



Capgemini Group Environment Update 2017/18

Welcome to the Capgemini Group Environment Update

This report provides the performance highlights from our global environmental sustainability program in 2017 and showcases some of the best initiatives from across the Capgemini Group.

Scope:

Unless stated otherwise, the data in this report covers the Environmental Sustainability activities of the Capgemini Group for the calendar year 2017. This report complements the information published in the CSR section of our 2017 Annual Financial Report, our Annual Report 2017 and our Integrated Report 2017.

Feedback:

We welcome feedback on our approach to Corporate Responsibility & Sustainability and the content of this report. Please email – sustainability.reporting.uk@capgemini.com

Find out more:

For more information about our CR&S programme please visit:
<https://www.capgemini.com/corporate-responsibility/>



Image: Our Les Fontaines Campus, which has a Green Star award and is EU Ecolabel certified

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Image: Our people celebrate Capgemini's 50th birthday by participating in the MOVE50 campaign

Executive Introduction



Welcome to our 2017/18 Group Environmental Sustainability Update. In 2017, Capgemini celebrated its 50th birthday and announced a new global CSR strategy, 'Architects of Positive Futures'. We are committed to being a leading responsible company, using our expertise for positive impact. A key pillar of our new strategy is our commitment to Environmental Sustainability.

Over the past decade, environmental topics have climbed up the global agenda. Climate change and its related impacts have featured in the World Economic Forum's top five Global Risks every year since 2011. The most recent 2018 Global Risk Report identifies extreme weather events, natural disasters and failure of climate change mitigation and adaptation, as the three most significant and likely risks currently facing the global economy. The need for action becomes more urgent year on year.

In response to these mounting challenges, we continue to focus on reducing our own impacts, using data-driven insights from our carbon accounting system to identify opportunities for improvement. In 2018 we hosted a Global Carbon Hackathon to enable us to provide greater insight on our carbon emissions and to identify the opportunities for greatest improvement.

environmental challenges is through the services we deliver to our clients, made possible through the talent and innovation of our people. We have been developing a deeper understanding of the carbon benefits of the services we deliver with and in 2017 we made a new global commitment to help our clients reduce their carbon emissions. Our goal is to help our clients save 10 million tonnes CO₂e by 2030.

Addressing the climate challenge will mean cross-sector collaboration and innovation for decades to come, and we remain committed to playing our part in developing a more resilient and sustainable world for our current and the future generations.



Dr James Robey

Vice President

Global Head of Environmental Sustainability

“ we believe the greatest contribution we can make to addressing global environmental challenges is through the services we deliver to our clients, made possible through the talent and innovation of our people. ”

About Capgemini

COMPANY PROFILE

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms.

Building on its strong 50-year heritage and deep industry specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2017 global revenues of EUR 12.8 billion.

Our Seven Core Values...



Our Corporate Vision

The business value of technology comes from and through people

Capgemini Group 2017 Revenue by Sector

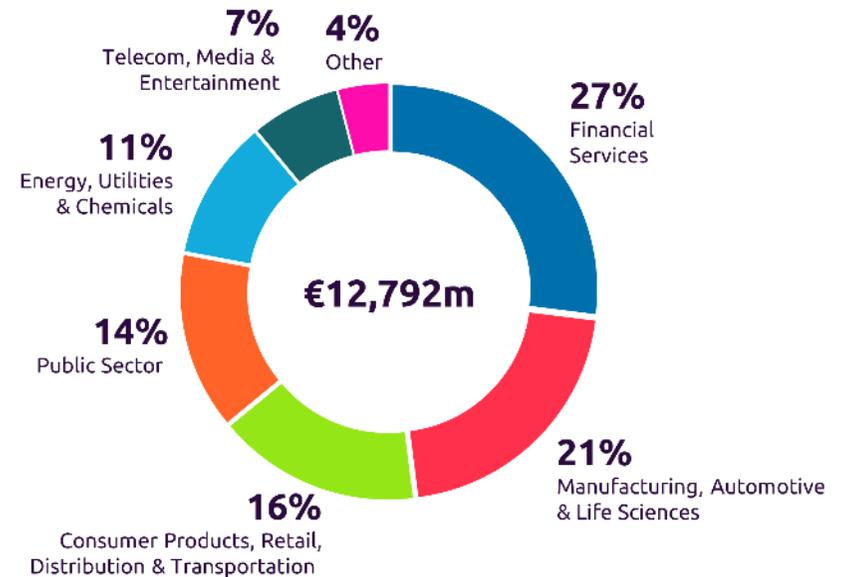


Figure 1: Capgemini Group revenue by sector for 2017

Our Approach to Environmental Sustainability

We are committed to being 'Architects of Positive Futures', using our expertise for positive impact on people, planet and communities. Environmental Sustainability is core to our Architects of Positive Futures program, with a focus on **four main streams of activity**:



MANAGEMENT

As a global company operating in over 40 countries around the world, we need to ensure we have rigorous procedures in place to manage our environmental impacts and respond to an increasingly complex legislative landscape.

The roll-out of our ISO 14001 Environmental Management System, deployed by our Global Sustainability Center of Excellence, provides a consistent and efficient approach for managing our impacts.

