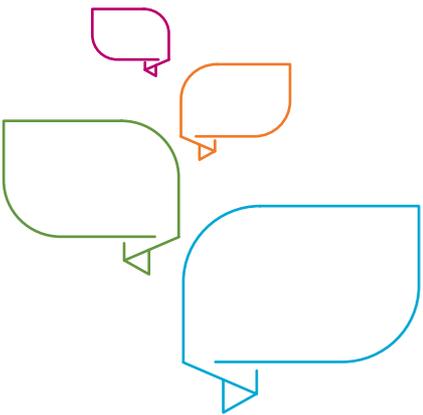


Sustainability Report

Capgemini Nederland B.V. 2014





Preface

Welcome to our 2014 review in which we provide an overview of our approach to Corporate Responsibility & Sustainability. We are proud to be a company with demonstrable and externally accredited strengths in corporate responsibility and sustainability. However we recognize that becoming a more sustainable business is a long journey - one to which we are committed.

2014 has been another year of continued progress on all of our strategic dimensions:

- **Values & Ethics:** providing the framework which underpins all we do.
- **Environmental Sustainability:** managing and reducing our environmental impacts.
- **Community Engagement:** maximizing the positive impacts we have on the communities in which we live and operate.
- **People Culture:** ensuring that we are both a responsible and inclusive employer.
- **Client Services:** embedding our sustainability values into the client services we provide.

Overall we saw an improvement of 6% in our employees recognition of our commitment to Corporate Responsibility & Sustainability. But with a total score of 56% we still have a challenge in creating a more broad employee awareness regarding the topic of corporate responsibility and sustainability and especially our ambitions and targets.

In the introduction we describe the overall developments and performance on our strategic dimensions in 2014. For further information we like to refer to our Group Annual Report and the Group Sustainability Report. In the remaining chapters we address some of our best practices. As always we aim to deliver an informative report with a focus on actions rather than words. Happy reading!



Frans van den Hurk

CEO of Infrastructure Services Central Europe (CE)

Sustainability Portfolio Holder in the NL Management Board



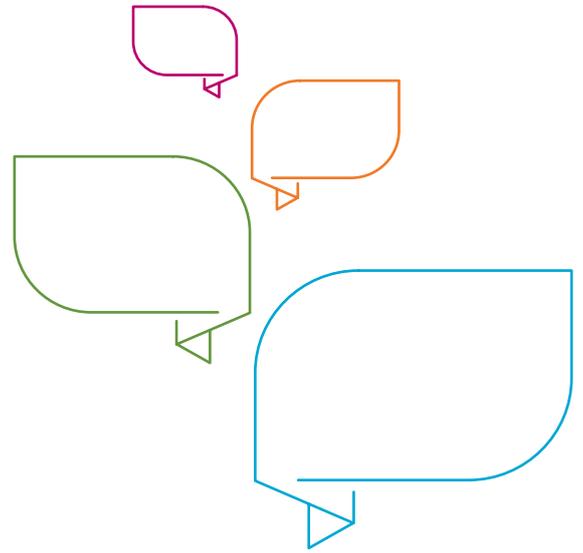
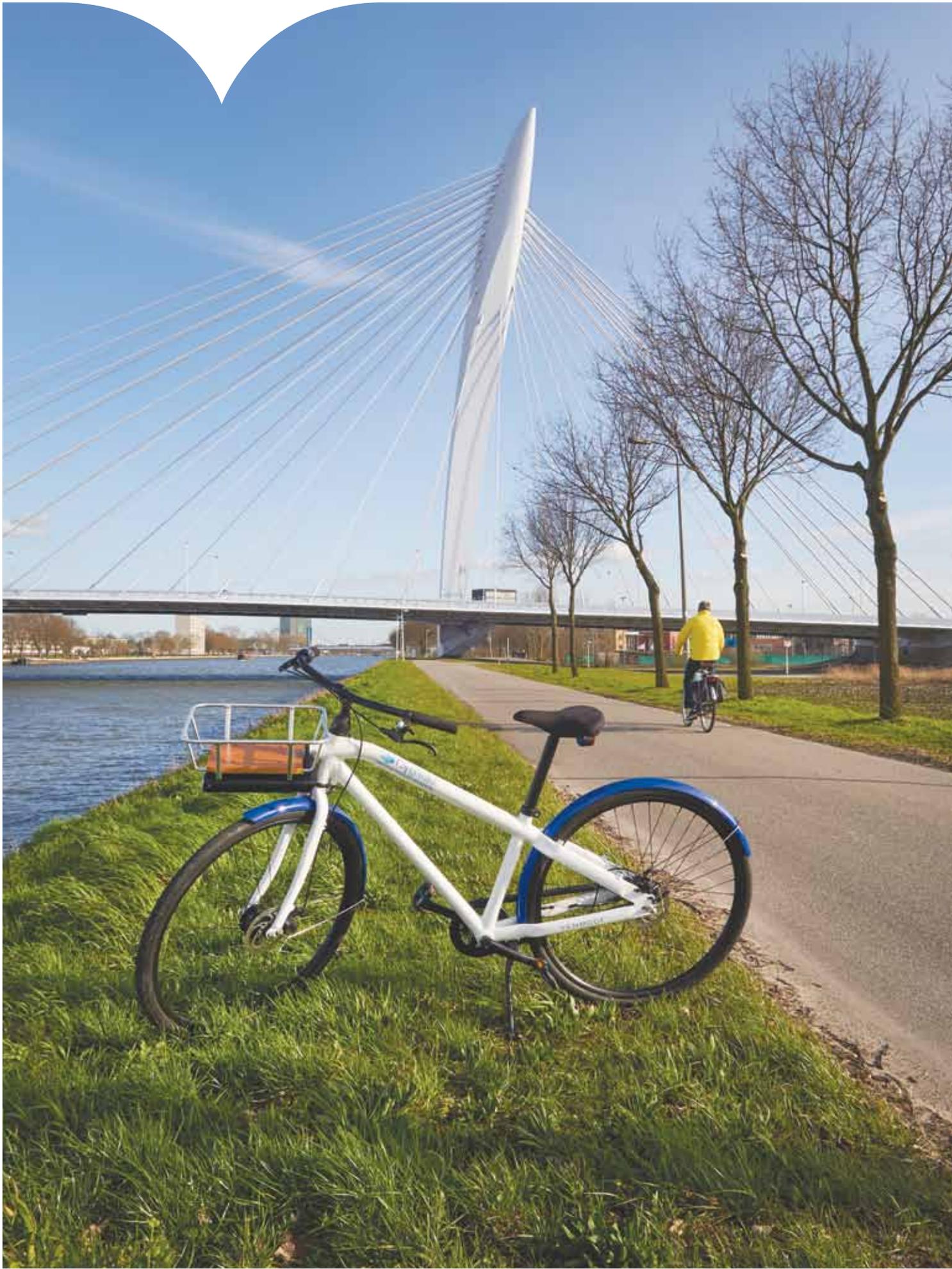


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Introduction

In this introduction you will find the overall developments and performance in 2014 on our strategic dimensions: values & ethics, environmental sustainability, community engagement, people culture and client services. More detailed information on some of our best practices of 2014 can be found in the remaining chapters.

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 (E&C) 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 2014, the level of awareness of our Code of Business Ethics and related Group policies among our employees increased substantially. It was mainly due to an active check and control process that was introduced this year. With respect to compliance, the focus was mainly on the different aspects of privacy and competition laws, with special focus on our Intellectual Property.

Capgemini was named as one of the World's Most Ethical Companies for 2015 by the Ethisphere Institute for the third 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.

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. 2014 was a year of steady progression when we look at our environmental ambition and targets. Our ISO 14001 certification was extended for another three years. Secondly, we recertified level four-status in terms of the CO₂ Performance Ladder in the Netherlands with level-five in full sight. In this second year of our Energy Efficiency Plan 2013-2016, as part of our MJA3 commitment, focus was on changing travel behaviour of our employees besides energy optimization in both our office locations and our data center in the city of Amsterdam.

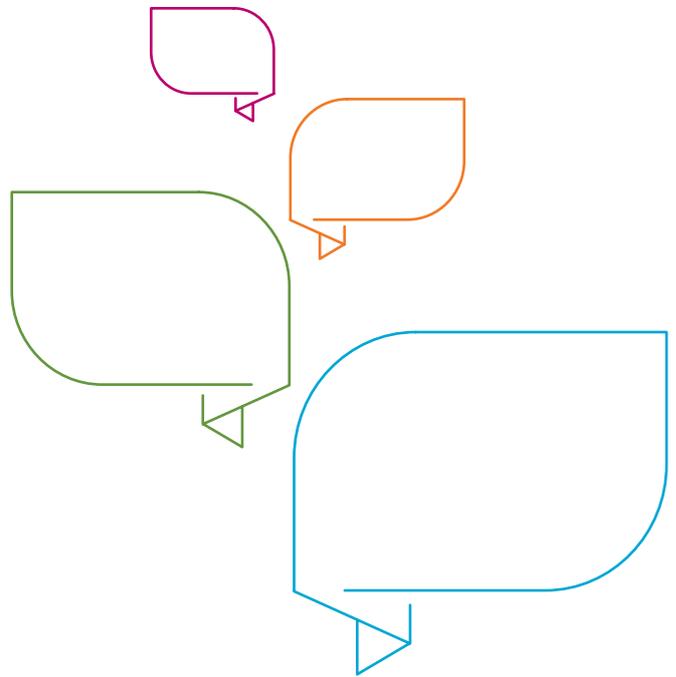
In 2014 our overall CO₂ footprint was reduced with 7,3% to 31.206 tons of CO₂. The energy carbon emission related to our buildings was reduced with 26% compared to 2013. In 2013 we saw the numbers go up due to the building phase of our new head office and having two buildings operational for a short while. In 2014 we experienced the benefits of moving to an office building half the size of the previous one and built with the newest energy efficiency techniques. With two more years to go, we have realized 70% of our KPI, which is 30% energy efficiency improvement by the end of 2016.

