

Capgemini Group Environment Report 2016 / 2017



People matter, results count.



Welcome to Capgemini's Group Environment Report

This report outlines the strategy and progress of our global environmental sustainability program in 2016 and showcases some of the best initiatives from across the Group.

Scope:

Unless stated otherwise, the data in this report covers the Environmental Sustainability activities of the Capgemini Group for the calendar year 2016. This report complements the information published in the Corporate Social Responsibility section of our 2016 Annual Financial Report, available to download [here](#).

Feedback:

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

Find out more:

For more information about our program please visit - <https://www.capgemini.com/about/corporate-responsibility/our-corporate-responsibility-sustainability-approach>

This page: The CapCup sailing event organized by Capgemini Netherlands

Cover page: One of the winning photos from 'Mit dem Rad zur Arbeit' (With the Bike to your Job) photo competition run by Capgemini Germany

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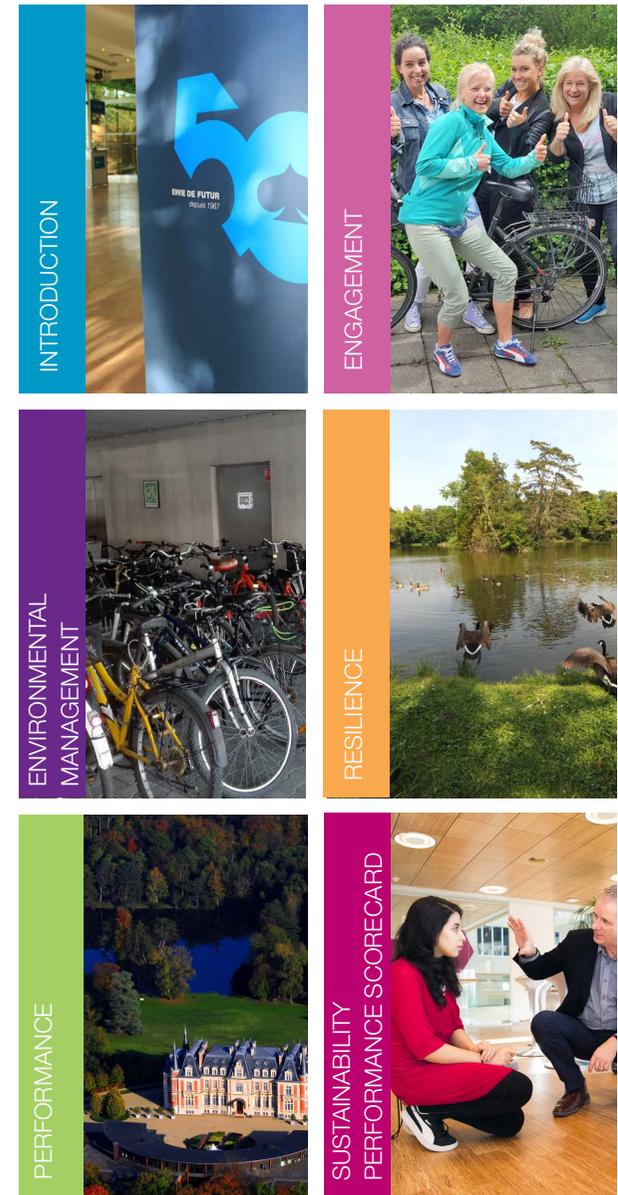
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A MESSAGE FROM CHRISTINE HODGSON

Christine Hodgson, Chairman Capgemini UK, member of Capgemini Group Executive Committee with responsibility for CSR and Sustainability



Capgemini is celebrating 50 years since its foundation in 1967. Whilst much has changed over this period, one Capgemini ambition has remained constant: to be the first port of call in helping organizations to use technology to develop, innovate and respond to a rapidly changing world. As a global leader in consulting, technology and outsourcing services, we are committed to using our expertise to deliver the positive environmental and societal benefits of the digital revolution. According to Global e-Sustainability Initiative (GeSI), digital solutions have the potential to contribute to the achievement of over half of the [UN Sustainable Development Goals](#), improving environmental outcomes and enhancing access to education, e-health and financial services.