We also have in place a comprehensive a carbon accounting system which measures our environmental impacts across 28 countries.

2017 Highlights

- 82% of our operations are certified under ISO 14001:2015
- Environmental impacts measured in 99% of our operations by headcount

PERFORMANCE

Our performance stream focuses on the continual reduction of our material environmental impacts: in particular, reducing energy consumption in our offices and data centers, our business travel emissions and our waste.

Actions and initiatives are driven at a country level but unified by a set of ambitious global targets, with an overarching carbon target which has been validated by Science Based Targets Initiative (SBT). The SBT confirms that our goals are consistent with the global effort to keep average temperature increase well below the 2°C threshold agreed at the COP21 climate conference in Paris.

2017 Highlights

- 15% reduction in emissions per employee since 2015
- 8% reduction in total energy use since 2015

ENGAGEMENT

The most material environmental impact we have as a business is not from our own operations but from our value network – our people, our suppliers and particularly our clients.

We use our skills and influence to promote environmental action. This includes setting standards for our suppliers on sustainability, embedding sustainability into our work with clients and creating a coherent communications approach to encourage and inspire our people to take action on environmental issues.

2017 Highlights

- 210 people from 11 countries took part in our first ever Carbon Hackathon
- New target to help clients reduce 10 million tons CO₂e by 2030

RESILIENCE

With around half of our employees based in countries that are considered more vulnerable to climate change, it is critical that we take steps to ensure business continuity and build resilience.

We are currently deploying our global Climate Change Risk Assessment process, using scientific research to identify the top climate hazards posed in each country. We assess the exposure of our people, assets and offices as well as the national infrastructure we rely upon. We model the likely impacts of these hazards on our business, assessing areas of greatest risk and identifying appropriate mitigation strategies.

2017 Highlights

- Five largest Capgemini entities (accounting for over 80% of Group headcount) deployed a Climate Change Risk Assessment Process [TBC Annelies]

Environmental reporting: From data to insights to action

It starts with the right data

Good data is fundamental to making good decisions. Our sustainability program is powered by a large data set with around 10 million data points collected and processed each year. We work hard to ensure our data is relevant, comprehensive, consistent, and complete. Having one team responsible for collating, processing and reporting data from 28 countries and around 400 facilities ensures one consistent and coherent methodology, with the Greenhouse Gas Protocol Corporate Standard a valuable reference point for validating our approach.

We are a proud participant of the “100% Carbon Club”, an elite group of companies recognized by Bloomberg for transparently reporting on 100% of Scope 1 and 2 greenhouse gas emissions. We go further than Scope 1 and 2 though, focussing on other material impacts including our business travel, water use and waste disposal. We ensure that the data we gather is relevant to our intended audience, for example using cost data to communicate the value of travel initiatives to the Finance team or space utilisation data to explain energy use patterns to our Facilities teams.

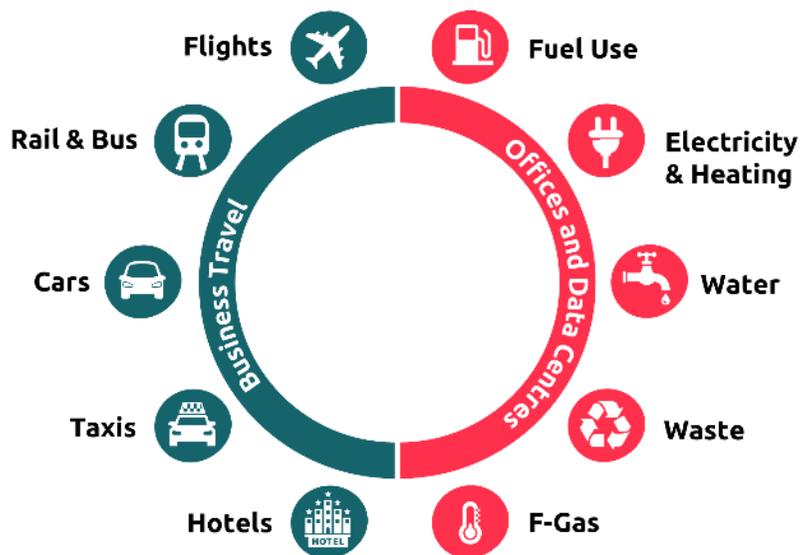


Figure 2: shows the key data points captured by our global carbon accounting system

Driving insights and action

Good data is meaningless without the insights and creativity to bring it to life. We are fortunate to be able to draw on [industry-leading expertise in Insights and Data](#), with a global practice focused on enabling our clients to drive valuable, actionable insights from their data.

In 2017, we opened up our large carbon data set to Capgemini’s community of data scientists, developers and creative thinkers. The launch of our first ever global carbon hackathon saw us harness the skills of 210 team members from 11 countries. Teams had two weeks to access our data and come up with creative solutions for visualizing it, generating insights and inspiring change. The winning idea, which will be further developed in 2018, combined a set of stunning data visualizations with an idea for app to help Capgemini teams collectively track and reduce their travel impacts.

Granular data and thorough analysis of our data has also enabled us to pinpoint and drive action across the Group. For example, in France, automated alerts are triggered on our travel booking system to deter employees from booking flights on particular routes that could easily be done by train.