The overall mobility footprint over 2014 was reduced with 6,6% compared to 2013 due to a reduction in car and flight emissions. Train carbon emissions raised with 25%. Since base year 2011 the overall mobility footprint has been reduced with 24% where our ambition was to realize a 20% reduction by 2016.

The carbon emissions per employee for car kilometers were reduced with 4% compared to 2013 even though the kilometers per employee increased with 1%. This reduction is caused by the fact that employees that fall under the bonus malus lease arrangement tend to drive 10% more energy-efficient than employees not yet falling under this lease arrangement. Furthermore cars tend to become some 7% more energy-efficient every year. The carbon emission per kilometer was reduced with 4,3%. With regard to mobility we are behind schedule with our targets. We therefore will come up with a new plan for 2015-2016 to focus on behavioral change in travelling habits.

Community Engagement

At Group-level, the focus on community engagement is growing more intense. One of the developments in 2014 supporting this, was the Global Community Engagement awards announcement. We are proud that Capgemini Nederland B.V. received the Client Collaboration Award for the Seniors for Talents program. You can read more about the Seniors for Talents program on page 17. Noteworthy is the fact that there was a shift in the way we engaged. In the



Netherlands - as well as globally - there is a growing emphasis on mobilizing our people to get personally involved in the specific community initiatives we support and by doing so we are leveraging our experiences and talent within Capgemini to support community engagements. With programs like SocieWe and Seniors for Talents, receiving a very enthusiastic response from our people, we have had a promising start.

In 2015 Capgemini will continue on the path that we have chosen in 2014 by adhering to the policies and themes framed in 2014: education, employability and vitality.

People Culture

Capgemini is committed to creating an inclusive workplace culture that provides our people with a successful and rewarding career path. Our proactive employee engagement initiatives in Diversity and Inclusion are highlighted in the Group Diversity and Inclusion Charter. The recently launched People Culture Week 2015 is our opportunity to portray “people culture” within Capgemini and use it as a platform to establish a culture that allows talented people to flourish in a diverse and creative company. In the People Culture chapter there are more examples of the initiatives around people engagement, like Together+, the la Niaque Awards and AdvantageYou.

With regards to our HR strategy and policies, in 2015 we aim to tackle three main areas. We want to have more people moving around in roles within our organization, not just internationally, but within the Netherlands as well. To create greater opportunities for our business and affirm Capgemini’s status as a preferred employer we plan to put in greater efforts into recruiting, promoting, and growing diverse talent. Furthermore, we understand the importance of having a more accessible HR and will be working to raise the service levels, to ensure that we offer prompt and adequate services to our employees. In 2015, we also intend continuing on the path we are already moving on. For us, it is important to keep up with our collaboration theme of Together+ and create greater visibility here.

Client Services

From a Client Services perspective sustainability is not an option. The markets and our clients increasingly not only want to know how we operate as a sustainable organization but expect sustainability to be embedded in a natural way in the services we provide them. We value the dialogue with both clients and suppliers on this topic and we are proud to support our clients with the realization of their sustainability

ambitions and programs like the Connekt Lean and Green Personal Mobility program, the Amersfoort Smart Grid program and the Ready2Help program from the Dutch Red Cross. To be transparent about our sustainable performance and to help us mature, we joined the FIRA platform in 2012. In 2014, we reached the Silver level for FIRA and aim to grow to the gold level within the next two years.

The way forward

Sustainability is part of who we are as an organization. We would like to keep sending out this message to our employees, to our clients, and to the markets. In 2014, our people excelled at giving shape to our sustainability commitment and in personally engaging in different CR&S initiatives. It has been no mean task to pass the different auditing and certification processes. We are very proud of all that we achieved in 2014 and we are looking forward to an even more successful 2015.

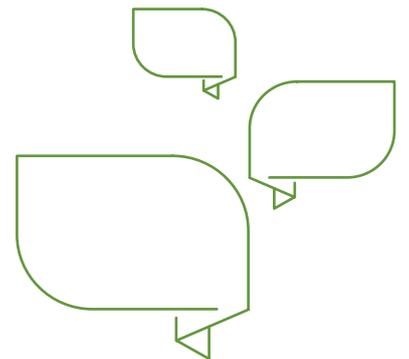


Annelies Hermens
CR & Sustainability lead
Capgemini Netherland B.V.



Environmental Sustainability

Since the implementation of ISO14001 in 2009 Capgemini Nederland B.V is striving for continuous improvement of our environmental impact. In 2012 we launched the objectives and targets for the period of 2013-2016, aiming for another 30% energy efficiency improvement. Our Energy Efficiency Plan was built on that ambition. To focus more detailed on the mobility target, 20% reduction of our mobility footprint in the period 2013-2016, we launched our Lean & Green Personal Mobility Plan in 2013. In this chapter you can read more about the measures and best practices of 2014 leading to a steady progression on our environmental ambition.



Office locations

While our employees find different ways to work smart - they either work from home, at client sites or at other places like hotels and restaurants, we have a challenge in optimizing our office square meters. Especially our meeting points are used less frequently. This resulted in the closure of our office in Voorburg (1,500 m²) per August and in December we closed the Amersfoort office (5,000 m²). Per June we partially closed the Amsterdam office (2,350 m²) and in 2015 the move to another office location in Amsterdam (Vogelstruys) was planned.

Data Center Amsterdam

For our Data Center in the city of Amsterdam, in 2014 we worked mainly on the continuous optimization of the hardware park. Buying more energy-efficient servers and optimizing the usage of rackspace makes 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%. In 2014 e.g. we replaced part of the condensers on the roof with more energy-efficient ones. Early 2015, we replaced the aircons in the data center offices 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. The discussion with the city of Amsterdam - about an ambition level that exceeds our Energy Efficiency Plan 2013-2016 - is still ongoing. This development unfortunately results in a delay of the planned energy savings. For 2015, we hope to start implementing the planned measures that will lead us to realizing our ambitious target of energy efficiency improvement with 30% at the end of 2016.

Business Travel

Capgemini Nederland B.V. for years offers employees all the facilities to work and travel in a smart way. Employees in principle can work any time anywhere. Every employee receives a mobility budget to make the travel choices that best fit the personal situation. Furthermore every employee receives an NS Business Card with all public transport facilities to stimulate the use of public transport as one of the alternatives for travelling by car. We still see the majority of employees choosing a lease car. Since 2012 they all fall under the new "bonus malus" lease arrangement meaning that employees are rewarded for energy efficient travelling or pay extra for less energy efficient travelling behaviour. The success of all these measures however depends on the choices people make to actually use these facilities. Reason why in 2014 we organized over twenty information sessions for both HR professionals as for employees to explain how the different mobility arrangements work out. We will continue these information sessions in 2015. To further stimulate smart

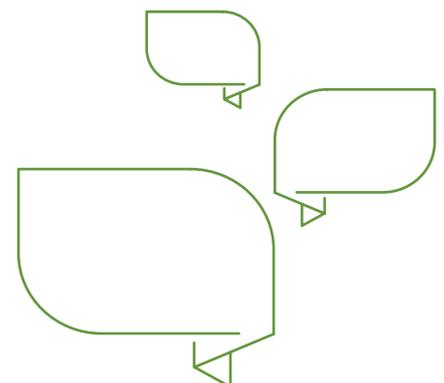
travelling choices we will add other modalities (train, bike) to the lease dashboard.

Tailor-made travel advice

In April and May 2014, Capgemini participated in the U15 pilot "Tailor-made travel advice". The employees of Capgemini tested two instruments: the Mobility Coach and a game called 'From5To4' where people were challenged to travel to work in a different way for one out of five days. The pilot focused at understanding the triggers that realize a sustainable change in people's travel behaviour and thus leading to fewer cars in rush hour.

In "From5To4" three Capgemini teams competed for the highest number of "sustainable movements", based on their regular travelling habits. They could choose from alternatives such as telecommuting, biking or travelling outside rush hours and earned points with it. The people who chose for the Mobility Coach received an individual coaching session and drafted a letter of intent, followed by a number of subsequent calls to help the employee to obtain his or her personal travel goals. During the 'From5To4' game participants "avoided" 22,000 car kilometers in rush hour and saved approximately 2.4 tons of CO₂. A good result and an indication of the effectiveness of serious gaming. The coaching sessions with the Mobility Coach led to trying out different travel modalities. It raised participant's awareness of their travelling habits and of the fact that there are other possibilities. Capgemini will not continue working with these specific instruments. However the pilot showed the great value of advising our employees about all the mobility arrangements.

The U15 is a network of over 300 employers in the Central region, dedicated to sustainable mobility in this region. Capgemini chaired this network from 2012 until April 2015. U15 realized all targets of growth and rush hour through a program of community management and mobility projects. For more information see www.u15.nl.