Environmental innovation is needed perhaps now more than ever, as energy demands rise, natural resources are pushing past planetary limits and the impacts of climate change are intensifying. Technology will be vital in supporting the transition to a low carbon economy, potentially enabling a 20% reduction in global carbon emissions by 2030, according to [GeSI](#).

Capgemini is already identifying opportunities to support this transition, making use of rapidly developing technologies, such as the Internet of Things, Big Data & Analytics and Automation, to transform and optimize our own and our clients' operations, reducing the use of energy and natural resources. Our collaborative approach with clients makes us an ideal strategic partner to help

design and embed sustainable solutions that can cut both carbon and cost.

Within our own business, we maintain a strong commitment to reducing our environmental impacts. The launch of new environmental targets in 2016 brings together environmental activity from across the Group under one united approach that will see us drive an ambitious reduction in our carbon emissions, energy use and business travel.

This report outlines our approach to Environmental Sustainability across the Capgemini Group, building upon the Corporate Social Responsibility (CSR) section within our [Annual Financial Report 2016](#). The report spotlights a range of our engaging and innovative initiatives, from the launch of an "Anders Reizen" (Travel Differently) program in The Netherlands to a record-breaking zero waste event across India. It highlights the steps we take to inform and inspire our people on environmental topics, as well as showcasing examples how we engage with suppliers and clients. Finally, the report outlines how we are building resilience and ensuring business continuity in the face of a changing climate, so that our business not only has 50 years of impressive history to look back on, but continues to be *living the future*.

Christine Hodgson, CSR & Sustainability Representative on Group Executive Committee and Capgemini UK Chairman

ABOUT CAPGEMINI

People are at the center of everything we do.

COMPANY PROFILE

With more than **190,000** people, Capgemini is present in over **40 countries** and celebrates its 50th Anniversary year in 2017.

A global leader in consulting, technology and outsourcing services, the Group reported 2016 global revenues of **EUR 12.5 billion**.

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

A deeply multicultural organisation, Capgemini has developed a unique way of working, the Collaborative Business Experience™, drawing on our innovative Rightshore® worldwide delivery model.



OUR VISION:

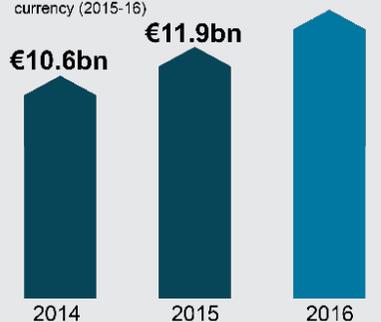
The business value of technology comes from and through our people.



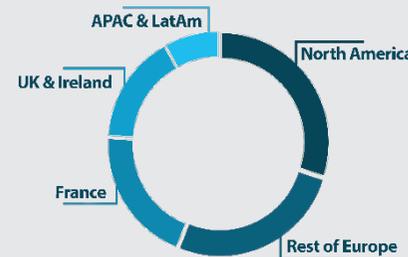
OUR MISSION:

To create and deliver business and technology solutions that fit our clients' needs and drive the results they want.

+5.2% Revenue Growth
Growth in constant currency (2015-16)



Revenue Breakdown by region



190,000+ people worldwide working together as one team



We work with...



27 of the 30 largest consumer products companies



10 of the 15 largest investment banks



12 of the 20 largest utilities companies



14 of the 15 largest automotive manufacturers



13 of the 15 largest asset finance companies

OUR APPROACH TO ENVIRONMENTAL SUSTAINABILITY

Globally, we face significant and growing environmental challenges. Rapid urbanization and increased consumption rates are leading to the depletion of natural resources and damage to fragile ecosystems. Climate change is currently the biggest threat to the global economy according to the World Economic Forum, with its impacts already increasingly being felt by communities around the world.

Our Environmental Sustainability program responds to these challenges, with an approach driven by four core 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. All Capgemini entities are required follow the Group Environmental Policy, which is endorsed by Chairman and CEO Paul Hermelin. We also measure and track our environmental data globally, with millions of data points captured from across the globe. The roll-out of our ISO14001 Environmental Management System, deployed by our Global Sustainability Center of Excellence, helps provide a consistent and efficient approach for managing our impacts.