Improvement and transparency

We are committed to continuous improvement, both in terms of data quality and in terms of providing insights to inform our program. 2017 has seen us enhance our capabilities around tracking carbon at a project level, enabling us to work collaboratively with clients to reduce it. In addition, smaller year on year improvements, such as a new approach for calculating hotel emissions this year, help ensure the data we report is meaningful both on a country and global level.

We are strong advocates of the need for accessible and transparent reporting. This is partly why you will find a large data section at the back of this report, which includes three years of comparable data with our methodology explained in the notes. Reasonable assurance of our key metrics by KPMG helps provide us with an additional level of confidence that our approach is robust and credible.

“ Our sustainability program is powered by a large data set with around **10 million data points** collected and processed each year. ”

Environmental Performance

At a glance

Our operational environmental impacts result from three main material aspects:



Business-related Travel



Energy Use
(offices and data centers)



Disposal of Office
Waste

We measure our environmental impacts across 28 countries covering 99% of the Group's headcount with the remaining 1% estimated. We measure and report these impacts as part of our sustainability accounting and reporting processes, together with smaller impact areas such as from water use and fluorinated gas (F-gas) emissions from our air conditioning systems.

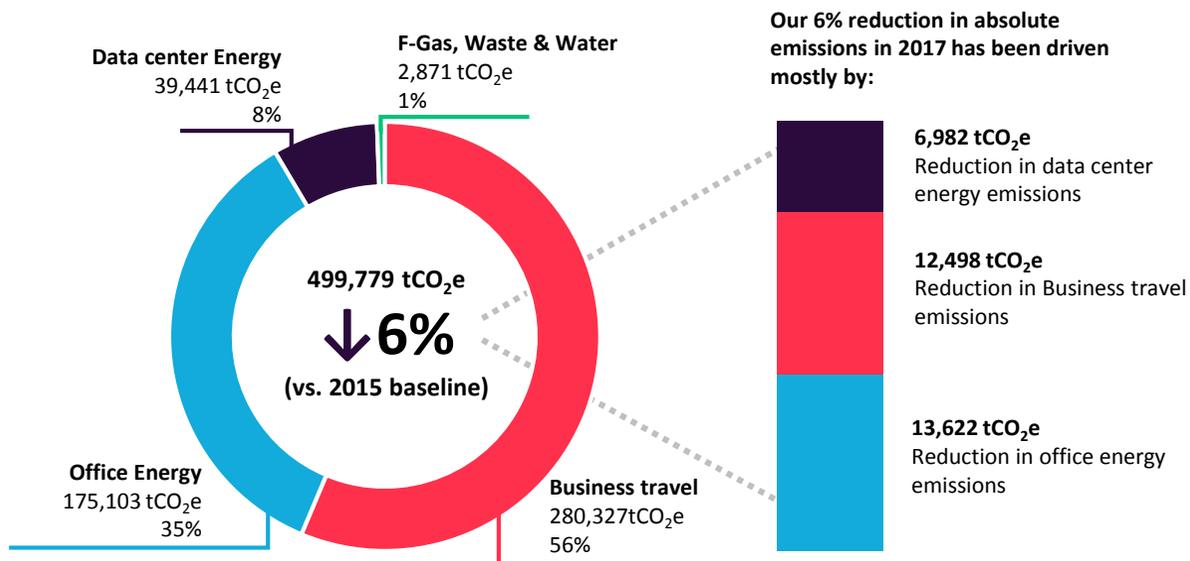


Figure 3. Shows the Capgemini Group carbon footprint in 2017 and the breakdown of our 6% reduction in absolute carbon emissions against our 2015 baseline.

Five geographies account for over 80% of our carbon footprint



INDIA
229,649 tCO₂e
46% of total Group emissions
2.3 tCO₂e per employee
↓ 17% vs 2015



NORTH AMERICA
80,036 tCO₂e
16% of total Group emissions
4.6 tCO₂e per employee
↓ 16% vs 2015



UNITED KINGDOM
36,908 tCO₂e
7% of total Group emissions
4.5 tCO₂e per employee
↓ 24% vs 2015



FRANCE
34,878 tCO₂e
7% of total Group emissions
1.5 tCO₂e per employee
↓ 7% vs 2015