Capgemini Nederland B.V. Environmental data 2014

CO₂ footprint - conform CO₂ Performance ladder (in ton CO₂)

	2012	2013	2014
Scope 1 Direct CO ₂ emissions	20,233	16,857	14,387
Scope 2 Indirect CO ₂ emissions	17,309	16,123	15,984
Scope 3 Other indirect emissions	668	656	835
Footprint (in ton CO₂)	38,210	33,636	31,206

Cars

	2012	2013	2014
Employees with lease car	3,843	3,489	3,241
ABC-cars (%)	97%	98%	98%
Hybrid cars in fleet	582	485	403
Hybrid cars (% of fleet)	15.1%	13.9%	12.4%
Hybrid cars in order	1	7	15
Employees with private car	1,297	1,075	1,109
Electric cars in fleet	2	2	3
Electric cars in order	1	0	3
Plug-in cars in fleet		28	62
Plug-in cars in order		8	8

Total number of train kilometers

	2012	2013	2014
Total number of train kilometers	7,697,749	6,886,868	8,240,013
Average number of active train travellers	1,921	1,388	2,784

Mobility KPIs

	2011	2012	2013	2014
CO ₂ mobility total	27.980	26.998	22.700	21.202
CO ₂ mobility/employee	4,98	5,20	4,87	4,77
Business kilometers total	120.474.106	116.215.532	101.775.966	98.027.189
Business kilometers/employee	21.110	22.373	21.838	22.053
CO ₂ /Business kilometers/(lease)	198	196	181	170
CO ₂ car kilometers/employee	4,21	4,43	4,03	3,98

Development (paper) waste

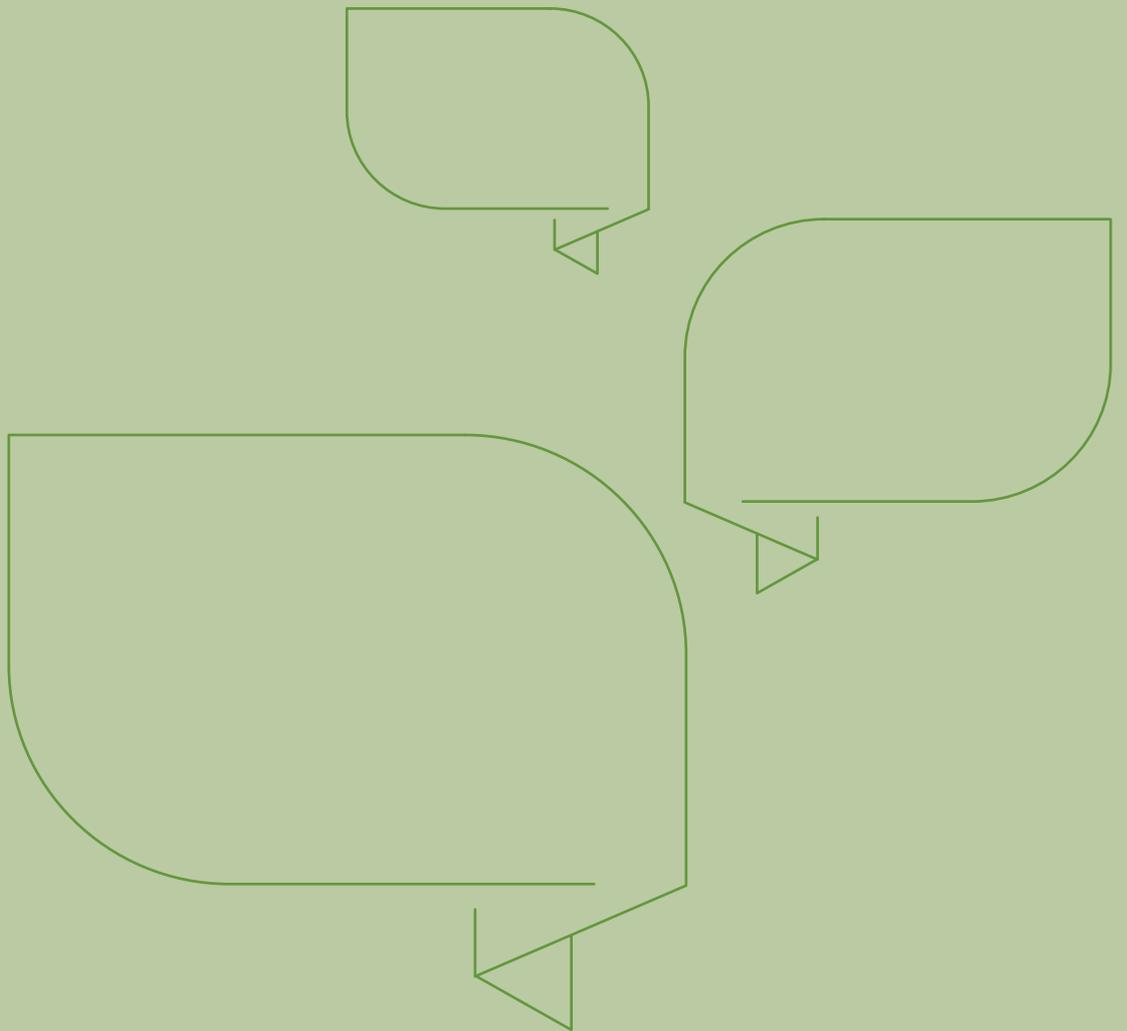
	2012	2013	2014
Paper waste	37	35	40
Waste other	294	179	220
Total (ton)	331	214	260

Development water use

	2012	2013	2014
Water (m³)	17,821	15,831	12,277

Development paper use

	2012	2013	2014
Paper (kg)	36,969	19,512	25,492

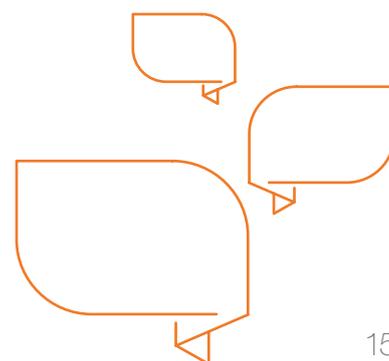




Community Engagement

Within Capgemini Group we see a growing movement towards a worldwide strategy and policy regarding our community engagement. In 2014, a Volunteering Policy was developed and the Global Community Engagement Awards program was implemented. This program aims at celebrating and rewarding the efforts of our employees in over 40 countries in four categories: fundraising, volunteering, community innovation and client collaboration. In 2014, around 140 entries were initially received. A judging panel consisting of senior Capgemini people from across the business narrowed that 140 entries to a shortlist of 12 from which the winners and highly commended were chosen.

With our Seniors for Talents project Capgemini Nederland B.V. won the first prize in the category client collaboration. In 2015, we will continue the development of a Group Community Engagement Strategy. In the Netherlands, we support Group initiatives like the Nanhi Kali project of the Naandi Foundation and MicroWorld. However, we see a growing interest among employees in community initiatives that require their personal passion, expertise and time. In this chapter you can read about some of the great best practices of 2014.



SocieWe (MaatschapWij)

SocieWe (in Dutch: MaatschapWij) is a movement in the Netherlands launched and sponsored by at least fifteen founding parents: the five largest sports federations, five prominent NGO's (AAA, Consumers Union, Heart Foundation, Red Cross and Zonnebloem) and five large companies. Capgemini participates in the movement since 2014. The objective of the movement is to inspire citizens, groups of citizens such as (sports) clubs, neighbourhood groups, etc. and companies to take on more active responsibility for society's wellbeing. In particular, the movement wants to inspire all these parties, so that respecting other people, caring for somebody, taking initiative and cooperating for a common purpose will be "cool", "awesome" or "just normal" in everybody's mind. SocieWe inspires, facilitates and celebrates. To support the SocieWe movement a web portal is being developed that aims to provide access to all current social initiatives. In 2015, a national campaign and local campaigns will be orchestrated and the movement will initiate weekly TV programs, blogs and video's to celebrate societal active citizens, federations and companies.



“ A critical part of the program that SocieWe pursues is the development of a nationwide web portal, that will provide access to all of the more than 100,000 societal initiatives active in the country, thus inspiring, facilitating and celebrating such initiatives. Capgemini was selected by the movement both for its technical capabilities and its societal commitment. Capgemini's management immediately grasped the relevance of SocieWe, its ability to contribute to it and the benefit for both its clients and staff. ”

Mickey, founder of SocieWe

JINC

JINC stands for Youth Incorporated. This non-profit organization helps young people in the age of 8 to 16 to make the right educational choices, to prevent them from dropping out of school and to prepare them better for working life. A lot of these pupils are from low-income neighbourhoods or have few role models. This means that they also have fewer opportunities to develop themselves personally, socially, and economically. JINC works closely together with schools and volunteers from about 1,000 companies.

The volunteers coach or train the pupils and let them experience what the labour market has to offer and what skills are needed for specific jobs. Capgemini has a partnership with JINC in Amsterdam and Utrecht as one of our social return initiatives. In 2014 Capgemini had about 30 volunteers participating in various projects of JINC regarding language skills, application skills, planning skills, short traineeships and entrepreneurship! Our volunteers accompanied or trained about 283 pupils. Early 2015 Capgemini participated in a new initiative "Boss of Tomorrow" where a pupil takes over the role of the CEO for one day. We expect to continue our partnership in 2015 with even more volunteers and new projects, like "Know what you want", a coaching initiative that helps pupils with the right job education choice.



“ I didn't know what to expect of doing a workshop "How to plan!". Of course you prepare, but it remains to be seen whether they like it and if things are not too easy or too hard for them. Also you have your own doubts if you are the right person to guide such a group of older pupils of secondary school. This was certainly exciting! So I just thought, let's do it and we'll see! But the outcome was a great surprise! This group was so enthusiastic and nice! They really liked the workshop and couldn't wait for our next visit. I really enjoyed this! ”

Valery, Capgemini consultant

“ I was asked to do a language trip about the history of Amsterdam. This was great fun! The enthusiasm and fervor of these children were such a pleasant surprise! Both the pupils and I have learned something from this trip. The accompanying school teachers, parents and pupils all stated they really appreciated our time and effort.