 **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 in order to assess the vulnerability of our assets, workplace locations, our people and 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.

 **ENGAGEMENT**

As a provider of consulting, technology and outsourcing services, the most material environmental impact we can have as a company is not from our own operations but from those in our wider value network – our people, our suppliers and our clients. Our engagement stream is primarily about engagement across our value network in a meaningful way, using our skills and influence to promote environmental action. This means setting standards for our suppliers on sustainability, identifying opportunities to embed sustainability into client engagements and creating a coherent communications approach to encourage and inspire our people to take action on environmental issues.

 **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.

GOVERNANCE

Governance is provided by the Group Corporate Social Responsibility (CSR) Board, which sets the ambition and direction for our strategy. The board is chaired by Christine Hodgson, Capgemini UK Plc Chairman, who represents the CSR and Sustainability agenda on the Group Executive Committee.

STAKEHOLDERS

Our approach is based on understanding and engaging with a range of stakeholders, including:

OUR PEOPLE who expect us to be sustainable, with these expectations continuing to increase over time;

OUR CLIENTS who often have ambitious sustainability aspirations, which we can help support and accelerate;

SUPPLIERS & BUSINESS PARTNERS who want to partner with companies who share their values;

INVESTORS who are increasingly integrating environmental, social and governance factors into their investment strategies;

GOVERNMENTS which are setting challenging legislation which affects us both globally and nationally; and

NGOs which help drive cross-party collaboration.

AWARDS & RECOGNITION

As a result of our ongoing commitment to Corporate Sustainability in 2016, Capgemini

- was once again recognized as one of the World's Most Ethical Companies in 2016 by The Ethisphere® Institute, a leading international think tank specializing in research on ethical business practices;
- became part of the Standard Ethics Index having been assigned a high scoring Solicited Sustainability Rating (SSR);
- continued to be a constituent company of the FTSE4Good index;
- was reconfirmed as a constituent of the Ethibel Sustainability Index (ESI) Excellence Europe;
- became a new constituent of the STOXX ESG leader indices;
- received a score of 'A-' in the CDP climate change disclosure, placing Capgemini in the top 25% of all companies assessed by CDP;
- maintained the OEKOM Prime Status in the OEKOM Corporate Responsibility Index;
- was confirmed as a constituent of the EURONEXT Vigeo Eiris Europe 120 and Eurozone 120 indices;
- maintained its position as a Gold rated supplier on the Ecovadis collaborative CSR supply chain platform; and
- was recognized by Bloomberg as being part of the "100% Carbon Club": an elite group of only 66 companies (out of around 3,000 assessed as of December 2016) which transparently report on 100% of their Scope 1 and Scope 2 greenhouse gas (GHG) emissions.



2016 HIGHLIGHTS

2016 was a remarkable year in the global context of sustainability. It was the year in which 120 countries, representing more than 80% of global greenhouse emissions ratified the Paris Agreement on climate change. This marks a significant step forward for climate policy, bolstered further in 2016 by a global agreement to reduce the use of **hydrofluorocarbons (HFCs)**, a particularly potent type of greenhouse gas, as well progress towards a **new emissions standard** to control emissions from aviation.

Simultaneously Capgemini Group has been focused on strengthening and accelerating our global environmental sustainability program. I am pleased with the progress we made in 2016 across our three core themes:

1. Be Accountable

We take accountability for our environmental impacts, setting stretching targets to reduce our material impacts. 2016 saw us build on the commitments made by our Chairman and CEO Paul Hermelin at COP 21 in Paris, with the announcement of ambitious new Group-wide environmental targets. In November 2016, our UK business became the first company in the IT and consulting sector to set a “science-based” carbon reduction target, followed in 2017 by validation from **SBT** that our Group-wide carbon target is also aligned with climate science. This demonstrates that our ambitions are consistent with the global effort to keep temperatures well below the 2-degree threshold. Another important step forward was our migration to a global ISO14001 certificate, a testament of the robustness of our environmental management approach and the strong capabilities of our Sustainability Center of Excellence.