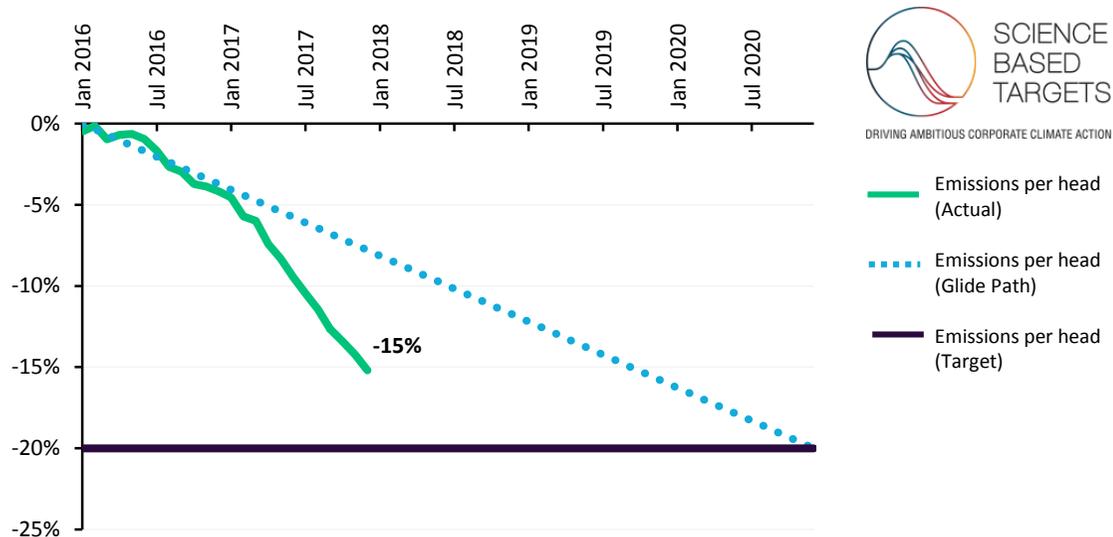


NETHERLANDS
31,694 tCO₂e
6% of total Group emissions
5.2 tCO₂e per employee
↓ 5% vs 2015

Cutting our Carbon Emissions

We are committed to cutting the carbon from our business operations and contributing to global efforts to mitigate climate change. We were one of the first companies in our sector have our targets validated by the Science-Based Target initiative (SBT). The SBT confirms that our goals are consistent with the global effort to keep average temperature increase well below the 2°C threshold agreed at the COP21 climate conference in Paris.

Target: To reduce total carbon emissions per employee by **20% by 2020** and **30% by 2030**



- Emissions per head (Actual)
- Emissions per head (Glide Path)
- Emissions per head (Target)

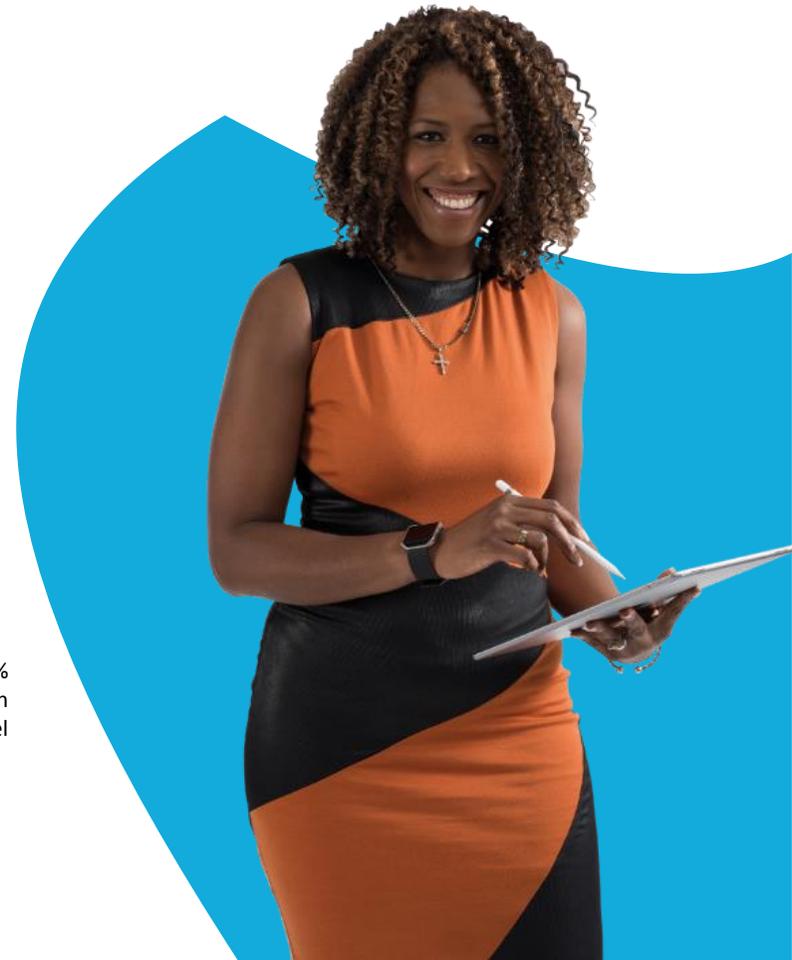
Figure 4. Capgemini Group performance against our headline Science-Based Target

We are already making very strong progress against our target, with a 15% reduction in emissions per employee (from 2.99 to 2.53 tCO₂e per head) which brings us halfway already to our 2030 target.

In a business that is growing in headcount (up 6% in 2017), cutting our absolute emissions remains a challenge. We were delighted therefore to achieve a 6% reduction in

emissions in 2017. This has been driven primarily by a 15% reduction in data center energy emissions, 8% reduction in office energy emissions and 4% reduction in business travel emissions (all vs 2016).

“ We are already making very strong progress against our Science-Based Target, with a **15% reduction** in emissions per employee since 2015. ”



Reducing our Energy Use



6%

Reduction in office energy use since 2015

Driven mainly by energy efficiency improvements and space optimization.

20%

Reduction in data center energy use since 2015

Driven mainly by the closure of two older, less efficient data centers in the UK.