Monique, Capgemini consultant

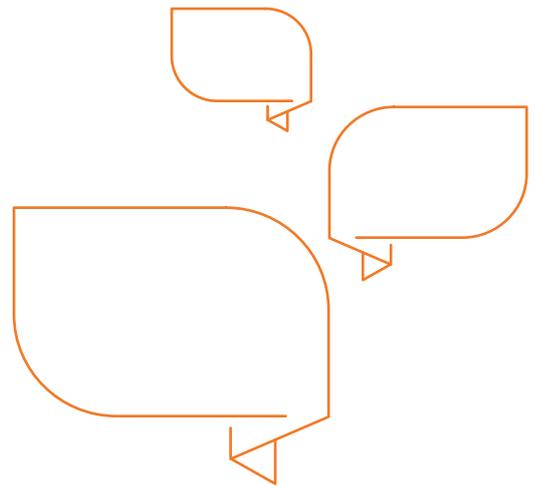


“ Since my teamwork with JINC, I experienced how great it is to work with such a nonprofit organization, guiding these young people on their way to the labor market. I realized JINC cannot do their great work without the help of lots of volunteers, so I'm really glad so many colleagues join this great initiative! Needless to say, these children are really worth your time! ”

Caroline, Capgemini consultant and JINC ambassador

Seniors for Talents

Seniors for Talents is one of our social return initiatives that focuses on employability since 2010. Our senior professionals contribute with great enthusiasm their time, experience and personal and business network to support and mentor young highly educated people who are trying to find their first job. A mentoring route lasts six months, and participants receive a certificate at the end. The project requires close collaboration with our client as they provide us with the candidates for the mentoring program. In 2014 we matched 19 candidates to a mentor, which was not the number of matches that we had hoped for. There were some changes in the organization of the initiative and it is a continuous challenge to find the right candidates. Still, with new processes and people in place we feel confident that in 2015 we will realize our ambitions.



Sports & Business

Capgemini is an official partner of Sports & Business since 2011. Sports & Business is the matchmaker between sport and business. They stimulate collaboration between sports organizations and companies with a passion for sports. For Capgemini they are an important partner in our strive for more vitality in the organization. Part of the partnership involves providing free consultancy to sports organizations. In return Capgemini benefits from the expertise of all the sports organizations linked to Sports & Business. Examples of these benefits are the annual vitality battle, the company sports program we organize together and the vitality trip to Sweden that Sports & Business organized for Dutch organizations to learn and be inspired by some great Swedish examples. That In 2014, we started investigating other opportunities like a proposal for a sports based training for managers around energy management and work stress. Early 2015 the Management Board approved of this proposal. Another initiative is the development of target group specific activity programs. We are looking forward to more concrete results of these developments in 2015.

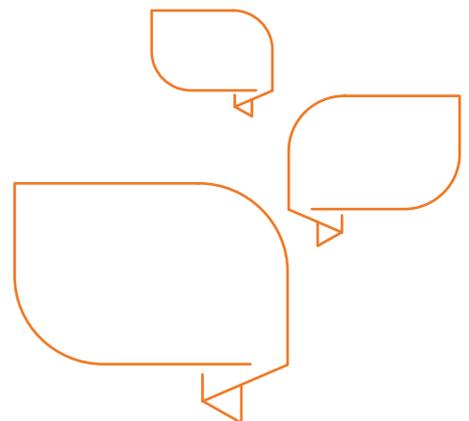
“The strength of the collaboration between Capgemini and Sports & Business for me lies in reciprocity. The company sports program is a great stage for sports to showcase their sport to over 4,000 employees. For Capgemini, the program is part of a greater vitality policy with the aim to work on sustainable employability. The contribution of the Capgemini sports coordinators herein is a critical success factor. The enthusiasm of employees is optimized so that the project becomes truly embedded in the organization. I frequently mention this method as a best practice to other companies who want to start with company sports as well as the results we have achieved so far: improving the vitality and engagement of Capgemini employees!”

**Mark, project officer Company Sports,
Sports & Business**



Robotics team Maerlandt Lyceum

In May, Capgemini received a request from a team of 10 students from the Maerlant Lyceum in The Hague, called “Watt’s 2 Clean”. The team participated in the LEGO League, a robotics competition for high school students. The team had already reached the European final by working hard every Sunday morning and every afternoon after school, with the help of the physics teacher. The next challenge was the European final of the First Lego League Open European Championship in Pamplona in Spain. To get there sponsorship was needed for registration, travel, food and accommodation. After consultation with school and parents, we decided to make a contribution to this great event. A Capgemini flag was arranged that could go to Pamplona with the team and it was agreed that the team would show their lego robots at Capgemini after the finals. In June the Maerlant Robotics team came back home with the prize for 3rd place! The European final field consisted of 95 teams from 43 countries. A total of worldwide over 20,000 teams participated in the FLL. Quite an achievement! In July the Robotics team visited Capgemini’s head office to present their self-built robots during lunch. It attracted quite a few (male) colleagues who kept smiling at the sight of so many lego robots!

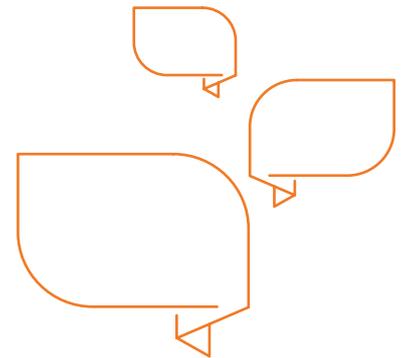


Roparun

Roparun is a long distance event held since 23 years for support cancer sufferers. The motto of Roparun is: "Adding life to the days where no days can be added to life". Since 2012, teams can start in Paris (275 teams) and Hamburg (150 teams). The two Capgemini teams started in Paris on June 7 and finished in Rotterdam on June 9, a route of 540 km. Each team has 8 runners, and they each run a distance of approximately 65 km. We run as a relay, each 2 km the runner changes. Each 4 to 6 hours the team changes in order to eat, rest or sleep.

For navigation and safety reasons the runner is accompanied by two bikers. Each team has a bus, transporting the other runners to the following changeover point. To complete the support team, there are masseurs/physiotherapists and a (very important) catering team. Capgemini supported both teams by funding the subscription fee for the teams, food and

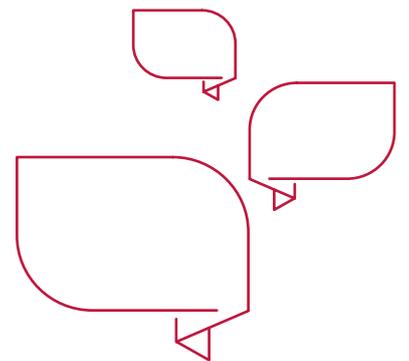
a bus used for transport and sleeping place for runners and bikers. Nearly all participants were (former) Capgemini employees. In April, a so called "Roparun week" was organized at the Capgemini head office in Utrecht in order to raise money. Overall, € 25,078.22 was raised by the participants and donated to Roparun.





People Culture

People 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.



Check Your Stress at Work Week

November 3-6 the national Check Your Stress at Work Week was launched as part of the campaign against stress at work organized by the Ministry of Social Affairs and Employability. In the Netherlands almost one million people are at risk of a burnout or other work-related mental illnesses. Signals like sleeping disorders are often not recognized in time. The Check Your Stress at Work Week aimed at making it a topic for discussion. Capgemini participated in this campaign in different ways. On the national website we shared our best practices e.g. the flexible work arrangements. And every day we published an article on our intranet regarding a relevant topic like our company sports program and the course mindfulness@work. The last topic also attracted the attention of the press.

Employability & Inspiration Centre

As professionals, our employees are all facing challenges from time to time. Challenges regarding their talents, their impact, their work-life balance, etc. In addition, the ICT field is constantly changing. Borders between business and ICT domains are getting thinner and it's becoming increasingly more important to understand the client's point of view. The Employability & Inspiration Center - with its programs - offers our employees a clear perspective on their future in this constantly changing market. The goal is to obtain maximum results for both the employees, the clients and the organization. During a specified time period the employee receives a tailor-made program focusing on insight into their potential or on areas that need further development. Instruments used are coaching, inspirational sessions, assignments, testing, training and career counselling. There are also opportunities for re-skilling based on market demands. And it goes without saying that the coaches provide continuous feedback on progress to the participants. In 2014, 156 employees entered the program.

“I'm glad I chose to enrol in the program. The choices I have made were buried deep within me, but the coaches made sure that everything rose to the surface. The personal coaching was top-notch. And besides being highly informative, the inspirational sessions were immensely enjoyable. Bottom line: an improvement.”

John, Capgemini consultant

“To be honest, I had my doubts when I started the program, but I soon realized that the organization takes this really seriously and that the program really does expand my career potential. Capgemini was willing to invest in me, and I'm glad I seized the opportunity. It feels like a second chance to my career, and that really energizes me.”

Jan-Willem, Capgemini consultant

Girls' Day

Girls' Day is an initiative of VHTO to help young girls to get acquainted with science, technology and ICT. During Girls' Day Capgemini opens its doors to girls aged 10 to 15 years. Girls can participate in an IT-related activity and thereby make acquaintance with the science/engineering work in the daily professional practice. For 2015, participation in this event is confirmed.

