

Sustainability Report 2013

Capgemini Netherlands





Preface

Sustainability is a strategic topic for Capgemini for a long time now, based both on a mission to deliver business value and technology solutions in a sustainable way, as well as the intrinsic desire to contribute to a better world where this lies within our abilities. Once again in 2013, we took new steps in this direction. In this report you can read more about our social and environmental involvement on the basis of concrete projects and initiatives. In the introduction we provide a brief review of our policies and performance in 2013, and would like to refer you to the **Group Annual Report 2013**¹ and **our Sustainability Report 2013**² should you wish to have further information in this regard. In short, we aimed to deliver a readable and informative report with an accent on actions rather than words. Happy reading!

Capgemini Netherland B.V.

Sustainability Board

Annelies Hermens

Edwin Kok

Frank Wammes

Frans van den Hurk

Simone van den Berg



1 <http://www.capgemini.com/about-capgemini>

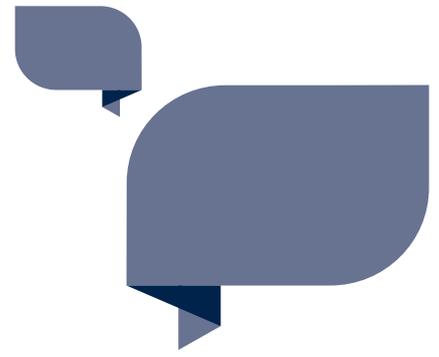
2 <http://www.capgemini.com/about/corporate-responsibility/our-corporate-responsibility-sustainability-approach>



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Introduction

Values & Ethics

As a prominent player in the market for consultancy and technology services, Capgemini is extremely aware of the importance of ethics and compliance. For several years now, Capgemini has implemented an active policy to make employees at all levels of the organization aware of the fact that we continuously strive to create responsible and sustainable relationships with customers and other stakeholders. We apply the following starting points in these efforts:

- compliance with all local, national, and international legislation and regulations;
- compliance with all regulations that promote a healthy and safe workplace;
- conducting ourselves responsibly in business transactions by, among other things, complying with valid competition and anti-corruption laws, avoiding conflicts of interest, refraining from abusing inside information, and supplying accurate and correct business and financial information.
- developing honest and transparent relationships with customers, business partners and suppliers.
- maintaining the security and integrity of the property of Capgemini, and property that has been entrusted to Capgemini;
- supporting and respecting the community and environment in which Capgemini operates.

Capgemini has translated these starting points into an Ethics & Compliance program that was also put into effect in 2013 in the Netherlands, and has since become an international standard implemented by the Capgemini Group.

Drawing up internal compliancy statements for ethical business represented an important step in this process. Various initiatives have been developed in the areas of education, training and awareness, such as an ethics workshop which presented various case studies for discipline, sales and HR managers, training programs on privacy legislation, and a program on fair competition for sales managers. In addition, a variety of eLearning modules were made available which are mandatory for all vice presidents (and which must be completed no later than 2014), and other employees (90% minimum participation rate in 2015). These involve guidelines

on business ethics (Code of Business Ethics), anti-corruption (Anti-corruption Policy), Competition (Competition Laws Policy), and a whistleblower scheme (Raising Concern Procedure).

Environmental Sustainability

In recent years, Capgemini has made considerable investments in the energy efficiency of its office buildings. As a result of our efforts, this area no longer offers the highest potential gains. Our new head office is much smaller, and is designed and furnished in an extremely energy-efficient manner. Attention has been paid to bio-diversity in this new office with special arrangements for swallows and bats. Thanks to the rise of smart work and smart travel arrangements, we are seeing the regional office locations shrink in terms of square meters. And on the part of waste management we have taken significant steps forward over the past years. There is relatively little room for improvement in this area.



The area where we can achieve substantial gains is business mobility. With a contribution of nearly 68% of our CO₂ footprint, the greatest challenge here is changing the travel habits of our employees. In four years' time, we aim to lower CO₂ emissions in this area by 20%, which amounts to employees leaving their cars at home one day a week. They can achieve this goal by either working from home, or choosing an alternate form of transportation. All employees have an NS (Dutch national railway) Business Card providing them with easy access to all public transport facilities and door-to-door arrangements (cab, parking, bike). The actual use of this card however is lagging behind the ambitions we have set. With the aid of various awareness campaigns, in co-operation with the NS, we are encouraging our employees to use all of the facilities the NS Business Card offers more frequently. The location of our new head office next to the NS Leidsche Rijn station should be a factor that motivates more employees to take the train. In spite of this, it still is a major challenge to encourage employees to change their commuting habits. In 2012, we implemented a new lease arrangement based on a bonus malus system, and saw the first effects of this in 2013. One of the things that really stood out was the shocked responses of employees

when they saw their choice for a new lease car translated into a higher personal contribution deducted from their paychecks. This confirms that we still have a lot of work to do when it comes to awareness. We have started information sessions for employees who are affected by this new lease arrangement. In 2014, we will support employees with a variety of projects including the "Van5Naar4 (from 5 to 4)" campaign to help them understand how different travel choices affect them.

Community Engagement

As a large employer, we not only feel a sense of responsibility towards our employees and our environment, but also want to be actively involved in developments in the community in which we work. In 2013, we decided to shift the accent of our community program more to volunteering and stimulating of a broad and active employee participation and a bit less on financial support. We facilitate and stimulate our employees to make an active contribution to community projects and initiatives in the form of personal effort and knowledge sharing. You will find several examples of projects in this report. Their enthusiasm shows that our employees embrace this new direction, and are willing to make a personal contribution to a better world.

Because we understand the intensity of the top performance we ask from our employees, another important theme in 2013 was vitality. Based on a companywide activity screening, performed by our community partner Sports & Business we started with a company sports program to contribute to the employees' vitality and also to the engagement of our employees with the organization and to our cultural value fun. The program facilitated various sports including running, cycling, squash and tennis. Employees responded enthusiastically to this initiative. An unexpected 230 employees registered to participate in one or more of these sports. Due to the resounding success both in terms of the participants' vitality as well as the positive impact on engagement and the feeling of team spirit, we continue the program in 2014 with an even more extensive sports agenda.

People Culture

In 2012, we reviewed and described our vision on our relationship with employees. At the heart of this vision is a mature relationship with a focus on dialog. The assumption is that employees will continue to develop the skills and competencies necessary to a long-term commitment, even in a changing IT market. The broad set of instruments that we have designed in recent years for this purpose is clearly starting to pay off, and is now firmly anchored in HR policy documents and handbooks. The accent here is on personal development



based on career paths, competency models, training and rewards. We want a transparent and mature dialog based on equality, whereby we express our mutual expectations to one another, make clear plans, determine evaluation points, and fulfill agreements that are made within this context.

During the evaluations at the end of 2013, we noticed that employees understand the new policy, and are starting to endorse it to an increasing degree. Constructive conversations were held between employees and managers on the basis of equality and shared responsibility.

Whereas the national media placed the emphasis on the calibration process, we have done a lot more to ensure that employees are physically fit and that their employment conditions are in line with market standards. We discussed this already in the previous sustainability report. Moreover, the wages of only 5% of our employees were not in line with market standards. Half of these decided to complete additional training programs, the other half agreed to a salary adjustment.

The AdvantageYou program, in which employees can register free of charge for one of approximately 100 training sessions that have been developed, has proven to be a huge success, and over 5,000 people have participated up to the present. Each week, six training sessions are given, and discussions are ongoing to tie these training programs to the awarding of certificates.

In 2012, we started the “Diamant” training program in which participants are temporarily removed from daily operations to learn a new skill which will increase their market value. This program is now embedded in regular operations, and around 120 employees have completed this program. We have plans

to expand this program with the addition of an outplacement project for people who have come to the conclusion that they would rather continue their careers outside of Capgemini.

Perspective, the initiative to bundle and bring to market the knowledge within Capgemini on older programming languages and mainframe environments, has demonstrated its first success with 50 dedicated employees and a multitude of colleagues interested in joining. These professionals keep the classic IT environments intact for a longer period of time at our customers’ sites, thanks to minor renovation activities and proactive management. We do see however that developing a new customer base for these services requires a longer sales cycle.

