making the transition from paper to tablet a smooth exercise, irrespective of the platform used. Learning to work with iBabs takes only a few hours and iBabs can be utilized in a pay-per-use model. Capgemini brings this



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solution to the market as one of our New Business Models. iBabs is a standard software application, available as a SaaS service. In November, World Free Paper Day was used to increase the awareness of organizations towards going paperless and to promote the contribution iBabs can make to sustainability. Instruments used in this regard were a webinar on ICT and sustainability and the iBabs stand on the National Sustainability Conference 2015 in Bussum.

### SmartGrid: Everybody Benefits

Since 2012 Capgemini was one of the partners in the “Smart-Grid: Everybody benefits project”. In this project 8 business models were developed. These business models were tested in real life pilots in Utrecht and Amersfoort. Using the pilot results, validated business cases were made to clear the way for potential entrepreneurs to start a business based on the concepts that were developed. The project was finished in 2015 with a public conference in Amersfoort where all experiences were shared. Capgemini was responsible for business model and business case development, and aims to accelerate the adoption of SmartGrid technology by demonstrating the business potential in a very concrete way in today’s world. More information with regards to the project and the business models can be found at the project website: [www.smartgridrendement.nl](http://www.smartgridrendement.nl).

### The Consumer Goods Forum – Rethinking the Value Chain

In collaboration with the Consumer Goods Forum, Capgemini brought together 55 experts from leading industry players to find answers to current developments in the way consumers buy products and companies do business. The main outcome of this research project, published in 2015, was the importance of collaborating in value networks rather than in value chains. Dialog with consumers, transparency regarding products and collaboration especially in the last mile are key elements that lead to more efficient operations, reduced environmental impacts and optimized use of resources. The complete study can be downloaded at: [www.futurevaluenetwork.com](http://www.futurevaluenetwork.com).

### Transparency

Our clients expect us to set the highest standards in sustainability and our environmental and ethics performance. They expect us to be transparent about our policies and our performance. For Capgemini in the Netherlands this means that we report about our sustainability performance in different ways. For the National Transparency Benchmark we use our integrated Group Annual Report. Initiated by specific client requests we also report via the Ecovadis and FIRA platform. On both platforms our performance is assessed annually. In 2015 we moved to level silver on the FIRA platform and early 2016 we received the Gold rating on the Ecovadis platform.

### Bart Hellings

Bart Hellings is senior consultant at Capgemini Consulting who is specialized in sustainability and innovation. As a consultant he has been involved in projects to improve the sustainability of clients for the past five years, both in the Netherlands and abroad.

“ I decided to specialize in the field of sustainability because I like nature and hate to see the world becoming a dirty place to live in, but just as important, also because I believe sustainable business models can be very profitable from a business perspective too. Simultaneously we are using our knowledge and experience in our own organization too, leading to best in class sustainability performance for Capgemini in the Netherlands.”

“With regard to my personal situation I prefer to commute by train. I find it much more convenient than driving a car; enjoying the view, checking my emails and getting some work done, depending on my destination and what location I am travelling from. I really believe offering better, more convenient or more efficient alternatives is the only way of successfully introducing new sustainable concepts. Just spreading the word about how badly we are treating the world does not make a majority shift its behavior. And it is perfectly possible to develop better alternatives that are also better for the planet. Like my example of travelling by train: It is much more convenient for me to travel by train, and on top of that it is better for the planet.”



# Appendix A

# Organization profile

Capgemini is globally active as a supplier of consulting, technology and outsourcing services that enable customers to successfully transform their businesses and achieve better performance. Capgemini has a distinctive way of working with its customers, embodied in the Collaborative Business Experience™. It also uses its own global delivery model Rightshore® that brings together talented professionals from different locations, forming a single team to create and deliver the best possible solutions for customers.