Dr. James Robey
VP, Global Head of Corporate Sustainability

2. Be Resourceful

We are resourceful, driving efficiency and innovation across our key impact areas of travel, energy and waste. In 2016, we managed to reduce our total energy use by 5%, driven by a range of initiatives to ensure we light, heat and power our offices and data centers as efficiently as possible. We also significantly expanded our renewable energy capacity, with over 5,800 solar panels installed at our Capgemini offices in India last year with a combined capacity of 1.9MW and a further 1.5MW of generation capacity planned for 2017. With the continued roll out of enhanced mobile, audio and video conferencing technology, we saw a very significant increase throughout 2016 in the use of these tools to communicate.

2016 has not been without challenges. As our business and our workforce continues to grow and globalize, reducing our total carbon emissions and particularly those from international travel, remains challenging. This was a significant area of focus in 2016, with a wide array of activity across the Group, from identifying “green hotels” in Germany, to providing free public transport to employees in the Netherlands, to an engaging “1 in 5” travel reduction campaign in the US. This is starting to yield positive results, with a 1.4% reduction in travel emissions per employee in 2016, helping us achieve an overall reduction in carbon emissions per head of 3.5%.

3. Be Impactful

We recognize that the greatest environmental impact we can have is the work we do across our entire value chain – our people, our suppliers and particularly our clients. We continue to explore how we can make the most of our digital expertise to support our clients in meeting their sustainability challenges. In the UK, as part of our ongoing **Net Positive** commitment, our 2016 focus was on identifying business areas with the greatest potential for carbon reduction for our clients.

We held a Group-wide campaign during Global Environment Week focused on helping our people understand and take steps to reduce their carbon impacts, particularly those from commuting to work. The recent appointment of Christine Hodgson to a new role representing CSR and Sustainability on the Group Executive Committee, will see us further embed environmental sustainability into the vision and direction of the Group going forward.

This report is structured around the four streams of our Environmental Sustainability program: Management, Performance, Engagement and Resilience and highlights our achievements across the Group in 2016.

Dr. James Robey
VP, Global Head of Corporate Sustainability



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OUR ENVIRONMENTAL MANAGEMENT APPROACH

We have developed robust global approach to environmental management.

APPROACH

We measure our key environmental impacts globally, capturing millions of data points from around 400 facilities and covering the travel patterns of over 190,000 people.

Central to the sustainability journey of our largest Capgemini business entities is the deployment of a robust Environmental Management System (EMS). This helps each Capgemini entity to identify and manage its environmental impacts, as well as act to reduce these impacts and help us meet Group-wide targets.

The [Group Environmental Policy](#), signed by our Chairman and CEO Paul Hermelin, sets out the measures required by all Capgemini business units in support of our Sustainability program. We are developing a maturity model, which provides a blueprint for environmental action, whatever stage each country is in their sustainability journey. The model defines various levels from “basic” to “leadership”, with examples of best practice and innovation from across the Group.

A GLOBAL ISO14001 CERTIFICATE

In late 2016, Capgemini Group achieved its first global ISO14001 certificate for its EMS, demonstrating a global one-team approach to environmental management.

This global certificate covers operations in eight countries while a further five countries have retained individual ISO14001 certificates covering all or part of their operations. During 2016, Capgemini Germany achieved ISO14001 certification and India and North America extended their certification for the first time to cover new operations (as a result of the acquisition of IGATE in 2015).

Our Global Sustainability Center of Excellence, a team of environmental experts, leads the way in ensuring we manage all of our environmental risks and impacts effectively, and remain compliant with all legal and other regulatory requirements. The team are supporting Capgemini entities towards certification leveraging our Group EMS platform, which has all the necessary processes and tools to implement ISO14001 in an efficient and effective way.

COMPREHENSIVE CARBON ACCOUNTING

We have a global carbon accounting program, with a central team managing the data processing and validation, to ensure consistent, high quality and accurate carbon data is available across the Group.

We remain committed to continuous improvement, both in terms of data quality and in terms of providing meaningful insights to inform our program. In 2016, we increased the coverage of our reporting, incorporating operations acquired from IGATE.