Dunit, the newest Capgemini label with a group of 250 professionals already actively involved, represents a flexible layer of professionals associated with our company and eager to work with us due to interesting projects and customers. In addition to independent freelancers we also offer Capgemini employees the opportunity to join the label.

All in all, calm has been restored, and employment relationships are now more fulfilling and balanced. The time of “employment for life” has passed, but as long as employees add value for our customers and are committed to their own development in order to facilitate this, they will have a challenging and supportive employer in Capgemini. This is why we would rather refer to it as a “network for life”; if your time at Capgemini has come to an end, then we will also support you in taking the next step.

On the following pages, you will read more about the projects in which we were involved in 2013 in the areas discussed above. They illustrate that Capgemini really puts its heart into sustainability.

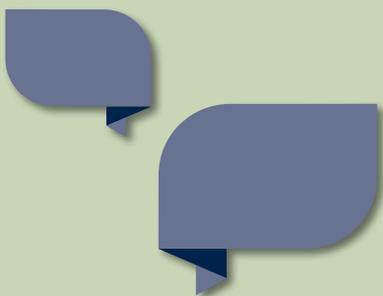


Frans van den Hurk
Dutch Management Board
Portfolio holder CR & Sustainability



Environmental Performance

Although Capgemini does not manufacture products, we recognize that our services and business activities still impact the environment. We are, therefore, working to reduce our environmental impacts as part of our overall Corporate Responsibility & Sustainability program, particularly focusing on energy use, business travel and waste. We are also committed to complying with legal and other relevant requirements. Capgemini believes that environmental sustainability is a driver of shareholder value. Taking steps to go beyond simple environmental compliance, provides us with opportunities to support clients with new service offerings as well as to improve our efficiency and ultimately lower operational costs.



Bonus malus lease arrangement

The first effects of the new lease arrangement implemented in 2012 were visible in 2013. During the period from January to December 2013, the number of employees dealing with the new bonus malus lease arrangement rose from 124 to 741. As we cannot compare the results over the years, we compared the second half of 2013 (H2) with the first half of this year (H1). The average number of monthly business kilometers per participant decreased with 2,3% in H2 compared to H1. During the morning and evening rush hours, the average number of business trips per employee declined with 8% in H2. As of 2014 we can compare the results over the same period as in 2013 giving even more reliable results as to the influence of the lease arrangement on travel habits of our employees.

“The new lease arrangement has made me aware of my own driving behavior. I make more conscious choices now and that is rewarding for both the environment and for me.”

Alke
Capgemini consultant

Tire pressure campaign

Twice a year we perform a tire pressure campaign at our head office. In September 2013, the tire pressure campaign generated savings of 7,456.4 liters of fuel, which stands for 27.7 tons of CO₂.

Stimulate use of NS Business Card

Shortly after we moved to our Leidsche Rijn office, adjacent to the NS train station of the same name, together with the NS, we installed a special information desk at the company restaurant where we provided people with information on the possibilities of the NS Business Card and with travelling advice based on the employees personal situation. This led to the activation of 270 NS Business Cards, a much higher activation rate than in an average week. Also in our monthly onboarding program, new hires are given more detailed information on the benefits of the NS Business Card. For 2014 we plan to extend the activities e.g. with a welcome package for new hires.

Lean & Green Personal Mobility

The Lean & Green program, operated by Connekt, is an incentive program for organizations set up to improve smart, sustainable mobility in the Netherlands. The Lean & Green Personal Mobility program supports organizations that are specifically interested in committing to the objective of reducing their mobility carbon footprint by at least 20% in five years. Companies submitting a validated action plan to achieve this objective receive a Lean & Green Award, and if they actually achieve the objective and continue their ambitions, they can earn one or more Lean & Green stars.



Capgemini participates in the Lean & Green Personal Mobility program since 2013. In November, Capgemini received the Lean & Green Personal Mobility Award, and Capgemini's CR & Sustainability Lead was appointed ambassador for the program.

“Capgemini has submitted a challenging environmental objective for the period from 2013 to 2016 related to the field of sustainable mobility, among others. To achieve this objective, employees will have to demonstrate different travel patterns. It is not easy to change one's habits. Capgemini is a firm believer in working closely with other organizations, in learning from one another by sharing experiences. For Capgemini, winning this award means taking an active part in a community of companies that all have similar ambitions when it comes to sustainable mobility, and have an interest in learning from one another.”

Annelies
CR & Sustainability Lead and Health Manager

U15

The U15 is a network of employers in the Central region, dedicated to sustainable mobility in this region. U15 has a target to grow as a network and thus realizing a robust network of employers and a second target to realize 1200 traffic jam avoidances. This is realized e.g. by creating communities around specific mobility themes like mobility budgets, behavioral change or bicycle policies. Primary goal of the communities is to share

knowledge and experience between employers. Also projects are initiated around these same themes. As part of a Green Deal with the central and local government U15 developed a footprint instrument that was used to calculate the footprint for 23 employers in the Central region. Capgemini delivered the project management for this project and consultancy. In 2014 this project will be extended to another 80 employers and a repeat measurement for the first 23 employers.

“It was great to see how some companies, after working out their CO₂ footprint, realized for the first time how large of a share mobility represented in this footprint and used that to start reduction initiatives.”

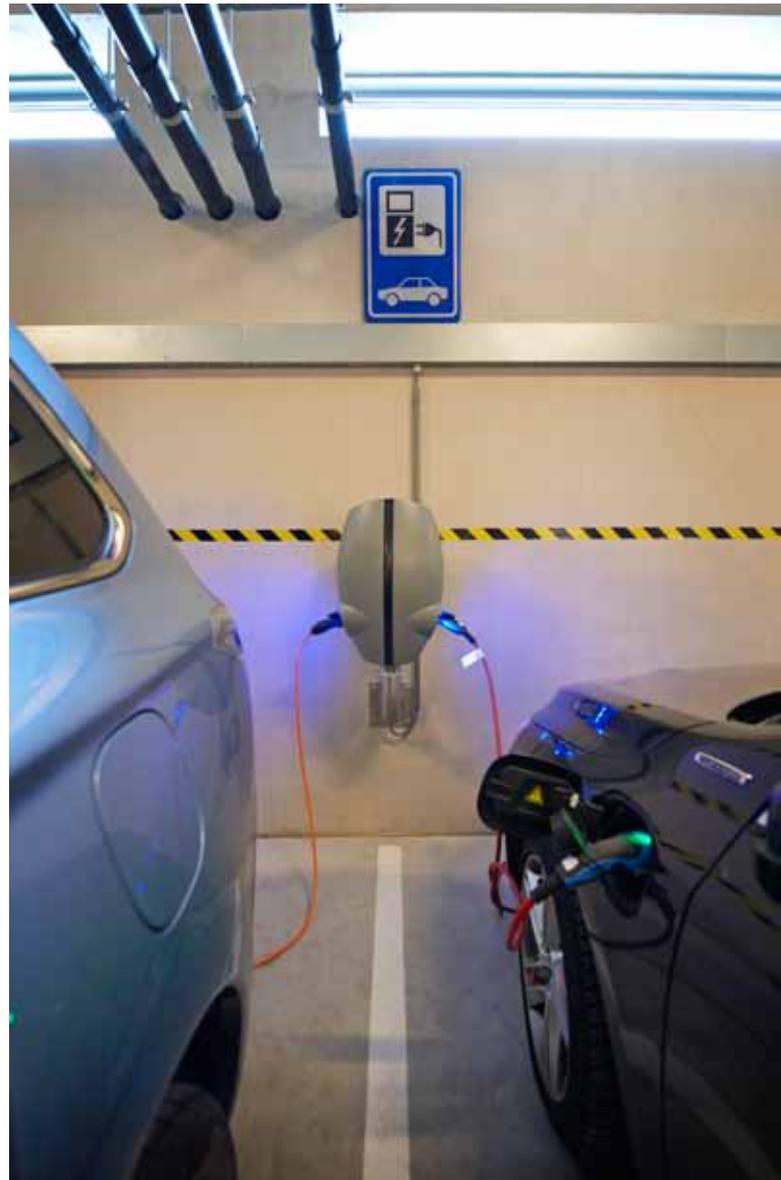
Nienke
Capgemini consultant

Green IT Amsterdam

Capgemini has been a partner of Green IT Amsterdam since its establishment. Green IT Amsterdam is the public-private cooperation to green IT, reduce CO₂ emission and build a Green Collar Economy in the Amsterdam region. Green IT Amsterdam fosters the growth of our service economy by supporting the development of a sustainable and thus highly competitive ICT infrastructure, with a focus on energy efficiency and renewable energy. By embedding ICT infrastructures in smart and sustainable energy services, a green backbone for a competitive service economy will emerge in areas such as logistics, creative industries, finance and other digital information intensive sectors. In 2013, Capgemini was active in Green IT Amsterdam workshops on a variety of topics involving Green ICT, and provided support in the set-up and try-outs of a Datacenter Quick Scan. Contributions were also made to the commercial utilization of the knowledge and expertise accumulated by the participating organizations.