24%

Of total electricity use from renewable sources in 2017

Cappgemini Belgium, Brazil, Finland, Germany, Sweden and UK purchased over 70% of their electricity from renewables.

“ We have deployed large scale solar PV installations at our Mumbai, Pune and Chennai campuses, leading to a generation capacity of **2.8 million kWh** of solar energy per year. ”

We take a holistic approach to energy management in our offices and data centers, looking at the different aspects of the way a facility operates, from the infrastructure of the building, to smart management of lighting, heating and cooling systems, as well as promoting behaviour change initiatives to encourage our people to save energy on site.

Across the Group, total reported energy use reduced by 7% in 2017 compared to the previous year (or 11% compared to 2015). This was achieved through a 5% reduction in office energy use (or 6% since 2015) and a 12% reduction in data center energy use (20% since 2015). We also reduced total GHG emissions associated with our use of energy by 8% in 2017 (11% since 2015).

optimization of our data center capacity. We also continue to invest in measures to improve the energy efficiency of our data centers, reducing our own energy use and helping us provide more environmentally sustainable data center services to our clients.

In 2016, we began a transformation program to create more agile, collaborative sustainable and innovative workplaces. In total, 78 workplace transformations have already been delivered with 36 due to be complete by 2019. Further progress has been driven by specific energy efficiency initiatives such as LED lighting replacement projects in the UK, France and India and installation of highly efficient cooling equipment in the UK and India. Across the Group our energy use per square meter has reduced by 8% since 2015.



Images of our newly refurbished offices in New York, Krakow, Stockholm and Mumbai, as well as the solar plant at our Pune office in India.

This energy reduction has been driven in part by the rationalization of our office space and

Investing in renewable energy

As well as controlling and reducing our energy use, we look for opportunities to switch to cleaner, renewable energy sources. In 2017, Belgium, Brazil, Finland, Germany, Sweden and UK all purchased over 70% of their electricity from renewable sources with Norway, India and France also purchasing significant amounts of renewable energy. In addition, we have made investments in renewable energy generation at some of our key sites, including geothermal energy in place at our Serge Kampf Les Fontaines Campus in France and solar PV and solar thermal at our Aston office in the UK. In India, large-scale solar installations at our Mumbai, Pune, and Chennai campuses are now generating around 2.8 million kWh of solar energy a year, the equivalent of powering around 2,600 Indian homes.

Smarter with our Business Travel



3%

Reduction in absolute travel emissions since 2015

Driven mainly by a reduction in air emissions (-7%) and car emissions (-8%).

12%

Reduction in travel emissions per employee since 2015

With a significant reduction achieved in North America (-19%) and India (-16%).

XXX million

Skype minutes in 2017

An increase of **XX%** since 2016, with an **XX%** increase in the number of calls.

The international and domestic business travel we undertake contributes to over half of Capgemini's reported GHG emissions. Tackling this remains a major challenge within our industry, which is reliant on the mobility of its people in order to best utilize their skills and experience in serving customers worldwide.

Whilst recognizing the importance of face-to-face time with our clients, we continue to take pragmatic steps to reduce our travel impacts. The continued deployment of integrated mobile, audio and video conferencing technology enables our people to collaborate remotely, reducing the need to travel. The need to connect and collaborate virtually has been a key consideration in the upgrade of our workspaces. We are seeing a continued growth in virtual communication with an X% increase in the number of Skype calls in 2017 compared to 2016.

We also promote the use of low carbon transport for travel to work, for example by providing apps for lift-sharing and ridesharing, offering hybrid and electric vehicles as company cars and providing both practical support and financial incentives to encourage the uptake of public transport or cycling to work.

As a result of these efforts our business travel emissions reduced by 4% in absolute terms (or 3% vs 2015) which is a significant achievement in a growing and globalizing business. On a per head basis, our travel emissions have reduced by 12% with significant progress in reducing travel per head made by many Capgemini entities.

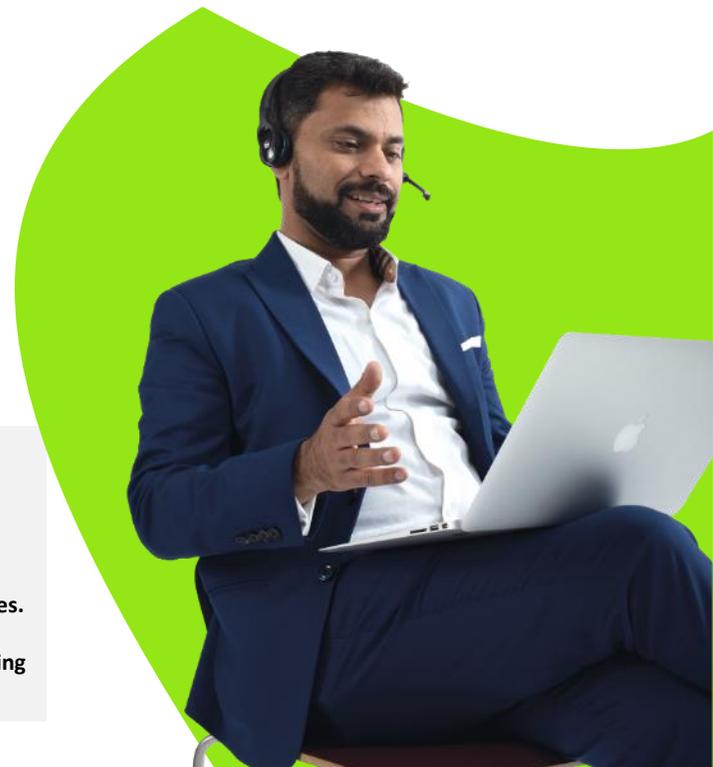
“ Group-wide integrated mobile, audio and video conferencing technology enables our people to work and collaborate more flexibly across the world reducing the need to travel. ”