FeN

In 2014, Capgemini's Female Network FeN started with a new board and an active event program. In March they organized a special network event around "Diversity & Inclusion" for both female colleagues and female clients: "Discover how to become visible as a woman and to stay involved within the organization". "De Etalage" was a June event where Vreneli Stadelmaier talked about how men and women differ in making career choices. In September "Innovation and Change" was an event with client speakers about how to innovate and how to help the organization and people change. "December drink" was a network activity for Capgemini men and women to recap the year and network.



Together+

To showcase the collaboration and teamwork between the various Capgemini business units, we initiated the Together+ management initiative in 2014. The idea for this initiative originated from the need to focus more on cooperation, as this brings major benefits to our clients. Under this initiative, we organized several activities for our employees e.g. webcasts and Vice President meetings. In the two webcasts, attended by several hundreds of our employees, managers of the business units presented interesting insights on several cross-business unit projects and highlighted the areas of success within the organization. Employees participated in this by asking pertinent questions. The initiative is a good way to elicit greater cooperation from our employees, and will help in dissolving existing discipline silos.

La Niaque award

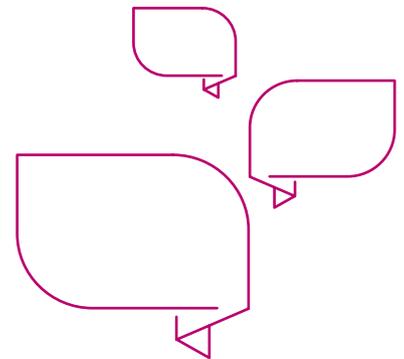
To recognize employees for their extraordinary teamwork with clients we initiated the La Niaque Awards in 2014. Out of 30 nominations and a shortlist of eight, the UWV account team won the much-coveted award of €10,000. The UWV team, working in close collaboration with Prosodie-Capgemini, was successful in designing a new and disruptive offering that enabled us to win a competitive contract. The La Niaque Award reflects our endeavor to recognize and reward good performance and people who really demonstrate excellence in teamwork, bringing success to Capgemini.

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 behavioral sessions for the professional development of our employees. Popular trainings are for example Introduction Mind Mapping, How to work with Indian teams, Big Data, the business perspective and Cloud Computing Foundation. In 2012 we started off with 45 trainings in the AdvantageYou library and 30 in development. In 2014 the program saw 3,841 attendees and 1,062 participants at nine events. There were around 100 trainings in the library and 10 in development. In 2014 six formal certification trainings were added to the repertoire. 2015 has nine major events in the pipeline and four minor events. Furthermore we organize ten Technology Leadership Circle/AdvantageYou events every year.

“The AdvantageYou program is a very constructive program to make sure that junior employees learn from senior employees within Capgemini. It really helps to perform a “warm” handover to the Young Professionals within our company. The Technology Leadership Circle/ AdvantageYou events help to stay state of the art with respect to Business Technology.”

Ben, Capgemini consultant and author of the book ‘De Jonge Professional



Company Sports Program

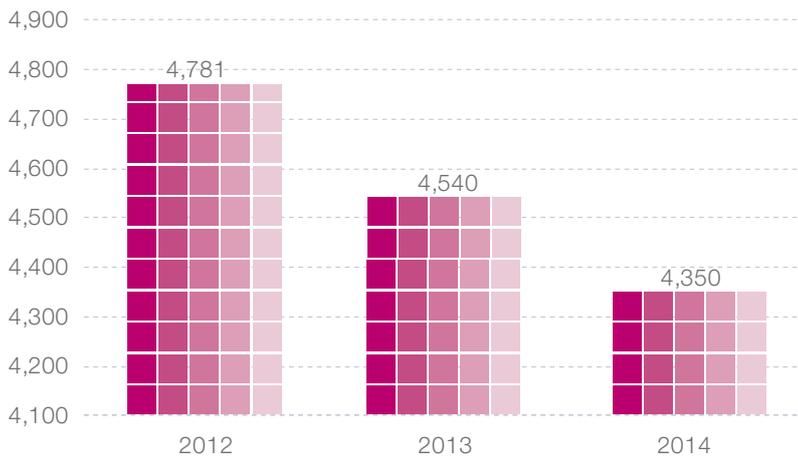
Capgemini continued the company sports program in 2014 with five sport sections: running, cycling, tennis, squash and swimming. This year we integrated the company sports competition teams for tennis, cricket and hockey into the program. Goal of the sports program is to stimulate employees to be active and contribute to the engagement and teamspirit of our employees. We dressed the rugby team for the international tournament against Capgemini France and UK as well as the hockey masters men's team for the World Championships Hockey in the Netherlands as a few of our colleagues were participating in this masters world championship. To kick off the sports program for 2014 we organized a presentation by former European, World and Olympic skate champion Jochem Uytdehaage regarding energy management and top sport. At the same time there was a sports market where people could gather information on the different sports challenges and sign up for the different sport section. The running program was centered around three challenges, the "Zandvoort Circuitrun 2014", the "Bruggenloop" event in Rotterdam and Roparun. For beginners we offered the Start2Run program where in 7 weeks time people are able to run 4 to 5 km! The cycle section trained for two main events: the "Jan Jansen classic" in June and the "MergelHeuvelland 2days" in September. The tennis and squash sections organized 4 training sessions in autumn followed by a

tournament early 2015. Swimming was added for the first time, with a well organized long distance performance challenge in open water ("Iron Man" in Vught). Again the effects of the sports program were very positive. In 2014, over 260 employees participated in the program of which 30% were beginners. Six months after the program 23% (+7%) was still moderately active five days a week (national healthy activity norm) and 45% (+8%) complied with the national fit norm (3 times intensive activity per week). About 10% of the participants joined a sports federation. Participants felt more energetic, more people did not experience any stress (+ 5%) and the people experiencing an excellent team atmosphere grew with over 15%. These positive effects of the sports program on the vitality of our people led to the prolongation of the program in 2015.