Green IT Community of Practice

The Community of Practice (CoP) for Green IT provides a network for employees who are interested in sustainability and green IT. In 2013, the CoP organized two meetings. One meeting was on sustainable reporting, with contributions from CA Technologies and the Global Reporting Initiative. The second meeting was focusing on the discussion as to how Capgemini could (further) implement these developments in its services to clients, as has been done with the EcoGovernance tool.



CO₂ footprint - Capgemini Netherlands

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

	2011	2012	2013
Scope 1 Direct CO ₂ emissions	20,643	20,233	16,857
Scope 2 Indirect CO ₂ emissions	16,526	17,309	16,123
Scope 3 Other indirect emissions	534	668	656
Footprint (in ton CO₂)	37,703	38,210	33,636

Cars

	2011	2012	2013
Employees with lease car	4,056	3,843	3,489
ABC-cars (%)	94%	97%	98%
Hybrid cars in fleet	577	582	485
Hybrid cars (% of fleet)	15.8%	15.1%	13.9%
Hybrid cars in order	61	1	7
Employees with private car	1,552	1,297	1,075
Electric cars in fleet	1	2	2
Electric cars in order	0	1	0
Plug-in cars in fleet			28
Plug-in cars in order			8

Total number of train kilometers

	2011	2012	2013
Total number of train kilometers	8,037,519	7,697,749	6,886,868
Average number of active train travellers	2,654	1,921	1,388

Development (paper) waste

	2011	2012	2013
Paper waste	45	37	35
Waste other	343	294	179
Total (ton)	388	331	214
Reduction mainly due to reduction of waste at datacenter			

Development water use

	2011	2012	2013
Water (m ³)	17,417	17,821	15,831

Development paper use

	2011	2012	2013
Paper (kg)	50,656	36,969	19,512
Reduction due to reduced number of employees and still growing awareness around limited printing			

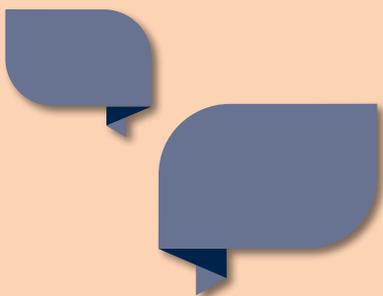




Community Engagement

Capgemini remains as firmly committed to the social aspects of sustainability as we are to the environmental. As such, we recognize our responsibility to the communities in which we operate. Our focus on community projects is very much aligned to our corporate purpose and values and we recognize our responsibility to contribute to the talent and skills of the wider population. Our global fundamental community philosophy is to support skills for the future, education and inclusion. Within the Netherlands we added vitality as a focal point. Our intention is to provide as many opportunities as we can for our employees and to engage in activities for which they have passion and commitment. As a major global player, Capgemini works with national and international organizations on community projects ensuring that charitable organizations are legitimate and their goals are compatible with the Group's values, our Code of Business Ethics and our Community policy.

Capgemini actively encourages its employees at all levels to get involved in the communities where they live and work. We channel our time, energy and creativity into having a positive impact through partnerships with various foundations, volunteering, pro bono work, fundraising and also by awarding funding, where appropriate. Joining forces to help others strengthens team spirit, improves communication skills and procures a better understanding of the communities around us.



Naandi

One of the Group social initiatives is the Nanhi Kali project of the Indian Naandi Foundation. The Nanhi Kahli project ensures that young, underprivileged Indian girls get an education, and thus a better future. Capgemini Netherlands supports the project via the Naandi Foundation Netherlands. Naandi helps build schools in underprivileged areas, provides education, and also offers material assistance, for example in the form of school uniforms and study materials. Capgemini employees can support by donating €5.00 each month to support one girl. The Naandi Foundation Netherlands also raises funds by organizing events such as the Naandi Run.

“Capgemini has an intensive relationship with India because so much of our work is done there. This is why we looked for a way to contribute to improving the position of underprivileged people in that country. With a small monthly contribution to Naandi, every Capgemini employee can actually ensure that a girl can go to school and therefore has the opportunity for a better future. Going to school is so self-evident for us, but this is not the case in India.”

Marco
Capgemini consultant and Board Member of Naandi Foundation Netherlands

MicroWorld

The second Group community initiative is MicroWorld. MicroWorld is an Internet platform that allows individuals and businesses to finance projects of micro-entrepreneurs around the world by making online loans. The MicroWorld website is an online community that links Capgemini lenders to microfinance institutions (MFIs) and, ultimately, to entrepreneurs in search of capital. The site includes news and insights on the microfinance field, and provides real-time information on Capgemini's funding, the types of projects funded, and project breakdowns by country. It was the first European online platform of its kind.

Capgemini's contribution to MicroWorld extends beyond financial support. We have helped develop the lending platform and we support the IT infrastructure from our facilities. In 2012 we launched the MicroWorld platform in France, Ireland, the Netherlands, Sweden, Norway, Denmark and Germany. In 2013, with the help of Capgemini, MicroWorld added support for a second currency – the U.S. dollar – in addition to the Euro. This will enable us to launch this unique platform in all Capgemini entities starting in Europe and the USA.

“Via Capgemini, I was involved in promoting MicroWorld with our financial services colleagues in the Netherlands and Belgium. The responses to our presentations were very positive, and we saw the number of members double in the first month after the presentation. Helping small companies and entrepreneurs all over the world is a very worthy cause and the spirit in these projects is amazing. Aside from investing money, people started to share ideas and knowledge which was a really wonderful thing to watch. I hope we can continue to help entrepreneurs in this interactive way.”

Danielle
Capgemini consultant

“MicroWorld gives people the opportunity to provide for their own livelihoods. This way, in addition to money, you are also giving them self-respect and pride, something which is possibly even more important. Thanks to the diversity in the projects, you can choose a project involving something that lies close to your own heart. I chose agriculture because I am an agricultural engineer by profession.”

Eric
Capgemini consultant

Enactus

Enactus is an international non-profit organization that brings together student, academic and business leaders who are committed to using the power of entrepreneurial action to improve the quality of life and standard of living for people in need. Guided by academic advisors and business experts, the student leaders of Enactus create and implement community empowerment projects around the globe. The experience not only transforms lives, it helps students develop the kind of talent and perspective that are essential to leadership in an ever-more complicated and challenging world. In 2013, Capgemini participated in Enactus' regular activities, such as the National Competition. A total of six business advisors were assigned to three projects.

“Being able to contribute to the community is where the energy comes from. After working 40+ hours per week, finding time to add volunteer hours can be a challenge. With the enthusiasm coming from the students and the goal adding so much value to all those involved, the after-hours dedication comes much easier.”

Max
Capgemini consultant

Sports & Business

Capgemini has been the official partner of Sports & Business since 2011. Part of the partnership involves providing free consultancy to sports associations. In return, Capgemini can benefit from the expertise of all the sports associations that are linked to Sports & Business. Of the 55 consultancy projects that Sports & Business supervised in 2012-2013, four were nominated for the 2013 Sports Consultancy Award. Capgemini's project for the Dutch Sport Foundation for Disabled - mapping their current ICT system and providing recommendations for ICT 2.0 - was one of the four nominated projects.

"Working with Sports & Business is so energizing. It is so interesting to see where sports associations stand in terms of their professional development and which issues they would like us to help them solve. It is an honor for me to apply our expertise to help reinforce the sports sector on a long-term basis."