Promoting carpooling



In India, Capgemini has partnered with sRide, using their mobile app to promote ridesharing across a number of our key office locations. sRide was introduced in March 2017 and over 25,300 employees have signed up to the program, making

Capgemini the highest user of the sRide app amongst technology companies. The program helps to cut emissions and reduce traffic congestion, whilst enabling our people to save money and time and make new connections with colleagues. Team members offering a ride to work can benefit financially from a contribution to the cost of their journey, or can choose to donate this fee to charity through our WeKare program. In 2017, a total of 2.1 million km were carpoled saving an estimated 370 tonnes CO₂e.



Waste and Circular Economy



10%

Reduction in the amount of waste generated vs 2015

With France, Netherlands and Sweden all reducing their waste generation significantly in 2017.

20%

Reduction in the amount of waste sent to landfill vs 2015

With waste to landfill reduced in all of our largest entities and a strong increase in recycling rates in India and the UK.

24 kilograms

of waste generated per employee in 2017.

This is 19% lower than the waste per employee in 2015.

“ We increased recycling rates significantly across the Capgemini Group, meaning that overall 10% less waste was sent to landfill in 2017 than in the previous year ”

We remain committed to minimizing the volume of waste we generate and have ambitious waste reduction targets in place in some of our larger entities. For example, Capgemini India is committed to sending zero waste to landfill.

We have reduced our total waste production by 10% since 2015, a positive outcome given that our workforce grew by 6% during the same period. We also increased recycling rates significantly, meaning that overall 20% less waste was sent to landfill in 2017 than in 2015, with our rate of diversion from landfill increasing to 37% this year.

The most efficient way of reducing the environmental impacts from waste is not to generate waste in the first place. The concept of “circular economy” is the idea of effectively “closing the loop” – maintaining products and materials in a positive development cycle for as long as possible to ensure as much value as possible can be extracted.

We have applied the principles of the circular economy in numerous ways, from our innovative partnership with Nodixia in France (read more below), to localized initiatives such as replacing disposable cups and mugs with reusable ones, or replacing paper towels with highly efficient hand driers. Following our recent rebranding, Capgemini Belgium collaborated with 10 local charities to re-use as many of items with the old branding as possible, with an estimated ten cubic meters of clothing and stationary diverted from landfill.

Closing the loop on E-Waste in France

In France, we have established a program to ensure reuse and recycling of old phones and computers. The French program called "Je recycle & Je gagne", involves purchasing employees' smartphones at a competitive price for reuse and recycling. As part of the same program, our people can buy reconditioned PCs or smartphones from Capgemini employees at prices up to 70% cheaper than buying a new one. In addition, since 2014, a collaboration with the company Nodixia has enabled Capgemini France to re-use more than 93% of our old computers which are used to create reconditioned computers. This initiative also has social benefits, with Nodixia employing people with disabilities and reinvesting part of the profits in innovative social projects.



Performance Scorecard



TABLE 1: CARBON EMISSIONS¹ BY SCOPE²

	Metric	Unit	2015 Total	2016 Total	2017 Total	% Change vs 2015	
TARGET	To reduce our carbon footprint per employee ³ by 20% by 2020 and 30% by 2030	tCO₂e per employee	2.99	2.85	2.53	-15.4%	
Carbon Emissions by Scope (Location Based) ⁵	Scope 1	Office Energy (natural gas, diesel/gas oil, LPG)	tCO ₂ e	5,853	6,294	5,342	-8.7%
		Data Center Energy (natural gas, diesel)	tCO ₂ e	466	439	406	-12.9%
		F gas	tCO ₂ e	1,491	1,232	984	-34.0%
		TOTAL Scope 1	tCO₂e	7,809	7,965	6,733	-13.8%
	Scope 2	Office Energy (electricity, heating, cooling)	tCO ₂ e	151,942	150,434	138,823	-8.6%
		Data Center Energy (electricity)	tCO ₂ e	48,996	42,714	36,298	-25.9%
		TOTAL Scope 2	tCO₂e	200,938	193,148	175,121	-12.8%
	Scope 3	Business Travel	tCO ₂ e	288,045	292,825	280,327	-2.7%
		Office Energy (T&D losses ⁶)	tCO ₂ e	28,882	31,998	30,937	7.1%
		Data Center Energy (T&D losses ⁶)	tCO ₂ e	3,668	3,270	2,738	-25.4%
		Water	tCO ₂ e	1,570	1,326	1,322	-15.8%
		Waste	tCO ₂ e	394	704	564	43.3%
		TOTAL Scope 3	tCO₂e	322,559	330,122	315,888	-2.1%
		TOTAL EMISSIONS	tCO₂e	531,306	531,235	497,742	-6.3%
Market-Based Emissions	Scope 2 Only Market-Based Emissions ⁷	tCO ₂ e	162,097	157,722	138,433	-14.6%	