We also carried out a comprehensive review of best practice, leading to a few important changes to our historic data (see [Sustainability Scorecard](#) for further detail). We also continued to develop the analytical capabilities of our carbon accounting tool, for example enhancing our ability to track frequent flight routes, in support of targeted initiatives.



TARGET To achieve **ISO 14001** certification in our **Top 10** Capgemini countries* by the end of **2017**; and in our **Top 20** countries by the end of **2020** (* Top countries by headcount)



PERFORMANCE



13 countries have ISO14001 certification (covering all or part of their operations)



73% of our operations are ISO14001 certified (as measured by headcount)



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REDUCING OUR GREENHOUSE GAS EMISSIONS

We are reducing our greenhouse gas emissions across our key impact areas, driven by ambitious science-based targets.

APPROACH

The Paris Agreement on climate change has further underlined the need for businesses to take swift and significant action in reducing greenhouse gas (GHG) emissions. Our performance stream is focused on making long term reductions to our material environmental impacts. In particular, across the Group we focus on reducing energy use in our offices and data centers, our business travel emissions and our waste.

Environmental initiatives are driven at a country level, enabling each Capgemini entity to concentrate on their key impacts, as well as adapt their approach to the local business environment and culture. In 2016, we developed a set of ambitious Group Environmental Targets, which will help drive action across the Group and unify a diverse range of initiatives under one clear set of objectives.

SETTING SCIENCE-BASED TARGETS

Whilst several larger Capgemini entities have had environmental targets over the last decade, until 2016 we did not have one shared set of environmental performance targets. This important step forward involved reviewing the current level of ambition across the Group, identifying how we could build on this further and assessing best practice within our industry.

We were keen to ensure our targets were leading within our industry and had a strong scientific basis. At the same time, we did not want our targets to become too academic or complex; they had to make sense to our people, who are crucial in driving action.

Our solution was to set one overarching carbon reduction target, focused on decoupling our development as a business from our greenhouse gas emissions. Given the nature of our business, the number of people delivering our services is one of the most significant factors in determining our emissions – our headline target therefore focuses on reducing our total emissions per employee.

This headline target (see below) is supported by additional reduction targets focused on our three most significant sources of emissions: office energy use, business travel and data center energy use.

We were delighted to receive validation of our headline target from the **Science-Based Target initiative** (SBT), underlining the credibility of our approach and becoming one of the first in our sector to achieve this validation. 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.



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

3.5% reduction in total emissions per head (from 2.91 to 2.81 tCO₂e per person).

REDUCING OUR ENERGY USE

We are driving down energy consumption across our offices and data centers.

APPROACH

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 building infrastructure to the way our people use the building. This means, for example, optimizing our use of space, deploying smart management of lighting, heating and cooling systems, as well as promoting behavior change initiatives to encourage our people to save energy on site.

We invest in measures to improve the energy efficiency of our data centers, reducing our own energy consumption and helping us provide more environmentally sustainable data center services to our clients. The development of sustainable data center design helps support our clients' sustainability aspirations and improves our own operational effectiveness.

Our Merlin data center in the UK continues to be considered one of the most sustainable data centers in the world, with a power usage effectiveness of 1.09 (over 85% more efficient than the average data center) and sustainability built into every element of the building design and operation.

We also look for opportunities to switch our energy use to renewable sources. Across the Group, around a quarter of our electricity came from renewable energy sources in 2016, with several countries choosing to buy electricity from renewable sources. In India and the UK, Capgemini has also invested in self-generation with significant solar arrays.

TARGET

To reduce office energy usage by **20% by 2020 and 30% by 2030**

PERFORMANCE

2.3% reduction in office energy use since 2015
(**287,737 to 281,254 MWh**)

25.2% of electricity used was sourced from renewable energy

9.9% reduction in data centre energy use since 2015

ENERGY MANAGEMENT STRATEGY



1. Intelligent Building Design
Reducing under-utilised space
Moving to LEED or BREEAM certified buildings



2. Policy and engagement
Energy policy
Switch-off campaigns
Computer-based training



3. Monitoring and Assessment
Smart building technology
Energy audits
Fuel leak detection sensors
Facility level reduction targets