Nikki

Capgemini consultant and coordinator for Sports & Business consultancy projects

"It is a real privilege to work with Sports & Business. The consultancy project for the Dutch Sports Foundation for Disabled has provided me with the opportunity to apply my expertise directly to a social objective. In these projects, you work with a motivated partner, you see immediate results, and know that your contribution really helps people. I would do it again in a heartbeat."

Bart

Capgemini consultant

Early January Sports & Business performed a companywide sports and exercise scan and based on the results of this scan we developed and implemented a company sports program – with challenges around running, cycling, tennis and squash – together with Sports & Business. The participation in this program of some 230 employees by far exceeded expectations. The success of the program is to a significant extent the result of the sports coordinators, each taking care of one sport challenge.

"What I think is so special about it is that the company has innovative ideas about sports and vitality. Unfortunately, I must conclude that I rarely see managers at these sporting events. I encourage them wholeheartedly to exchange their custom-made suits for warm-up suits."

Arnout

Capgemini consultant and tennis coordinator

In June a team of young professionals participated in the Vitality Battle, yearly organized by Sports & Business. With their plan to build an online platform to stimulate colleagues to sport more often they won the battle. As member of the jury Mark Janssen of Sports & Business explained this choice: "their realistic plan connects with the current needs within the company and provides engagement". Capgemini also facilitated a meeting around the theme of using sports facilities in the Netherlands for flexible work situations.



Roparun

In 2013, with teams 218 and 219, Capgemini participated in the Roparun for the tenth time. The slogan of this running event from Paris to Rotterdam to benefit cancer patients is "Add life to the days, where no more days can be added to life." Over the past ten years, Capgemini teams have run to raise over € 217,000 for this cause. The teams set out each year on this adventure with around 50 people, a double-decker bus, a truck that serves as a kitchen, four vans, sixteen bicycles, four massage tables, two party tents and enough food for the entire Pentecost weekend. This year the Roparun teams were very creative in gathering funds for the Roparun foundation. As an exclusive World Premier, in the entrance hall of our new head office one of our colleagues ran a full marathon on a treadmill to gather funds. Also the Roparun foundation arranged great deals with the famous Librije restaurant chain for Mother's Day and Father's day around lunch at Librije's Zusje and cookery workshops at Librije's Atelier. For every participant the Librije chain sponsored the Roparun teams.

"The 2013 edition of the Roparun was once again a wonderful experience for a group of 50 employees from every division of Capgemini in the Netherlands. This applied to both the run-up to the event as well as the actual top performance the participants gave during the 48-hour Roparun during Pentecost weekend. The combination of athletic achievements and support, the incredible team spirit and raising money for a good cause once again made it a unique experience. I will be more than happy to participate again in 2014 as a runner and member of the steering committee."

Gerard
Capgemini Roparun steering committee

FunCare4Kids

The FunCare4Kids Foundation was founded to give kids, coming from a difficult home situation, a nice and carefree day. Most of these kids have chronically or seriously ill parents or siblings to take care of on a daily basis. Since 2008, Capgemini has been organizing one of these fun days every year. The FunCare4Kids day 2013 was organized in November. Around 100 children from 12 to 16 and 40 volunteers from Capgemini and FunCare4Kids met early in the morning in Driebergen to work together and create an unforgettable day. The children could participate in two creative workshops under expert guidance with a range of themes: rap, singing, magic tricks, street dance, graffiti, make-up, theater, cooking and film. The experts offered great support, putting the kids at ease, and encouraging them to give their best. After lunch, the kids could choose to work on a lipdub together, or a flashmob, as a surprise for their parents and siblings. Tired, but satisfied, the children left happy after a day full of fun and activity.

"The lipdub turned out to be super cool. It's really great that your team made this possible, for the kids and their parents and siblings, but it also helps us to promote FC4K in a better way. This year's Capgemini team seems to be a trendsetter once again. Hats off!"

Wim
Board member FunCare4Kids

Seniors for Talents

Seniors for Talents was started in 2010 by several Capgemini employees, the goal was to have experienced managers act as mentors to young, ambitious graduates having a hard time to start off their careers on their own. That first year Capgemini won the Computable Award for "most socially responsible ICT organization" for this initiative. In the following years, Seniors for Talents really gained momentum, encouraging many external professionals in particular to join the network. Based on the need to create more impact with and for our own employees, the initiative was given a make-over early 2013. The activities now focus on young, highly educated people

trying to find a job in Amsterdam and surroundings, and the mentors are all from the Capgemini organization. A mentoring route lasts six months, and participants receive a certificate at the end. With the municipality of Amsterdam we make concrete agreements on targets and process and we regularly discuss progress during the year. Due to positive feedback from both the young mentees and the senior mentors, the initiative will be continued in 2014, and the municipality is also considering starting a similar initiative with other companies.

"As a coordinator for the Seniors for Talents program, I look back on a really great period in which I worked with people from the Municipality of Amsterdam. We interviewed a total of 26 young people, all of whom are now paired with a senior within Capgemini. Two of them have found a full-time job. A total of 19 senior managers are participating in the program."

Dagmar
Capgemini manager and Seniors for Talents coordinator

"Seniors for Talents is a unique form of networking for ambitious, young higher vocational and academic graduates looking for a job. Thanks to guidance from their Senior, they gain access to a new network, and acquire new knowledge and experience, helping advance their professional and personal growth. Among other things, this program has resulted in a different way of applying for jobs, promoting yourself, and even in finding a job."

Saskia
Employers Service Desk advisor,
Municipality of Amsterdam



Capgemini hosts chess tournament for highly gifted children

The Organization for Education to Gifted Children in the Netherlands (HBoN) since three years organizes an annual chess tournament for gifted children. It has evolved to become the largest youth chess tournament in the Netherlands. In November 2013 Capgemini hosted the 4th HBoN Chess Tournament at the new head office with 350 children from elementary schools throughout the Netherlands attending together with their parents and teachers. This unique event is the result of the extraordinary efforts of volunteers for whom only the best is good enough, parents who want their children to have a great day, and many dedicated and enthusiastic young chess players. The tournament also featured a market and three interesting lectures on different aspects of being gifted for the more than 300 parents and team coaches present.

“What a fantastic chess tournament you held last Sunday! Everything went so quickly and smoothly. The location was such a breath of fresh air for children AND their parents! It was light, spacious, quiet, clean, plenty of places to sit, and plenty of parking... Two words are enough here: fantastic & thanks!”

Evelyn-Justine
Coordinator HB tournaments

“Wow, my daughter really enjoyed herself last Sunday! A chess tournament in such a beautiful, large and clean building! Much better than the school last year. More room for the parents and children, and this was good for everyone. It really took a lot of trust to open this building up to these children and their parents; it takes a lot of nerve to do so, as an organization. My daughter and I would really like to thank Capgemini so much, and hope that we will be able to use your building again next year.”

Iris
Parent





People Culture

People Culture is about being a responsible and inclusive 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. 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. More information on People Culture can be found on **our website**³ and in the Group Sustainability report 2013.



3 <http://www.capgemini.com/about/corporate-responsibility/our-commitment-to-our-people>

Health and Safety

Capgemini is committed to the sustainable employability of its employees. For years now we therefore have a solid health and sickness policy, which is based on the model of self-governance. This means, among other things, that in case an employee is absent due to sickness both the supervisor and the employee are responsible, as far as possible, to resolve this situation together asap. To strive for sustainable employability requires both commitment, openness and a willingness from both sides. This model of self-governance fits perfectly with the HR vision of Capgemini which is based on a mature relationship between employer and employee. Company doctors and case managers from the Health Department have - each within their own fields of expertise - an advisory, coaching and supervisory role. In 2013 we switched to another health and safety service provider. After an extensive tender process we chose for De Arbodienst, because their business model and professional philosophy are fully based on the model of self-governance too.

“The partnership between Capgemini and the company doctors at the Health and Safety Service focuses on providing the people manager, employee and other stakeholders with recommendations that enable them to gain (more) control over absences and health risks. To achieve this, there must be approachability in the contact between the employee involved, the people manager, the case manager and the company doctor. This is designed to result in a sustainable return to work or a reduction in health risks to prevent further absences.”