Notes to be added and data to be finalized with KPMG

TABLE 2: CARBON EMISSIONS BY SCOPE BY REGION¹

Metric		Unit	India	North America	UK	France	Netherlands	Other Europe	Latin America	Other Regions	Unreported Countries	
TARGET	To reduce our carbon footprint per employee by 20% by 2020 and 30% by 2030		T CO₂e per employee	91,177	67,539	18,224	29,406	25,818	39,736	6,679	6,978	2,488
Carbon Emissions by Scope (Location Based)	Scope 1	Office Energy (natural gas, diesel, LPG)	T CO ₂ e	2,643	69	686	958	166	748	19	0	54
		Data Center Energy (natural gas, diesel)	T CO ₂ e	0	51	51	71	18	215	0	0	0
		F gas	T CO ₂ e	779	0	89	0	0	0	107	0	10
		TOTAL Scope 1	T CO₂e	3,422	119	826	1,028	184	964	126	-	64
	Scope 2	Office Energy (electricity, heating, cooling)	T CO ₂ e	106,977	5,978	3,893	1,905	1,987	11,260	1,427	3,995	1,401
		Data Center Energy (electricity)	T CO ₂ e	0	11,248	11,499	1,926	7,132	3,941	355	198	0
		TOTAL Scope 2	T CO₂e	106,977	17,226	15,392	3,831	9,119	15,201	1,782	4,193	1,401
	Scope 3	Business Travel	T CO ₂ e	89,614	61,316	19,198	28,698	21,905	42,870	6,204	7,702	2,820
		Office Energy (T&D losses)	T CO ₂ e	28,358	417	364	17	99	865	126	380	312
		Data Center Energy (T&D losses)	T CO ₂ e	0	872	1,075	159	356	235	26	15	0
		Water	T CO ₂ e	993	23	46	55	14	109	31	38	13
		Waste	T CO ₂ e	285	62	8	70	18	88	9	19	6
		TOTAL Scope 3	T CO₂e	119,250	62,690	20,690	28,999	22,392	44,167	6,397	8,154	3,151
	TOTAL EMISSIONS		T CO₂e	229,649	80,036	36,908	33,857	31,694	60,331	8,304	12,347	4,615
Market-Based Emissions	Scope 2 Only	Market-Based Emissions	T CO ₂ e	98,111	15,970	4,320	1,276	192	13,548	823	4,193	0

Notes to be added and data to be finalized with KPMG

TABLE 3: ENERGY USE

	Metric	Unit	2015 Total	2016 Total	2017 Total	% Change vs 2015
Key Metric	Office Energy	MWh	293,942	291,290	276,497	-5.9%
Office	Natural Gas	MWh	16,010	15,910	13,983	-12.7%
	Diesel & LPG	MWh	10,587	12,353	10,138	-4.2%
	Renewable Electricity ¹	MWh	43,297	52,180	40,435	-6.6%
	Other Electricity ¹	MWh	216,268	201,787	204,805	-5.3%
	District Heating	MWh	6,137	7,334	5,413	-11.8%
	Office Cooling	MWh	1,644	1,726	1,722	4.7%
	% Electricity from renewables	%	16.7%	20.5%	16.5%	-1.2%
Key Metric	Data Center Power Usage Effectiveness	Average PUE	1.71	1.76	1.76	7.4%
Data Center	Natural Gas	MWh	1,316	1,235	1,041	-20.9%
	Diesel	MWh	823	765	775	-5.8%
	Renewable Electricity ¹	MWh	72,979	57,559	49,406	-32.3%
	Other Electricity ¹	MWh	92,325	93,576	83,490	-9.6%
	Total Data Center Energy Use	MWh	167,444	153,135	134,712	-19.5%
	% Electricity from renewables	%	44.1%	38.1%	37.2%	-15.8%
TOTAL ENERGY	Total Energy Use	MWh	461,387	444,425	411,209	-10.9%
	% of Total Electricity from renewables	%	27.4%	27.1%	23.8%	-13.2%