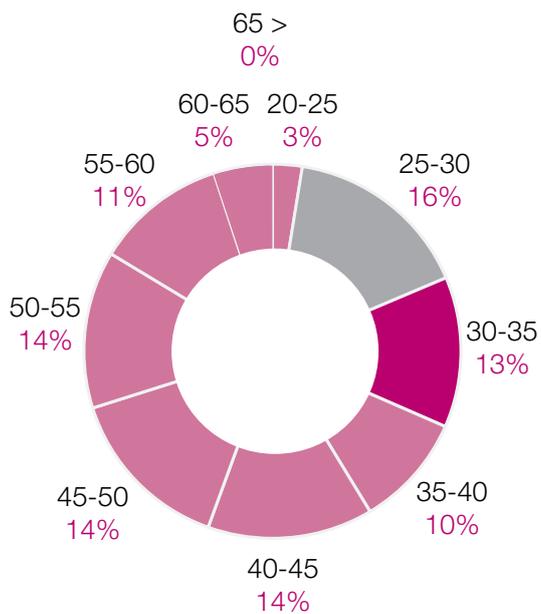


Capgemini Nederland B.V. People data 2014

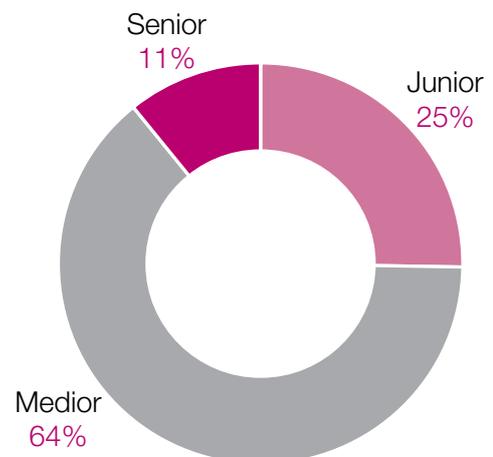
Total headcount



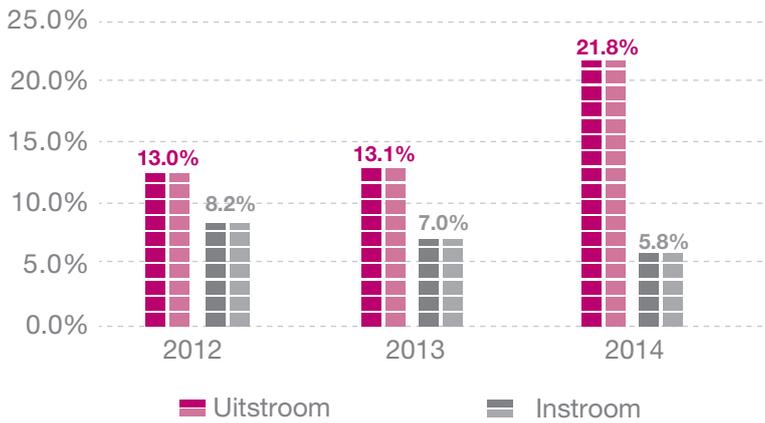
Age groups 2014



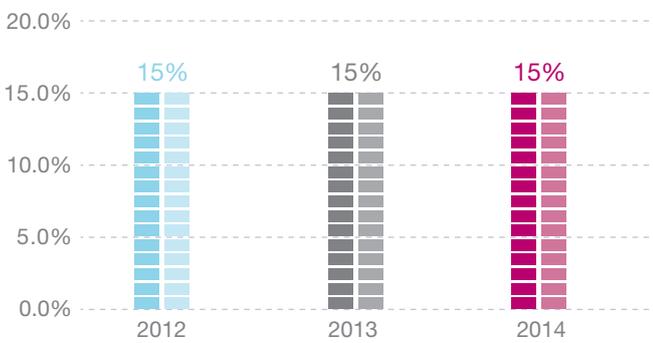
Grades 2014



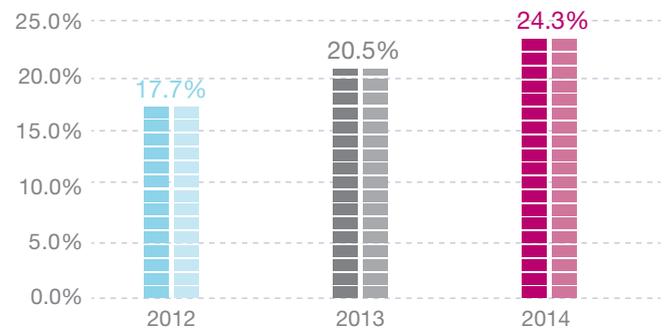
New hires and leavers



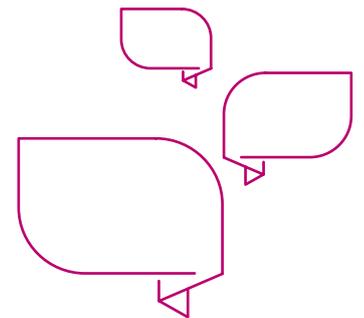
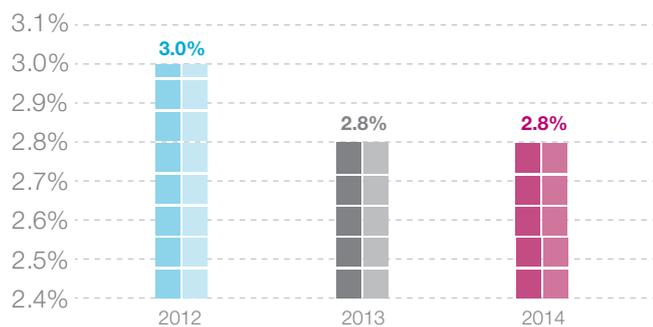
Female consultants



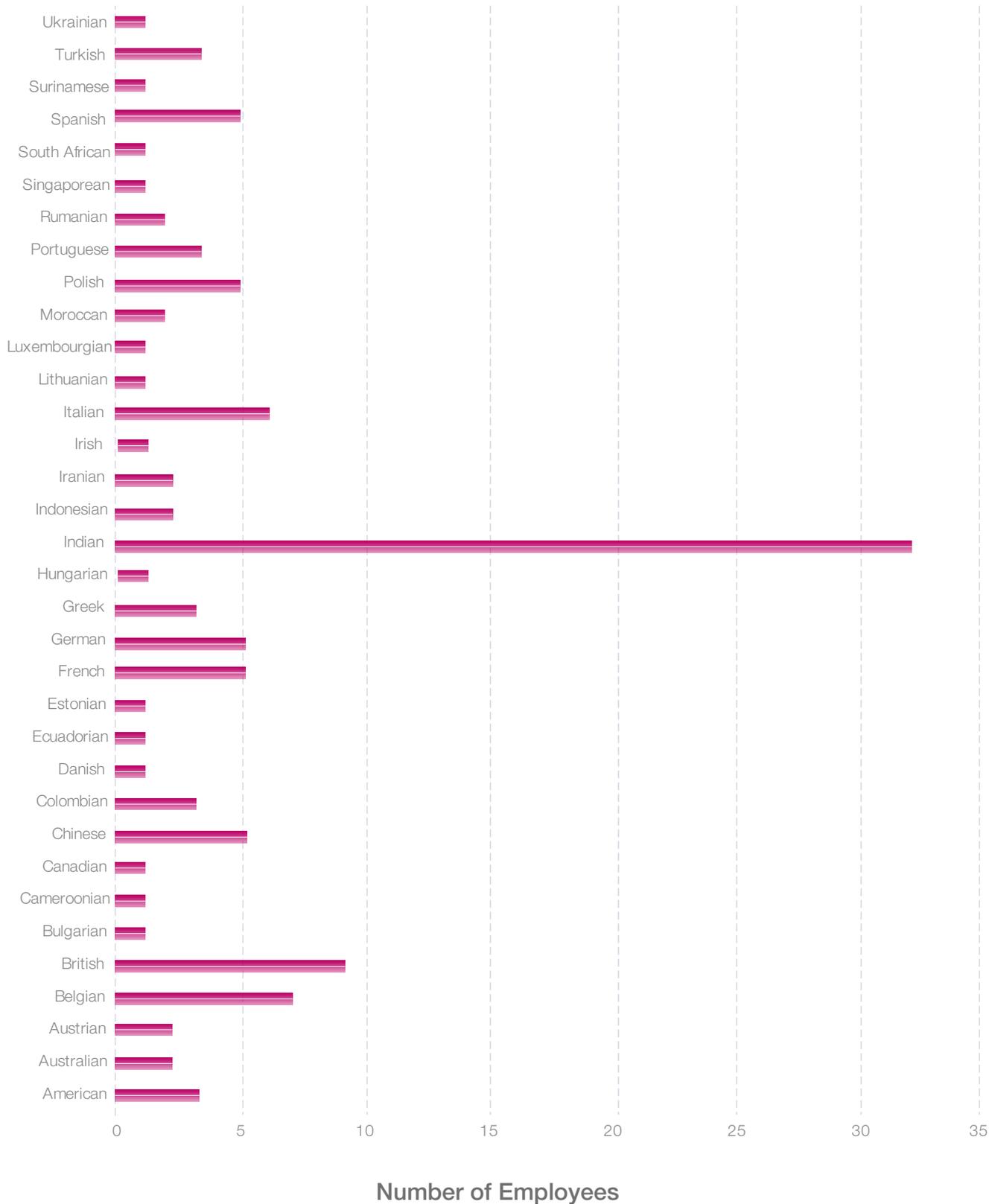
Female managers



Absence due to sickness



Foreign nationalities 2014





Client Services

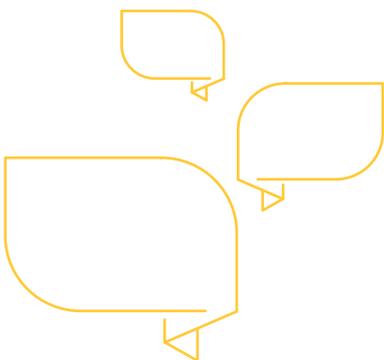
We are dedicated to developing profitable and sustainable business by working together with our clients to deliver value through our skills and expertise.

We notice that clients are increasingly expecting us to help them address their own sustainability challenges such as decreasing their environmental impacts. As a provider of business transformation services, we believe that we are well positioned to help clients with these challenges, which we expect to be amplified by increasing sustainability constraints and regulatory pressures around the world.

As a service provider, we have the opportunity to help clients with their own carbon challenges in terms of the advice that we offer and solutions that we design and deliver. We also recognize that operational efficiency is a key factor in ensuring longevity for our clients and that this often goes hand in hand with reduced carbon emissions. Therefore, considering sustainability principles through our service offerings ensures clients can meet the rising demands of regulation, competition, rising operational costs and mounting scrutiny upon the consumption of resources.

As an outsourcing provider, we ensure that when clients outsource their operations to us, we can proactively mitigate the risk of increasing emissions through our sustainable data centers and improving the energy efficiency of our clients' IT estate.

In this section you will find some of the best practices.



Ready2Help

Citizens are usually the first to take action to help fellow citizens in need. Social media ensure that people are quicker to be aware when something is going on and will be able to help many more people in emergencies. The Red Cross started the civic assistance program Ready2Help to create the widest possible network of people to help with emergencies in the Netherlands. In this way, the Red Cross strengthens its existing network of professional emergency volunteers. The uniqueness of Ready2Help is that everyone - within their own abilities - can be there for others when needed. For example, one can fill sandbags in a flood, help clean up after a storm, offer a sleeping place after an explosion or offer water bottles at a traffic nightmare.

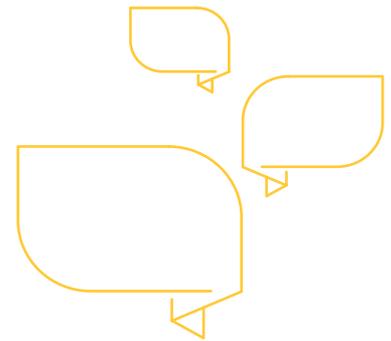
Since April 2014, Capgemini is involved in this program. Initially to help with structuring the civic assistance program, to ensure that the social media aspect is focusing on a new target group for the Red Cross and to design the technology behind the Ready2Help program. Later on in the program development we also delivered the program manager. An important part of our contribution was to create support for the process e.g. through a large workshop for a wide range of stakeholders. In November we started an internal organization wide campaign to stimulate our employees to join the program as a helper.

“Ready2Help perfectly suits the preferences of Capgemini for social initiatives in which we can personally involve as many employees as possible to do something for the community.”

Annelies, Capgemini CR & Sustainability lead

“What appeals most to me personally is the modern concept of Ready2Help. There is a social need to do something to disasters and calamities, and with Ready2Help you can organize that very lean and mean. This way everyone can help to make the Netherlands a bit safer.”

Patrick, Capgemini consultant and program manager Ready2Help



iBabs

Standard solutions and own Intellectual Property (IP) gain a growing share of the portfolio of Capgemini. A successful example is iBabs, a solution that supports paperless meetings. Together with iBabs B.V. Capgemini brings this solution to the market.