Pieter
Company doctor

Prevention of stress using Mindfulness

In 2013, an experiment was started within the business unit Financial Services to teach employees - suffering from symptoms of stress - how to cope with stress in a short period of time. In a maximum of three one-hour sessions these employees learn what stress is, how it develops, and how they can deal with it. The foundation of this approach is based on three exercises from the Mindfulness method: learning to recognize stress faster (body scan), relaxation exercises using breathing techniques, and learning how to disengage from challenging emotions. An important aspect of this very practical approach is that it is developed with the profile of the Capgemini employees in mind. This means e.g. that the exercises are explained with a focus on the scientific basis, both in terms of the concept of stress and the effects of the exercises. This worked so well for the participants, that in all cases prevention of absence from work was realized. In 2014 this intervention method will continue to be used for prevention purposes as Mindfulness techniques turn out to be an excellent instrument for the needs of our employees.



Diversity

We view diversity and inclusion as both a strategic advantage and an ongoing opportunity. In 2011 Capgemini Group produced the Global charter for Diversity and Inclusion to formalize our active promotion of the principles of diversity in our employment practices. Our aim is to encourage individuals from diverse backgrounds who are innovative, enthusiastic, culturally aware and committed to delivering a truly collaborative experience to our clients.

Women@Capgemini was launched in 2012 as a global business program to set the overarching guidelines around gender diversity across the Group. It is based on the principle of “equal opportunities, equal chances” and articulated around Attracting/Recruiting, Promotion/Development, Retention, and Corporate Awareness. Various activities were launched in 2013 including engagement with both internal and external recruiters and the initiation of a global mentoring program to allow high potential employees of both genders to be mentored by experienced Vice Presidents of the opposite gender.

In the Netherlands the Women@Capgemini committee developed a variety of activities regarding gender diversity, pro-actively advised the management board on related HR issues and supported several external researches on this matter. One of these researches was performed by TopFem, a business network for ambitious top students aimed at young,

academic and highly talented women. By determining the key areas for development within Capgemini and fusing these with existing methods known to improve gender vitality, TopFem constructed a working model that will assist Capgemini in its progression towards gender diversity.

FeN is the Dutch Capgemini women network that started its activities in 2012. In 2013 they organized several events such as the Mixer Event. The Mixer is based on the tv program the Millionaire Matchmaker, to meet other people and get to know each other in a quick and effective manner. Business leaders from Capgemini and Business Woman of the year 2009 Meiny Prins inspired the participants with their keynotes. After the keynotes participants could choose between the workshops networking, diversity and leadership, and networking and social media.

All our diversity activities led to an increase in the number of women in management roles of almost 3%. Although an overall 20,5% women in management roles is not yet what we strive for, according to the Talent to the Top report 2013 this is 6,4% higher than the same percentage in the ICT and Consultancy sector. Still, in 2014 we will continue our efforts to attract and retain more female talent.

Associate Master Class

Capgemini is a large, knowledge-intensive organization, and it is important for new hires to quickly feel at home and to know how to find their way around in our organization. A solid onboarding program therefore has always been the start of a new career within Capgemini. Newly introduced in 2013 is the Associate Master Class, an extensive two-year work and educational program during which we train young professionals to become all-round business analysts, applications consultants, software engineers or testers, depending on their preference. The educational part focuses on both personal skills and professional expertise, including network sessions on inspirational and current themes. At the same time the young professional starts working on client projects. After the two year program the young professionals have built a solid foundation for further growth as a professional consultant.

“This onboarding program is very intensive, extremely informative and therefore absolutely worth the effort. In a short period of time, you learn a lot about yourself and your area of expertise. In combination with the practical experience that I gained working at customers’ companies, it was an ideal track for quickly becoming a full-fledged consultant. It was the right decision for me.”

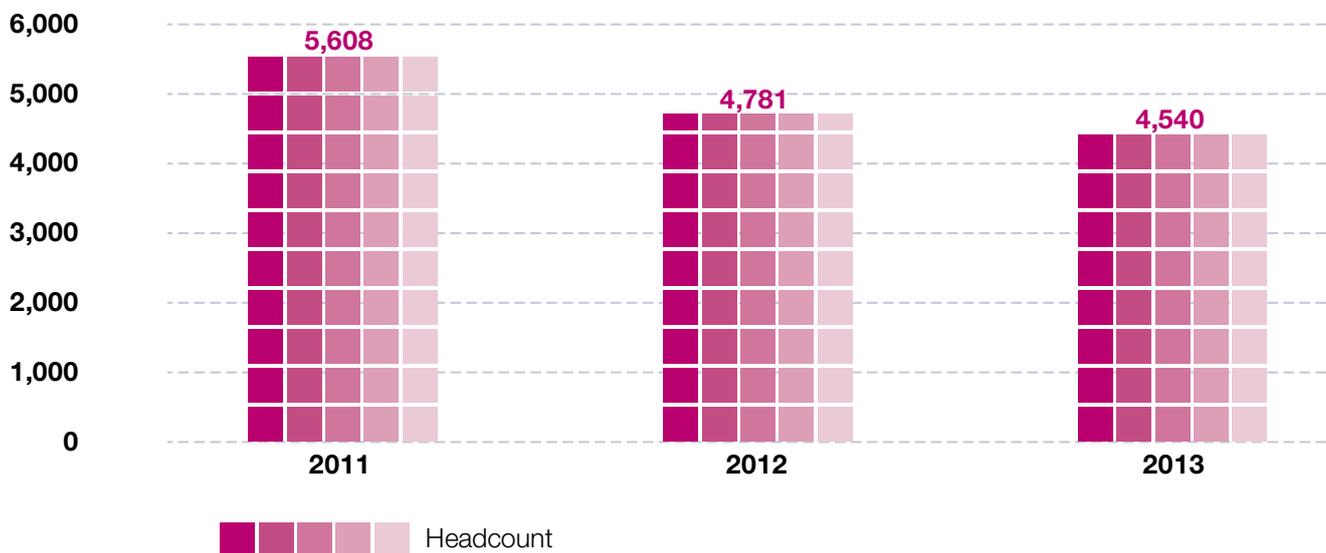
Aram
Capgemini consultant

IkbenCapgemini Summer Festival

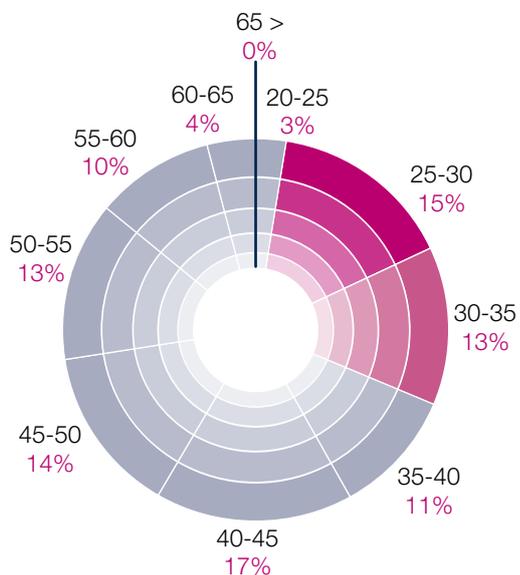
IkbenCapgemini was launched in 2012 as a bottom up initiative for colleagues who want to be proud of Capgemini and who want to realize and express this through a virtual, cross-business unit network that enthuses and inspires. The initiative aims at encouraging advancements and associations focusing on taking ownership for yourself, your colleagues, Capgemini and Capgemini’s environment. In July 2013 IkbenCapgemini hosted the Summer Festival at our new Leidsche Rijn head office. The program combined the core values Fun, Success and Ownership. The program was kicked off by Hans Bos, the National Technology Officer of Microsoft. Comedytrain standup comedian “Peter Pannekoek” entertained the participants with an honest, fast-paced and up close and personal sense of humor. Finally, in a College Tour setting people could ask our Group CEO Paul Hermelin anything. In good habit the evening was closed with a festive bite.