Notes to be added and data to be finalized with KPMG

TABLE 4: ENERGY USE BY REGION

	Metric	Unit	India	North America	UK	France	Netherlands	Other Europe	Latin America	Other Regions	Unreported Countries
Key Metric	Office Energy	MWh	151,131	15,118	14,887	43,170	4,990	32,636	5,865	5,910	2,790
Offices	Total Office Energy Emissions	T CO ₂ e	137,978	6,464	4,943	2,879	2,252	12,873	1,572	4,375	1,767
	% Office Electricity from renewables	%	8.3%	0.0%	86.7%	12.8%	91.6%	4.6%	41.7%	0.0%	16.0%
Key Metric	Data Center PUE	Average PUE	NA	1.7	1.7	1.9	1.8	1.7	1.9	NA	NA
Data Centers	Total Data Center Energy Use	MWh	0	29,115	32,905	41,845	14,655	13,626	2,264	302	0
	Data Center Energy Emissions	T CO ₂ e	0	12,171	12,625	2,155	7,506	4,391	381	213	0
	% of Data Center Electricity from Renewables	%	N/A	0%	71%	0%	100%	74%	100%	0%	N/A
TOTAL ENERGY	Total Energy Use	MWh	151,131	44,233	47,792	85,015	19,645	46,262	8,130	6,212	2,790
	Total Energy Emissions	T CO₂e	137,978	18,635	17,568	5,034	9,758	17,264	1,953	4,587	1,767
	% of Total Electricity from renewables	%	8.3%	0.0%	74.7%	5.8%	98.2%	23.5%	53.2%	0.0%	16.0%

Notes to be added and data to be finalized with KPMG

TABLE 5: BUSINESS TRAVEL

	Metric	Unit	2015 Total	2016 Total	2017 Total	% Change vs 2015
Key Metric	Total Business Travel Emissions	T CO₂e	288,045	292,825	280,327	-2.7%
Travel by Source³	Air Emissions	T CO ₂ e	183,014	184,378	170,689	-6.7%
	Car Emissions	T CO ₂ e	64,663	60,830	59,729	-7.6%
	Hotel Emissions	T CO ₂ e	28,157	34,815	36,842	30.8%
	Rail Emissions	T CO ₂ e	5,776	6,237	6,627	14.7%
	Taxi Emissions	T CO ₂ e	5,148	5,230	5,107	-0.8%
	Other Travel ² Emissions	T CO ₂ e	1,287	1,335	1,332	3.5%
Travel per head	Total Travel emissions per head	T CO₂e/ employee	1.62	1.57	1.42	-12.1%

Notes to be added and data to be finalized with KPMG

TABLE 6: BUSINESS TRAVEL BY REGION

	Metric	Unit	India	North America	UK	France	Netherlands	Other Europe	Latin America	Other Regions	Unreported Countries
Key Metric	Business Travel Emissions	T CO ₂ e	89,614	61,316	19,198	28,698	21,905	42,870	6,204	7,702	2,820
Travel by Source	Air Emissions	T CO ₂ e	62,432	48,094	9,521	14,616	4,454	18,801	4,836	6,213	1,722
	Car Emissions	T CO ₂ e	11,629	4,473	3,408	8,355	15,664	15,435	153	9	603
	Hotel Emissions	T CO ₂ e	13,148	7,857	4,564	2,403	770	5,431	908	1,398	363
	Rail Emissions	T CO ₂ e	291	90	1,229	2,916	648	1,382	-	4	67
	Taxi Emissions	T CO ₂ e	2,088	797	386	407	73	923	307	76	52
	Other Travel Emissions	T CO ₂ e	26	5	90	-	296	900	-	3	13

Notes to be added and data to be finalized with KPMG

TABLE 7: WASTE & WATER USE

	Metric	Unit	2015 Total	2016 Total	2017 Total	% Change vs 2015
Waste¹ by Disposal Method	Waste to Landfill	Tonnes	3,654	3,336	2,889	-20.9%
	Waste Recycled	Tonnes	1,319	1,108	1,406	6.6%
	Waste to Energy	Tonnes	117	145	141	20.4%
	Waste Anaerobic Digestion ²	Tonnes	-	4	167	100.0%
Total Waste	Total Waste	Tonnes	5,090	4,592	4,602	-9.6%
	Total Waste Emissions ³	T CO ₂ e	393.8	703.7	564.4	43.3%
	% of Waste Diverted from landfill	%	28.2%	27.4%	37.2%	32.0%
Water Use⁴	Total Water Use	Cubic meters	1,492,033	1,260,073	1,256,562	-15.8%
	Total Water Emissions ⁵	T CO ₂ e	1,570	1,326	1,322	-15.8%

Notes to be added and data to be finalized with KPMG

TABLE 8: WASTE & WATER USE BY REGION

	Metric	Unit	India	North America	UK	France	Netherlands	Other Europe	Latin America	Other Regions	Unreported Countries
Waste by Disposal Method	Waste to Landfill	Tonnes	562	613	14	654	166	575	90	187	28
	Waste Recycled	Tonnes	488	38	219	213	52	362	18	3	14
	Waste to Energy	Tonnes	-	-	61	-	-	78	-	-	1
	Waste Anaerobic Digestion	Tonnes	148	-	-	-	-	17	-	-	2
Total Waste	Total Waste	Tonnes	1,198	651	294	866	217	1,032	108	190	46
	Total Waste Emissions	T CO ₂ e	285.4	62.2	7.5	70.1	17.7	87.8	9.4	18.8	5.6
	% of Waste Diverted from landfill	%	53.1%	5.9%	95.1%	24.5%	23.7%	44.3%	17.1%	1.3%	37.9%
Water Use	Total Water Use	Cubic meters	943,779	21,462	43,323	52,166	13,593	103,710	29,749	36,461	12,319
	Total Water Emissions	T CO ₂ e	993	23	46	55	14	109	31	38	13

Notes to be added and data to be finalized with KPMG

KPMG ASSURANCE STATEMENT

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