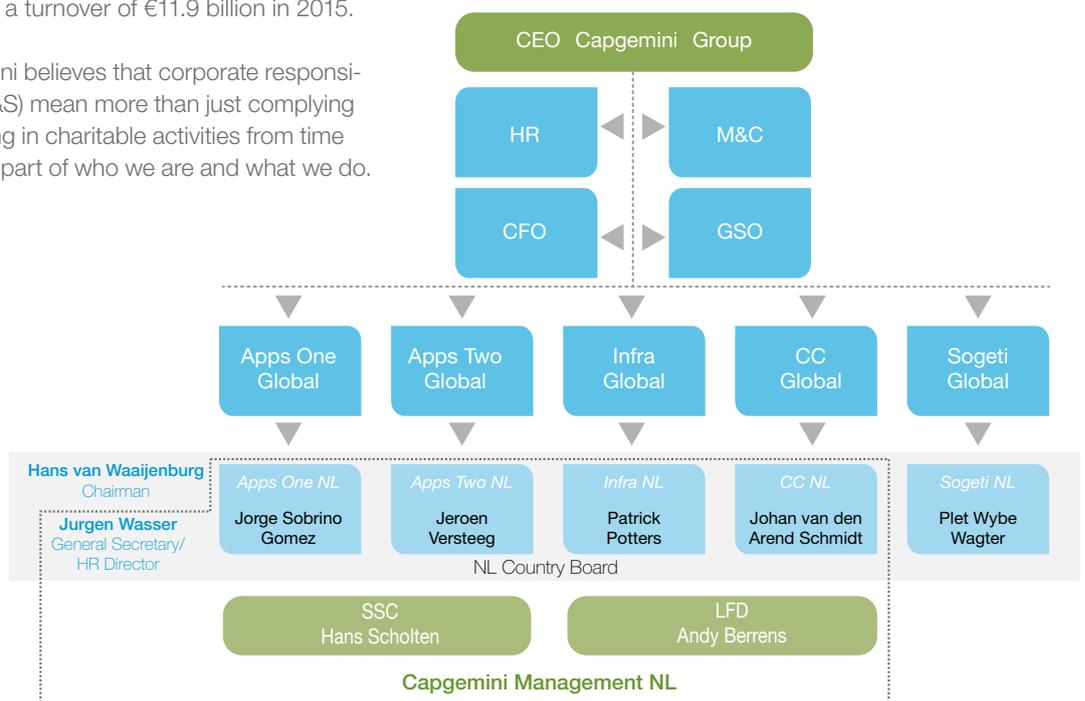
Capgemini provides specialized solutions for the following industries, sectors and business segments:

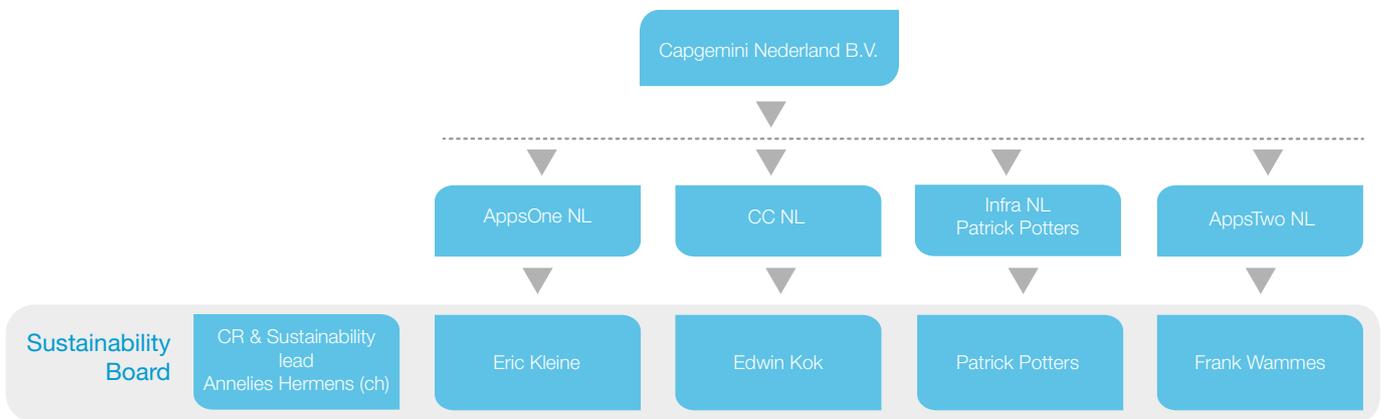
- Manufacturing, Retail & Distribution: retail & distribution, products from consumer goods, pharmaceutical and technology manufacturers.
- Financial Services: banks, insurance companies, and pension funds.
- Public sector: local and national government, social security, education, youth, welfare, sports and culture, and healthcare.
- Telecom, Travel & Utilities: telecommunications, energy companies, and the transport and travel industry.