By the end of 2014 more than 300 customers with over 150,000 users experience the benefits of iBabs (www.capgemini.com/ibabs). The users made a major step into smart working, because meetings are much better prepared and led. This makes their meetings more efficient and to-the-point. Printing of documents becomes superfluous, because the latest version of the documents are automatically pushed to the PC's and tablets. By now, every day an average of 2,5 MIO new pages is shared by iBabs. Working this paperless manner already saved approximately 85,000 trees. In addition it saved transportation of 6,800 pallets of paper by trucks, and the same amount of paper waste. Some customers reduced the number of printers, all of them used significant less toner. Without hesitation we can declare that Capgemini and all the iBabs customers reduced the emission of ca. 3,400 tons of CO₂ and the usage 34,000 m³ of water.

Smart Grid Amersfoort

Smart Grid Amersfoort was a pilot project within the "Smart Grids: Profit for all" program. The goal of the project is - through interaction with residents - to develop new services that make people conscious of their energy consumption and the electricity they produce. Because the project works in existing neighbourhoods, with intensive community participation, we soon realized the co-creation of services that really mattered to people. Lessons learned, successful approaches and knowledge around service development were shared actively during the project, so that both the regional economy and society made maximum use of the proceeds of this project. The implementation of and knowledge about these service concepts help to accelerate the energy transition and the associated CO₂ emissions. As one of the deliverables of the project, the first ever Vehicle2Grid-loading system in Europe was taken into use. This system can feed electricity from electrical cars back into the grid, in times of shortages in electricity supply. Capgemini always strives to be at the forefront of new developments in the energy sector and has been one of the partners in this project from the beginning. We created business models for the different services and developed the business cases for each of the business models. After the pilot we evaluated and updated the business cases in order to deliver business cases that were validated in real life.

FIRA

In July Capgemini achieved FIRA level Silver. FIRA verifies CSR information of companies and institutions and enables CSR dialogue based on reliable information. This way an organization can convince its customers that their CSR strategy and performance are credible. The FIRA Platform (www.fira.nl) is a digital register in which companies can show their CSR practices to clients. FIRA verifies the information to assure reliability. The platform will enhance transparency enabling CSR dialogue.

Level Silver helps to set out and define the areas of sustainability that are important for the organization. As reported by FIRA regarding Capgemini's level Silver: the company's view on CSR focuses on business integrity, the environment, and employmentship, and is well embedded in the company. Material issues focus on labor practices, including equal opportunity and diversity, climate change (reducing CO₂ emissions of the company and for clients), promoting social responsibility, consumer data protection, and community development, such as employment creation and skills development, wealth and income creation and social investment. New achievements include awards for quality, and green mobility, and best practices on human development, vitality and equal opportunity, sustainable office, CO₂ reduction programs, and support programs for (young) talent. Capgemini has plans for developing sustainable procurement, waste reduction, green mobility, and CSR awareness of employees.





Appendix A

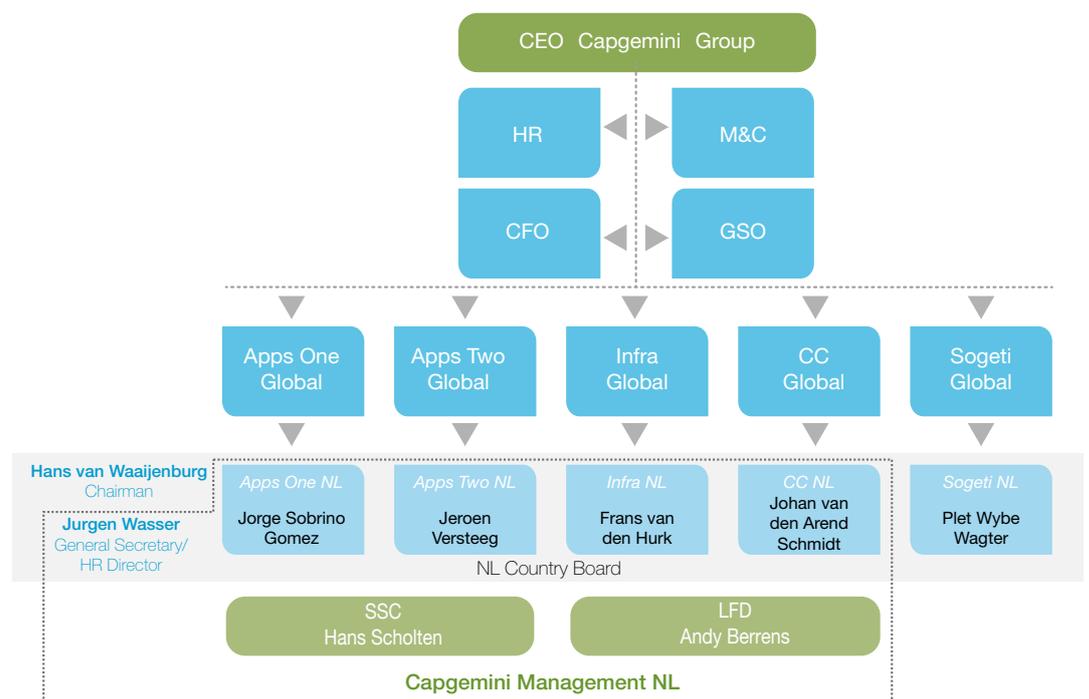
Organization profile

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 44 countries, and over 140,000 employees worldwide. Cap Gemini S.A. is listed on the Euronext stock exchange in Paris (CAP), and generated a turnover of €10.1 billion in 2013.

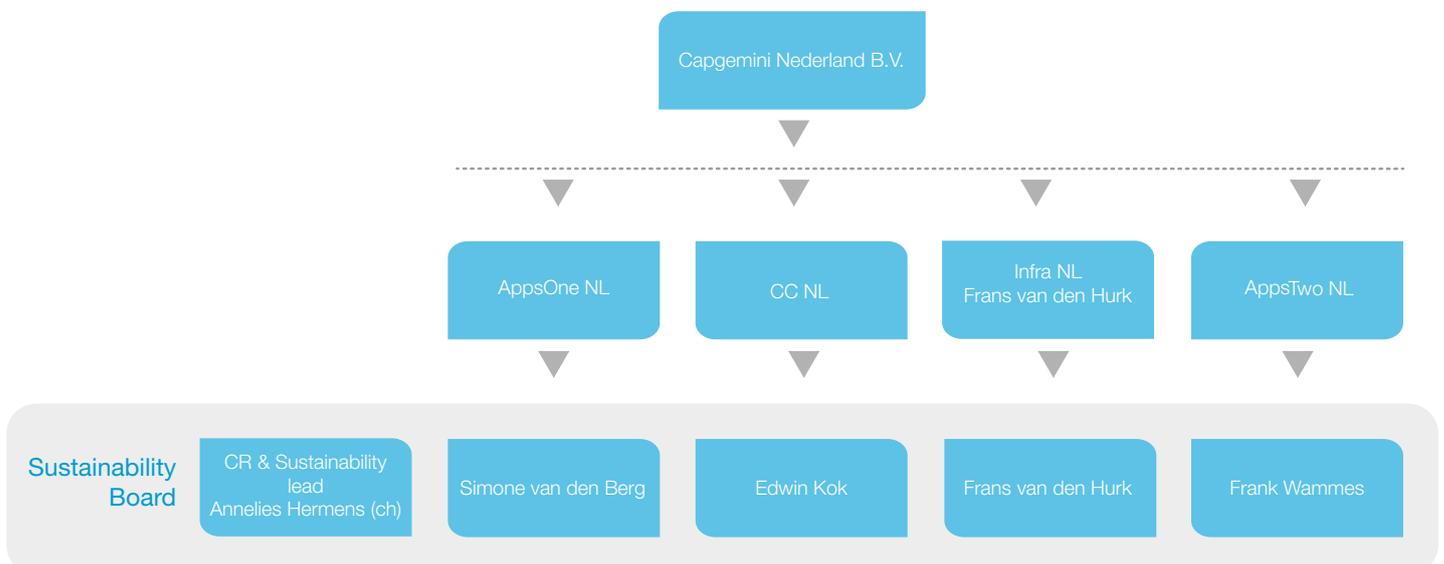


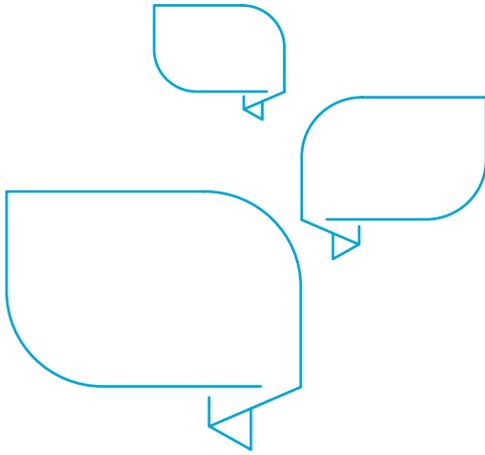
For over 45 years, Capgemini believes that corporate responsibility (CR) and sustainability mean more than just complying with the law and participating in charitable activities from time to time. CR and sustainability are an integral part of who we are and what we do. Career development, training possibilities 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. In 2004, Capgemini made a commitment to the UN Global Compact. Capgemini signed the UN Global Compact initiative, "Caring for Climate" in 2007.

Capgemini has defined a worldwide CR & Sustainability 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.