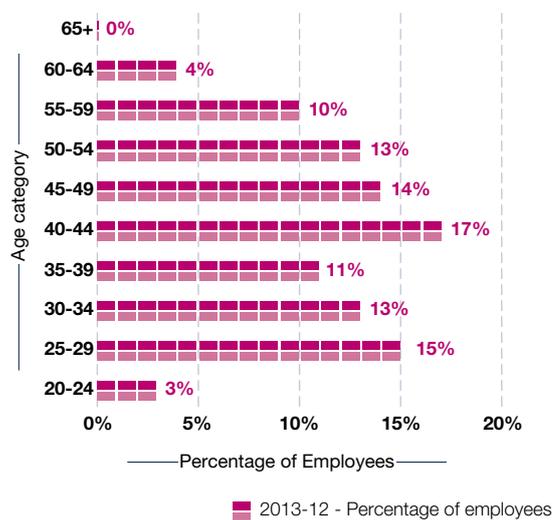
Headcount



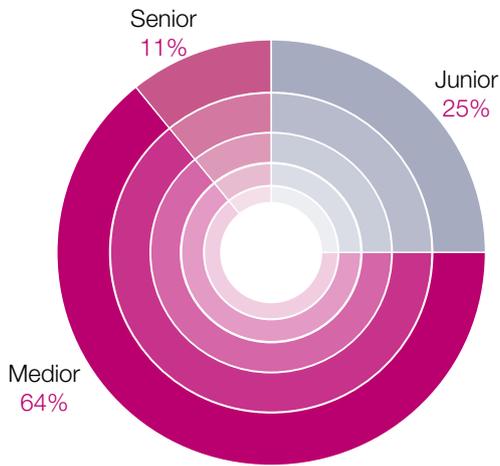
Age groups 2013



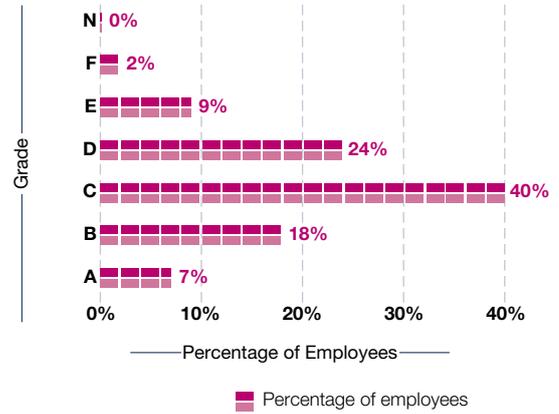
Staff Headcount by Age category. All Employee Groups



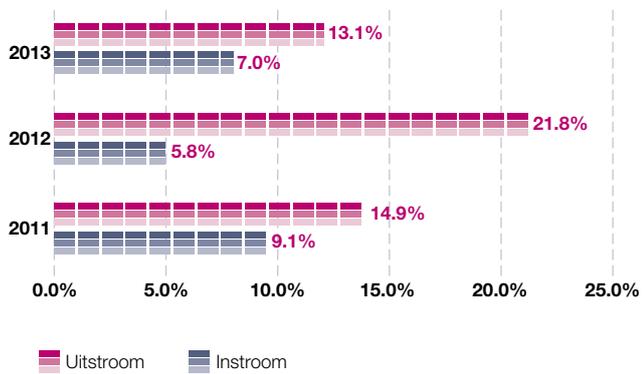
Grades 2013



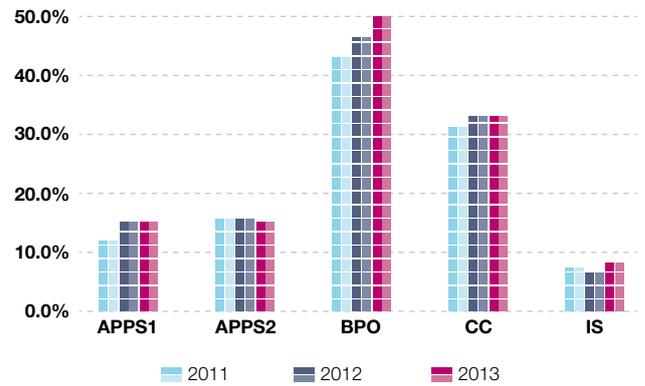
Staff Headcount by Grade. All Employee Groups



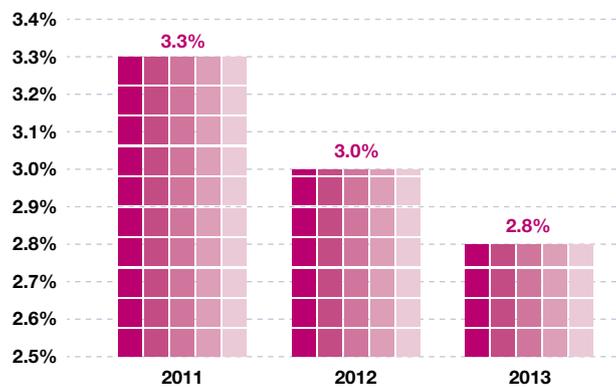
New hires and leavers 2013



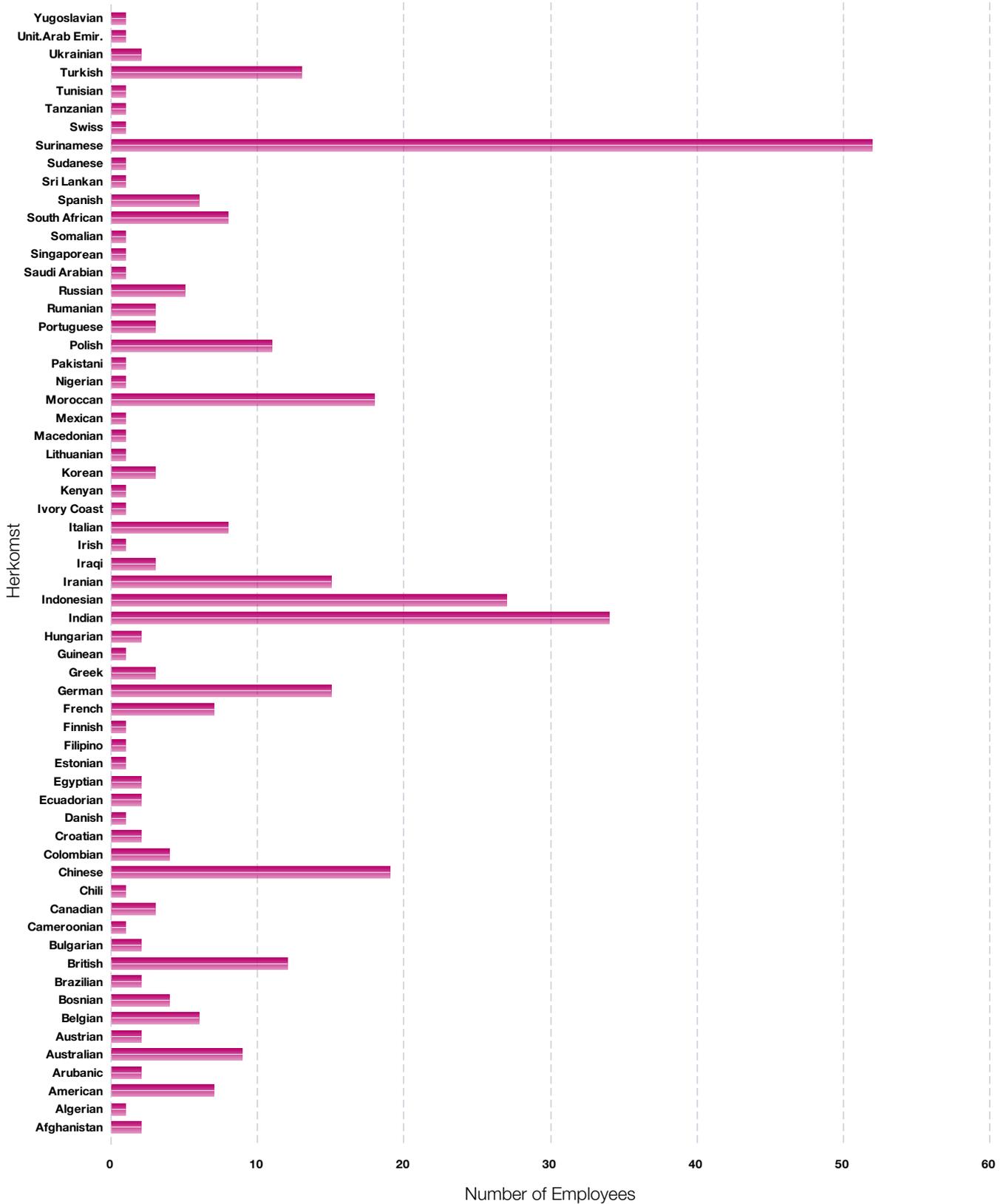
% female consultants



% absence due to sickness



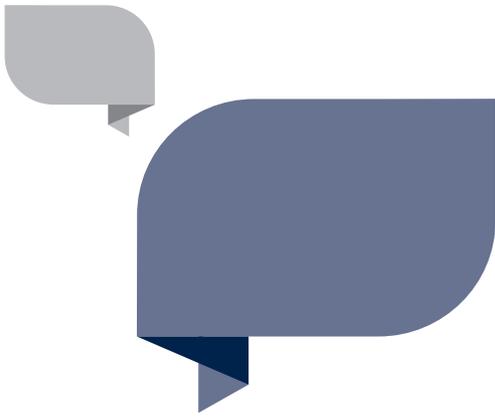
Nationalities 2013





Appendices





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.