Capgemini N.V. is the holding company for the Capgemini companies in the Benelux. Its core activities include consulting, technology and outsourcing services. Capgemini N.V. is fully owned by Cap Gemini S.A., which has offices in over 40 countries, and over 180,000 employees worldwide. Cap Gemini S.A. is listed on the Euronext stock exchange in Paris (CAP), and generated a turnover of €11.9 billion in 2015.

For over 45 years, Capgemini believes that corporate responsibility and sustainability (CR&S) mean more than just complying with the law and participating in charitable activities from time to time. CR&S is an integral part of who we are and what we do.

Career development, training possibilities and the well-being of our employees are areas that have our constant attention and always take priority, as does our dedication to work together to improve the community and the environment in which we do business. Since 2004 Capgemini Group has been a signatory to the UN Global Compact. Capgemini supports the principles of the 1948 Universal Declaration of Human Rights and the fundamental conventions of the International Labour Organization. Capgemini supports the OECD guidelines for multinational enterprises. Capgemini has been a signatory of the UN Global Compact initiative, “Caring for Climate” since its inception in 2007. Capgemini has been a signatory of the UN Women’s Empowerment Principles since their inception in 2011. More information on the Capgemini commitments can be found in the Group Registration Document 2015.





Capgemini has defined a worldwide CR&S strategy based on our believe that a profitable and sustainable business cannot exist without sound ethics and integrity. This lies at the very heart of our decentralized organization. Our Code of Business Ethics is our ongoing commitment to maintaining and promoting world class standards of business integrity and trust wherever we operate and is embedded in our Blue Book. Our Blue Book provides the overarching common framework for every employee and every part of the business to work effectively as one Group. The Code of Business Ethics prevails over any business level policy of procedure. Our Code of Business Ethics encapsulates our respect for the law and for individuals, and our responsibilities to our clients and stakeholders. It deals with people topics like equality and harassment and with business integrity topics like fair competition, bribery and corruption. The Blue Book and the Business Ethical Code are accessible online to all Group employees.

Within Capgemini, 2015 saw continued progression of the Corporate Responsibility and Sustainability agenda. We established a Group CR&S Board strengthening governance across the Group. The Board members were selected to reflect the diversity of the organization and include a range of senior executives providing wide representation across the Group. The CR&S Board is responsible for reviewing, debating and ultimately approving

CR&S strategy, policies and practices for the Group. The Dutch Management Board has the final responsibility for the CR&S strategy in the Netherlands. Within the Dutch Management Board, Patrick Potters, CEO of Infrastructure Services Central Europe, is responsible for the CR&S portfolio since the last quarter of 2015. Annelies Hermens is overall responsible for driving the CR&S program in the Netherlands and chairs the Sustainability Board (SB). The SB meets 4 times a year to monitor the progress of the CR&S targets and approve of new initiatives. Proposals are prepared for decision-making purposes by the Dutch Management Board. The Sustainability Board is also responsible for engaging the respective business units regarding CR&S.

## Dialog with stakeholders

We view the engagement with our stakeholders as key, whether it involves our clients (OTACE, On Time and Above Customer Expectation), our employees (Global Employee Survey), the interaction with our stockholders and investors, the collaboration with our suppliers and alliance partners, or the respect and support we offer to the communities in which we work. We are in continuous dialog with these stakeholders, either at Group level or locally, and receive valuable feedback that helps us improve our quality and the sustainability of our company.

## Management system

There are several ways (external) stakeholders can report complaints to Capgemini. For specific CR&S complaints, Annelies Hermens, the CR&S lead, is the first point of contact. Capgemini furthermore has a quality system in place (ISO9001), supplemented by an environmental management system (ISO14001). These quality systems specify the methods used to process complaints from external stakeholders.

## Reporting policy

In this sustainability report, reporting includes the strategic CR&S strategic dimensions as recognized by Capgemini Group. The scope includes all Capgemini named companies in the Netherlands as referred to in the organization overview.