Sustainability Board of Capgemini Nederland B.V. with (from left to right) Edwin Kok (CC), Simone van den Berg (AppsOne), Annelies Hermens (CR & Sustainability lead), Frans van den Hurk (Infra) and Frank Wammes (AppsTwo).





Since 2003, Capgemini Group delegated the responsibility for the worldwide CR and Sustainability strategy to the Group's senior management. The Group's General Secretary is charged with the coordination of these efforts. There is also an Ethics & Governance Committee, which operates at a board level as well. This committee is responsible for auditing the CR policy at the various Capgemini Group subsidiaries. In the Netherlands, the Dutch Management Board has the final responsibility for implementing the CR and sustainability strategy. Within the Dutch Management Board, Frans van den Hurk, CEO of Infrastructure Services for the Benelux, has been responsible for the CR and sustainability portfolio since 2012. Annelies Hermens manages the coordination in the Netherlands of the CR and sustainability policy implementation, and chairs the Sustainability Board (SB). The SB meets every six weeks to monitor the progress of the CR and sustainability targets, and to set new developments in motion. Proposals are prepared for decision-making purposes by the Dutch Management Board. The members of the SB are also responsible for engaging their own business unit regarding CR and sustainability.

Dialog with stakeholders

We view the involvement by stakeholders as an obvious foundation, whether these activities concern 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 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 and sustainability complaints, Annelies Hermens, the CR & Sustainability 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 and sustainability strategic dimensions as recognized by Capgemini Group. The scope includes all Capgemini named companies in the Netherlands as referred to in the organization overview.

Appendix B

GRI Table 2014

Definition GRI indicator	Reference or explanation
1 Strategy and analysis	
1.1 Statement from the most senior decision maker of the organization.	Preface
1.2 Description of key impacts, risks, and opportunities.	
2 Organization profile	
2.1 Name of the organization.	Page 33-35
2.2 Primary brands, products, and/or services.	Page 33-35
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Page 33-35
2.4 Location of organization's headquarters.	Page 33-35
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 33-35
2.6 Nature of ownership and legal form.	Page 33-35
2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Page 33-35
2.8 Scale of the reporting organization.	Page 33-35
2.9 Significant changes during the reporting period regarding size, structure, or ownership.	None
2.10 Awards received in the reporting period.	Page 33-35
3 Report parameters	
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	01-01-2014 t/m 31-12-2014
3.2 Date of most recent previous report (if any).	May 2014
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
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 ₂ Performance Ladder. The CO ₂ 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 34
3.13 Policy and current practice with regard to seeking external assurance for the report.	Annual Group Direction 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, CDP, ISO14001, MJA3, Connekt Lean & Green Personal Mobility
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
4.14 List of stakeholder groups engaged by the organization.	Nederland ICT, Agentschap NL, Arcadis, Cofely, Beter Benutten, U15, local authorities several clients and suppliers.
4.15 Basis for identification and selection of stakeholders with whom to engage.	Partnerships, Public-private collaboration, specific requests, selection 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.
5 Performance indicators	
Economic performance	
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.
EC3 Coverage of the organization's defined benefit plan obligations.	Financial report Capgemini N.V.
Environmental	
EN1 Materials used by weight or volume.	Page 12
EN3 Direct energy consumption by primary energy source.	Page 11
EN4 Indirect energy consumption by primary source.	Page 11

Definition GRI indicator		Reference or explanation
EN5	Energy saved due to conservation and efficiency improvements.	Page 11
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 10
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Page 10
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 11
EN17	Other relevant indirect greenhouse gas emissions by weight.	Page 11
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Page 10
EN22	Total weight of waste by type and disposal method.	Page 12
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
Social: labor practice and decent work		
LA1	Total workforce by employment type, employment contract, and region.	Page 25
LA2	Total number and rate of employee turnover by age group, gender, and region.	Page 25
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 26

Definition GRI indicator	Reference or explanation
LA9 Health and safety topics covered in formal agreements with trade unions.	NA
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Sustainable employability is at the heart of our HR vision (Helder in HR) and Quality Management System containing competency models, Personal Development Plans, Talent Management (including training) and Performance Management.
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 26-27
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 (30 minutes). It is mandatory for all employees to follow the e-learnings on our Code of Business Ethics (30 minutes) and Anti-Corruption Policy(30 minutes). This is monitored by our general management.
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

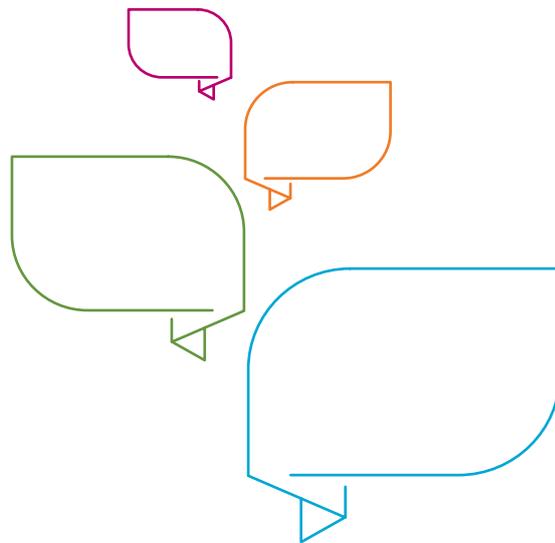
Definition GRI indicator	Reference or explanation
HR7 Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	None
HR9 Total number of incidents of violations involving rights of indigenous people and actions taken.	NA
Social: Society	
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
Social: Product Responsibility	
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 10
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.”

During 2013 we have refocused 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.



Group Sustainability Framework

Values & Ethics

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



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.

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.

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.

People Culture

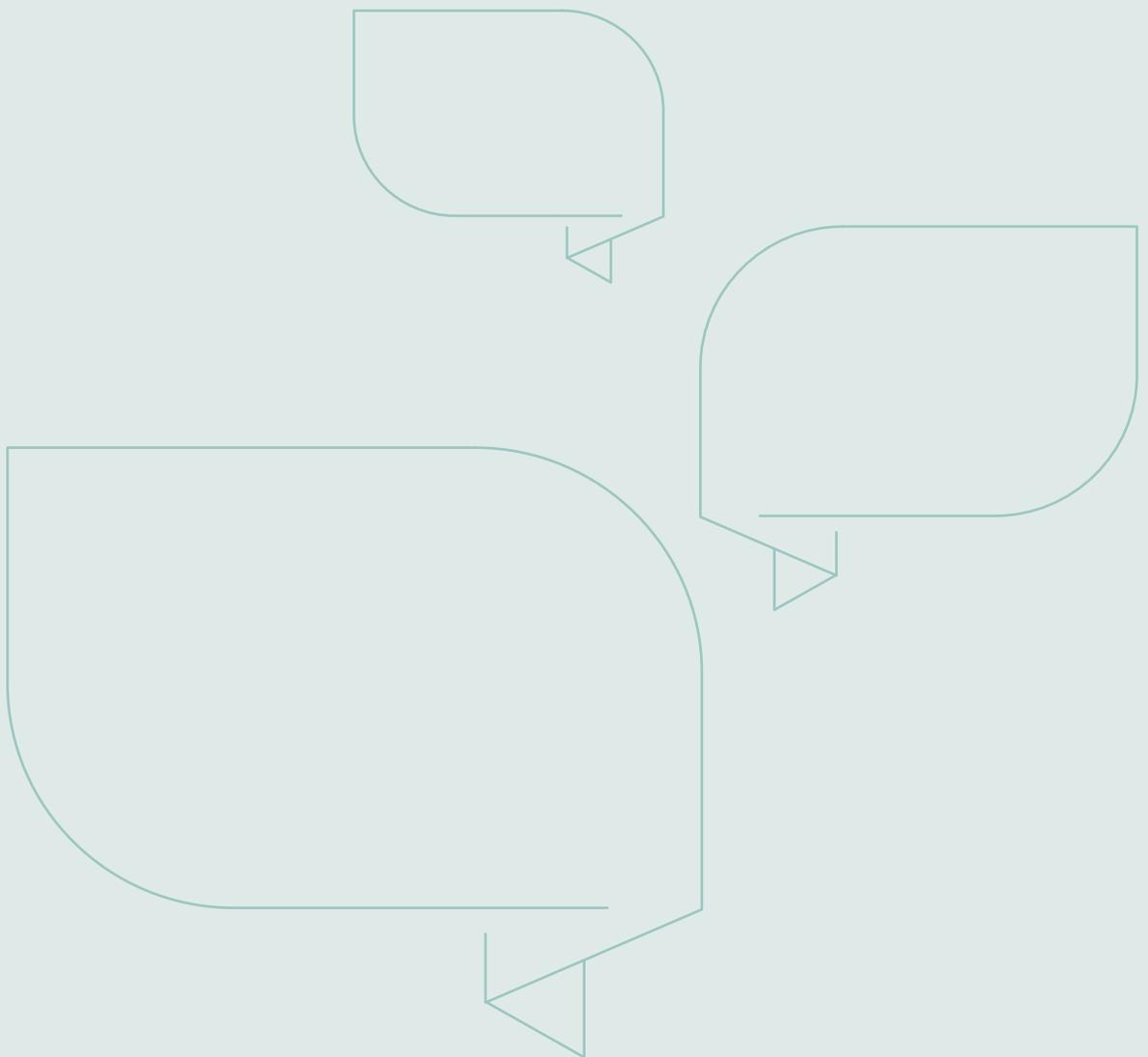
We aim to be the employer of choice for people who wish to flourish in a creative and diverse environment.

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.

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

With almost 145,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2014 global revenues of EUR 10.573 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want.

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

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