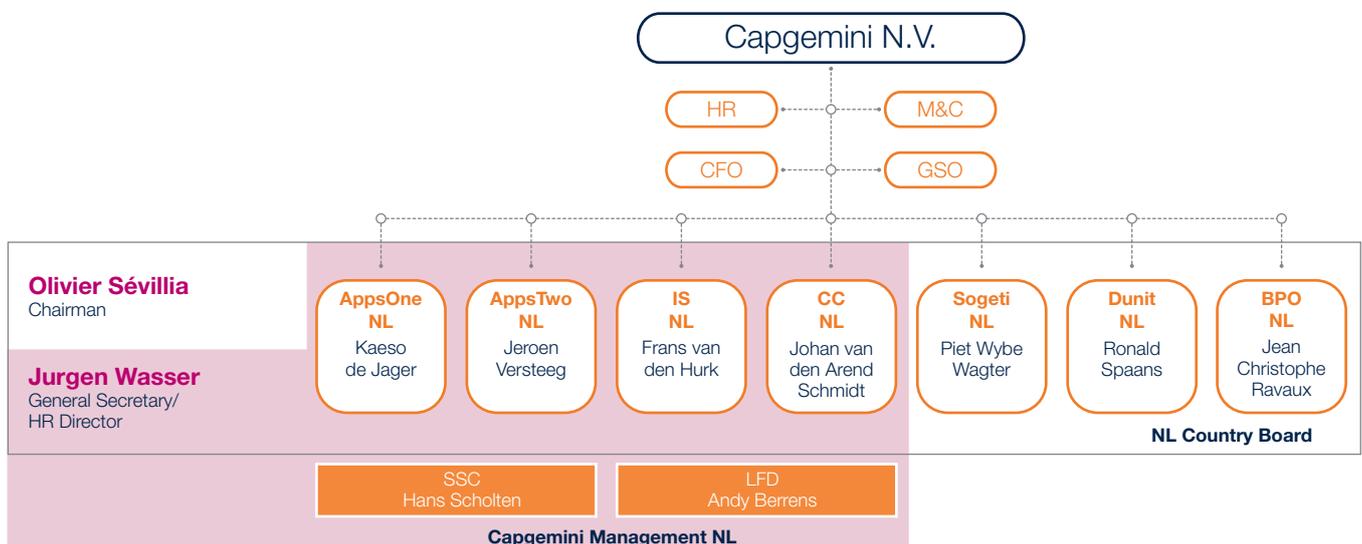
Capgemini has a distinctive way of working with its customers, embodied in the Collaborative Business Experience™. It also uses its own global delivery model Rightshore® that brings together talented professionals from different locations, forming a single team to create and deliver the best possible solutions for customers.

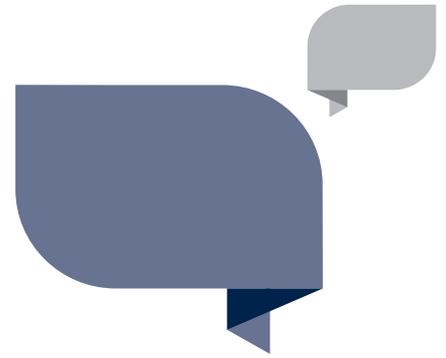
Capgemini provides specialized solutions for the following industries, sectors and business segments:

- 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. In addition, with Capgemini Academy, we have a professional educational institute at our disposal that offers a broad portfolio with a primary focus on ICT-related training programs. On a smaller scale, we also offer interim management services. Capgemini N.V. is fully owned by Cap Gemini S.A., which has offices in over 40 countries, and more than 130,000 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.

Capgemini Netherlands organization





For over 40 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 addition, we have implemented a zero-tolerance policy when it comes to bribery, corruption and the violation of human rights. 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 global CR and sustainability strategy. The attention for corporate responsibility and sustainability is contained in part in our cultural values, and is laid down in the so-called Blue Book. This publication contains all the information on our policies, mission, objectives, principles and processes as these relate to the areas of sales, delivery, risk management, legal affairs, finance, HR, and IT. Capgemini also has a Code of Business Ethics: an ethical code for matters such as respecting human rights, caring for the environment, the freedom of speech, the fostering of diversity, and the health and well-being of personnel. In 2011, the Anti-Corruption Policy was implemented, containing strict guidelines detailing how our employees are expected to handle bribery, corruption, conflicts of interest, confidential information, inside information, and corporate gifts. The aforementioned documents are made available for consultation by all Capgemini employees.

Since 2003, the 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 Country Board has the final responsibility for implementing the CR and sustainability strategy. Within the Country 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 Country Board. The members of the SB are also responsible for engagement of their own business unit with CR and sustainability.

Dialog with stakeholders

We view the involvement by stakeholders as an obvious foundation, whether these activities concern our customers (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, 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). This quality system specifies the methods used to process complaints from external stakeholders.

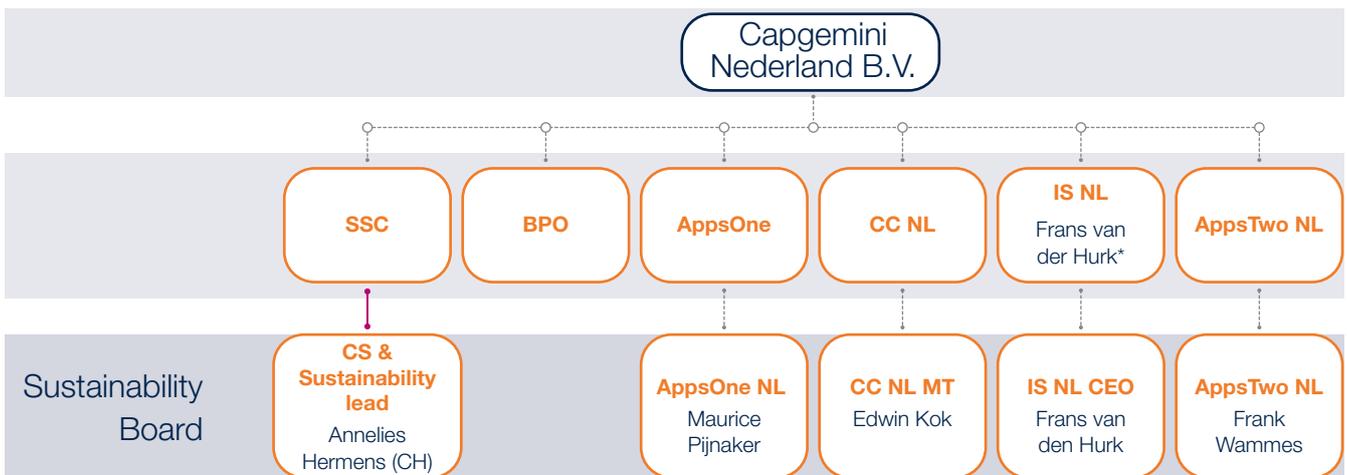
Reporting policy

In this sustainability report, reporting includes all the strategic CR & sustainability pillars as recognized by Capgemini Group. The scope includes all Capgemini named companies in the Netherlands.

Awards

In 2013 Capgemini received the Lean & Green Personal Mobility Award and the Fleet Innovation Award 2013.