Sustainability Board of Capgemini Nederland B.V. with (from left to right) Edwin Kok (CC), Patrick Potters (Infra), Annelies Hermens (CR & Sustainability) and Frank Wammes (AppsTwo), absent: Eric Kleine

# Appendix B

# GRI Table 2015

Definition GRI indicator	Reference or explanation
<b>1 Strategy and analysis</b>	
1.1 Statement from the most senior decision maker of the organization.	Introduction
1.2 Description of key impacts, risks, and opportunities.	Introduction
<b>2 Organization profile</b>	
2.1 Name of the organization.	Page 35-36
2.2 Primary brands, products, and/or services.	Page 35-36
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Page 35-36
2.4 Location of organization's headquarters.	Page 35-36
2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Page 35-36
2.6 Nature of ownership and legal form.	Page 35-36
2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Page 35-36
2.8 Scale of the reporting organization.	Page 35-36
2.9 Significant changes during the reporting period regarding size, structure, or ownership.	None
2.10 Awards received in the reporting period.	Page 35-36
<b>3 Report parameters</b>	
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	01-01-2015 t/m 31-12-2015
3.2 Date of most recent previous report (if any).	Sep-2015
3.3 Reporting cycle (annual, biennial, etc.)	Annual
3.4 Contact point for questions regarding the report or its contents.	annelies.hermens@capgemini.com
3.5 Process for defining report content.	Page 35-36
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Capgemini Nederland B.V.
3.7 State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	No
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	GRI

## Definition GRI indicator

## Reference or explanation

3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	The HR data comes from SAP-HR, our personnel information system. The bases for the environmental data is the CO <sub>2</sub> Performance Ladder. The CO <sub>2</sub> footprint is externally verified by DNV.
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	NA
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	None
3.12	Table identifying the location of the Standard Disclosures in the report.	Page 35-36
3.13	Policy and current practice with regard to seeking external assurance for the report.	Annual Group Registration Report is audited externally. Dutch Sustainability Report is not audited externally.

## 4 Governance, Commitments and Engagement

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Appendix A
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Yes
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	NA
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	(Central) Works Councils (employees) and Shareholder meeting (shareholders)
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Group Registration Document
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Group Registration Document
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Group Registration Document
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Blue Book including Code of Business Ethics
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Group Registration Document

Definition GRI indicator	Reference or explanation
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Group Registration Document
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.	NA
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	UN Gobar Compact, UN Global Compact Caring for Climate initiative, UN Women's Empowerment Principles, OECD, ILO, CDP, ISO14001, MJA3, Connekt Lean & Green Personal Mobility, Dutch Business Sustainable mobility Pledge
4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Nederland ICT, ICC, EBU, MVO Nederland, Green IT Amsterdam, U15, Connekt, FIRA, Ecovadis, Andere Reizen
4.14 List of stakeholder groups engaged by the organization.	Nederland ICT, Agentschap NL, Beter Benutten, U15, local authorities, other
4.15 Basis for identification and selection of stakeholders with whom to engage.	Partners in MJA3, Routekaart ICT 2030, Beter Benutten or selected based on expertise
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Specific environmental knowledge and expertise, collaborate development and/or implementation of policies and/or measures
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Environmental measures, opportunities regarding mobility and better accessibility. Capgemini participates in a number of partnerships and incorporated advice in EEP.
<b>5 Performance indicators</b>	
<b>Economic performance</b>	
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Financial report Capgemini N.V. 2015
EC3 Coverage of the organization's defined benefit plan obligations.	Financial report Capgemini N.V. 2015
<b>Environmental</b>	
EN1 Materials used by weight or volume.	Page 15
EN3 Direct energy consumption by primary energy source.	Page 14
EN4 Indirect energy consumption by primary source.	Page 14
EN5 Energy saved due to conservation and efficiency improvements.	Page 14

Definition GRI indicator	Reference or explanation
EN6 Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.	Page 12
EN7 Initiatives to reduce indirect energy consumption and reductions achieved.	Page 12
EN9 Water sources significantly affected by withdrawal of water.	NA
EN11 Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	NA
EN12 Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	NA
EN13 Habitats protected or restored.	NA
EN14 Strategies, current actions, and future plans for managing impacts on biodiversity.	NA
EN15 Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	NA
EN16 Total direct and indirect greenhouse gas emissions by weight.	Page 15
EN17 Other relevant indirect greenhouse gas emissions by weight.	Page 15
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.	Page 14
EN22 Total weight of waste by type and disposal method.	Page 15
EN23 Total number and volume of significant spills.	NA
EN25 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	NA
EN27 Percentage of products sold and their packaging materials that are reclaimed by category.	NA
EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	NA
EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	NA
<b>Social: labor practice and decent work</b>	
LA1 Total workforce by employment type, employment contract, and region.	Page 28
LA2 Total number and rate of employee turnover by age group, gender, and region.	Page 28
LA4 Percentage of employees covered by collective bargaining agreements.	0
LA5 Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	2 Months for employees and 4 months for employer unless the law prescribes a longer period. This is specified in the HR Charter.
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Page 29
LA9 Health and safety topics covered in formal agreements with trade unions.	NA