CR & Sustainability Board



* Frans van den Hurk is portfolio holder CR & Sustainability within NL Management Board



GRI Table 2013

Definition GRI-indicator		Reference or explanation
1 Strategy and analysis		
1.1	Statement from the most senior decision-maker of the organization.	Introduction
1.2	Description of key impacts, risks, and opportunities.	
2 Organization profile		
2.1	Name of the organization.	Page 29-31
2.2	Primary brands, products, and/or services.	Page 29-31
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Page 29-31
2.4	Location of organization's headquarters.	Page 29-31
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 29-31
2.6	Nature of ownership and legal form.	Page 29-31
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Page 29-31
2.8	Scale of the reporting organization.	Page 29-31
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	None
2.10	Awards received in the reporting period.	Page 29-31
3 Report parameters		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	01-01-2013 t/m 31-12-2013
3.2	Date of most recent previous report (if any).	June 2013
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 31
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 KEMA.
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 30
3.13 Policy and current practice with regard to seeking external assurance for the report.	Annual Group Direction report is audit 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 2013 Registration Document
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Group 2013 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 2013 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 2013 Registration Document
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Group 2013 Registration Document

Definition GRI-indicator		Reference or explanation
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 Gobaal 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, E-TASC
4.14	List of stakeholder groups engaged by the organization.	Nederland ICT, Agentschap NL, Arcadis, Cofely, Beter Benutten, U15, local authorities
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.
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 2013 Capgemini N.V.
EC3	Coverage of the organization's defined benefit plan obligations.	Financial report 2013 Capgemini N.V.
Environmental		
EN1	Materials used by weight or volume.	Page 12
EN3	Direct energy consumption by primary energy source.	Page 13
EN4	Indirect energy consumption by primary source.	Page 13
EN5	Energy saved due to conservation and efficiency improvements.	Page 13
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 10-11
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Page 10-11

	Definition GRI-indicator	Reference or explanation
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 13
EN17	Other relevant indirect greenhouse gas emissions by weight.	Page 13
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Page 10-13
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 24
LA2	Total number and rate of employee turnover by age group, gender, and region.	Page 24
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 25
LA9	Health and safety topics covered in formal agreements with trade unions.	NA

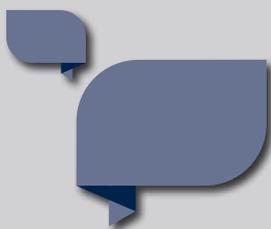
	Definition GRI-indicator	Reference or explanation
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Cappgemini has competency models for each discipline and role profiles. It indicates which competencies 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 24-25
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 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).
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.	18
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 2013 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



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

<p>Environmental Sustainability</p> <p>Our deep and measured understanding of environmental impact enables us to manage risk and reduce our carbon footprint across the group</p>	<p>Community Engagement</p> <p>We strive to have a positive impact on the communities in which we live and operate</p>	<p>People Culture</p> <p>We aim to be the employer of choice for people who wish to flourish in a creative and diverse environment</p>	<p>Client Services</p> <p>Our clients benefit from our comprehensive understanding of sustainability and our world class business transformation capabilities</p>
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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.

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.

Group Environmental Policy

Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. Our business activities are delivered from both our own network of offices and data centers as well as at our clients' sites.

This policy statement applies to all offices and data centers managed by Capgemini, all employees, and suppliers retained by Capgemini.

Although we do not manufacture products, we recognize that our business activities do have impacts on the environment and we are committed to continually improving our environmental products.

We are committed to identifying and complying with all legal and other relevant requirements relating to the environmental impacts of our operations, and to the prevention of pollution through the adoption of appropriate controls.

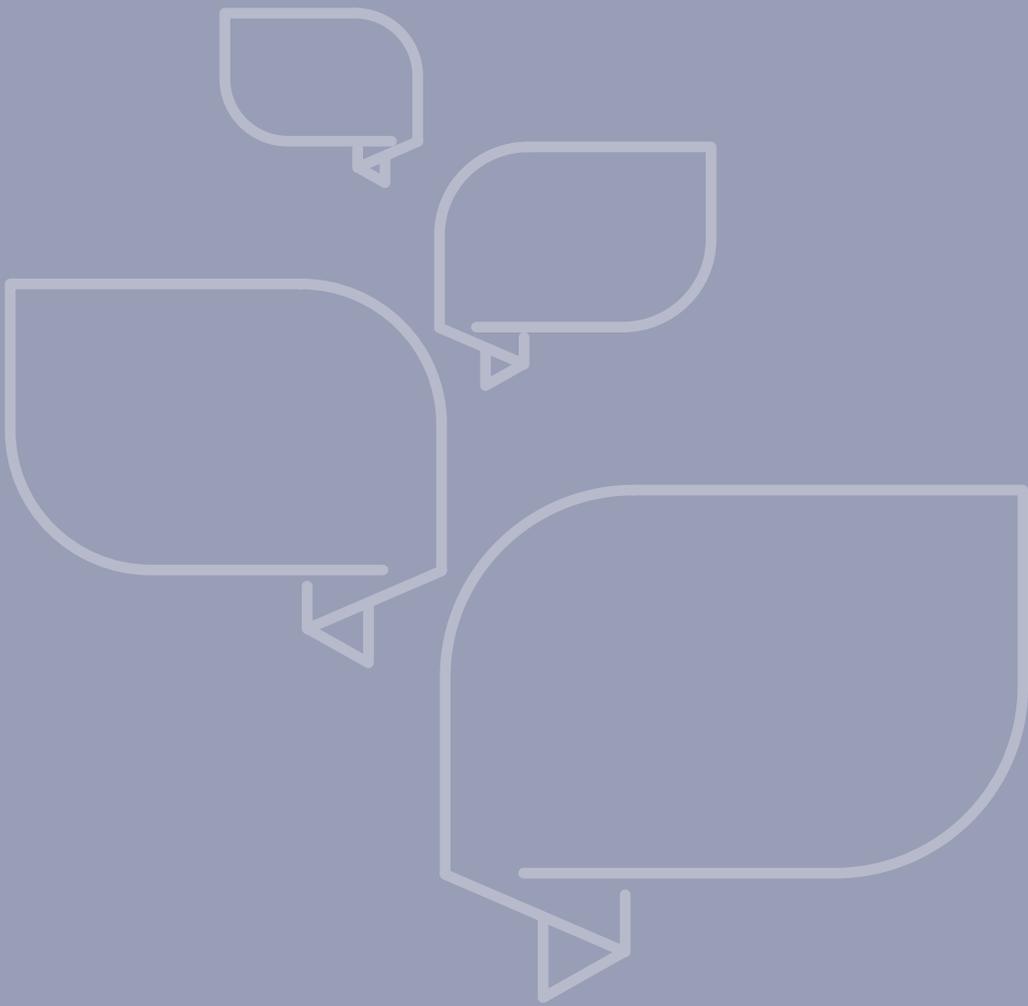
Specifically, we expect the companies in the countries we operate to:

1. Have a full understanding of how to quantify and track our environmental impacts (at a minimum, our Greenhouse Gas (GHG) Emissions) in line with our statutory reporting requirements;
2. Identify energy saving sources within our portfolio of offices to reduce the Group's energy consumption and associated carbon footprint;
3. Promote energy efficiency improvement initiatives in our data processing centers;
4. Implement initiatives to minimize travel (and in particular air travel), without disrupting our ability to meet the demands of our clients;
5. Implement initiatives to reduce the amount of waste we generate, and to maximize the percentage of our waste which is recycled; and
6. Have procurement processes which ensure that our suppliers provide products and services which help us to achieve our Group environmental policy, particularly in relation to carbon emissions, reducing energy consumption, and minimizing waste

Performance against our objectives and targets, and this Environmental Policy, will be reviewed at least annually

Signed: Paul Hermelin
Position: Chief Executive Officer
Date: 1st January 2013







About Capgemini

With more than 130,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2013 global revenues of EUR 10.1 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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Colophon

Capgemini Netherland B.V.
PO Box 2575 - 3500 GN Utrecht
Tel. + 31 30 689 0000
www.nl.capgemini.com

Important contribution to the text: Koot Communicatie
Photos: Gerry Hurkmans

For responses to this sustainability report you can contact
annelies.hermens@capgemini.com

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