## Definition GRI indicator

## Reference or explanation

**LA11** Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.

Capgemini has competency models for each discipline and role profiles. It indicates which competencies the employee must have for a role and what is at least expected of the employee is to remain employable. Employees (annually) make a personal development plan (PDP), including required courses, which is discussed with the people manager and is evaluated regularly. During the annual performance review, the outcome of the PDP is reviewed.

**LA12** Percentage of employees receiving regular performance and career development reviews.

100%

**LA13** Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.

Page 29

## Social: Human Rights

**HR1** Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.

In general applicable for all purchase agreements conform our purchase conditions

**HR2** Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.

All significant suppliers are requested to fill in CR&S questionnaire as part of the agreement

**HR3** Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.

All new employees are informed about our CR&S policies and activities during the general onboarding. It is mandatory for all employees to follow the e-learnings on our Code of Business Ethics and Anti-Corruption Policy.

**HR4** Total number of incidents of discriminations and actions taken

None

**HR5** Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.

None

**HR6** Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.

None

Definition GRI indicator	Reference or explanation
HR7 Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	None
HR9 Total number of incidents of violations involving rights of indigenous people and actions taken.	NA
<b>Social: Society</b>	
SO2 Percentage and total number of business units analyzed for risks related to corruption.	100% (GIA)
SO4 Actions taken in response to incidents of corruption.	NA
SO7 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	0
SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	0
<b>Social: Product Responsibility</b>	
PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Page 0
PR3 Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	General terms of purchase
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Group Registration Document
PR6 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Blue Book & Code of Business Ethics incl. Group Anti-Corruption Policy
PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	0

## Appendix C

# Group Sustainability Framework

Our Corporate Responsibility & Sustainability vision is “to be leaders in sustainable excellence through a bold and influential approach, positively impacting Capgemini’s future, our clients, society and the planet.” we focus our approach under four strategic dimensions covering Environmental Sustainability, Community Engagement, People Culture and Client Services underpinned by Values and Ethics. Additionally we are working to look for innovative approaches to building sustainability into our client service offers.



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# Group Sustainability Framework

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## Values & Ethics

It's about who we are and the way we do business



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## Values & Ethics

### **It's about who we are and the way we do business.**

Built on a foundation of our seven core values, our code of ethics underpins our corporate culture and permeates all our business practices, procurement behaviors and employee welfare policies.

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## Environmental Sustainability

### **We have a deep and measured understanding of our impact on the environment.**

We recognize that while we do not manufacture products, the business services we provide can still impact the environment. We are working to reduce our environmental impacts from energy, business travel and waste, while raising employee awareness on the critical issues of sustainable development.

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## Community Engagement

### **We strive to have a positive impact on the communities in which we live and operate.**

As a major global employer, we work both locally, nationally and internationally with charities, non-governmental organizations (NGOs) and local authorities around inclusivity and skills for the future. Around the Group, we encourage the active involvement of our team members in community development.

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## People Culture

### **We aim to be the employer of choice for people who wish to flourish in a creative and diverse environment.**

Our focus is on the professional development and well-being of all our employees by ensuring that both our business practices and our facilities empower our delivery excellence. We have a culture whereby we respect and value the diversity and creativity of all our people.

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## Client Services

### **Our clients benefit from our deep understanding of sustainability and our world class business transformation capabilities.**

We deliver long-lasting value with tangible results. We take customer dialog and feedback very seriously, and look to embed Corporate Responsibility and Sustainability considerations into our consulting, technology and outsourcing offers.



# About Capgemini

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With more than 180,000 people in over 40 countries, Capgemini is a global leader in consulting, technology and outsourcing services. The Group reported 2015 global revenues of EUR 11.9 billion.

Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness.

A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at  
[www.nl.capgemini.com](http://www.nl.capgemini.com).



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## Colophon

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