4. Building Controls
Building management systems
Passive Infrared Sensors
Timers & thermostats



5. Energy Efficient Technology
LED lighting
Highly efficient chillers
UPS technology



6. Renewable Energy
Solar PV installation
Solar thermal installation
Renewable energy purchasing



Solar panels are installed across car parking spaces at our Pune and Chennai offices in India



INDIA IN FOCUS >>

Despite a rapidly growing workforce Capgemini India achieved a 1% reduction in energy use with a range of initiatives, including:

Infrastructure and optimisation initiatives

Capgemini India replaced traditional air cooler chillers with highly efficient water cooled variable speed chillers at its Hyderabad and Pune campuses. Additionally, in three offices traditional monolithic UPS systems were replaced with a new modular equivalent which is up to 50% more efficient. In March 2016, a new campus in Mumbai was opened, which showcases state-of-the-art building management systems and highly efficient heating, ventilation and air conditioning (HVAC) systems.

Generating solar energy

Capgemini India have already invested in solar photovoltaic installations with a combined capacity 1.9MW on the Mumbai, Pune and Chennai campuses with another 1.5MW capacity planned for 2017. These installations currently generate over three million kWh of electricity per year, providing over 20% of the energy requirement on these sites. These measures have helped to achieve a substantial reduction in the carbon emissions associated with office energy on these sites.

Purchasing renewable energy

On selected sites where generating our own renewable energy is less feasible, we are beginning to explore the purchase of energy from wind or hydropower. At the Bangalore campus over 75% of the total energy is purchased from renewable sources.

Engaging our people

In 2016, Capgemini India launched a revised office energy policy providing simple guidance and advice to facilities teams and managers on how to reduce office energy consumption. Additionally, energy reduction targets have been created for all offices, with monthly calls to review progress against targets and share best practice.



Solar panels are installed on pedestrian walkways at our Mumbai, Pune and Chennai offices



UNITED KINGDOM IN FOCUS >>

Consolidating office space to drive sustainability

The consolidation of two of our London offices into one has had a significant impact on our office energy use (reducing 700,000 kWh of energy in 2016), and has also enabled us to embrace modern, collaborative, activity-based working.

Our refurbished London Holborn office demonstrates excellence in sustainable design with video conferencing technology built into every meeting room, supporting our people to reduce business travel.

When purchasing office furniture, environmental credentials were considered alongside cost and durability. With a reduction in desk space overall in London, we now more actively encourage home working and put in place the support to ensure this is a feasible option.



Our newly refurbished Holborn office in the UK

SMARTER WITH OUR BUSINESS TRAVEL

Helping our people make sustainable travel choices and providing innovative communication and collaboration tools.

APPROACH

As a people-based business, with clients in locations across the globe, travel is an often unavoidable aspect of our business. Business travel makes up more than half of our total GHG emissions and poses a significant cost to the business.

Whilst recognizing the importance of face-to-face time with our clients, we continue to take pragmatic steps to reduce our travel-related impacts by encouraging smart and sustainable travel, as well as providing innovative technology that challenges the need to travel.

Group-wide integrated mobile, audio and video conferencing technology enables our people to work and collaborate more flexibly across the world without the need to travel.

Many countries have their own independent travel targets and have run their own initiatives, including setting up electric vehicle charging points and car-pooling schemes, as well as running campaigns and competitions to reduce travel and raise awareness of the alternatives.

Data analysis plays a key part in our efforts. We have a comprehensive system in place to track business travel from all types of travel including air, car, hotel stays, public transport and taxis. Our carbon accounting system enables us to allocate travel emissions to individual business units, projects and even employees.

This functionality is used in a targeted way in each country, for example in the UK, individual carbon statements are generated for employees to understand their own carbon impacts whilst in Germany we analyze top flight routes and identify alternative methods of travel or ways of working to reduce emissions from these routes.

“Green” hotels have also been identified near some commonly visited locations and flagged on our internal booking system.

Our workforce is growing (up by nearly 5% in 2016) and our business continues to globalize, with offshore delivery centers playing a growing role in delivery. In this context, reducing our business travel continues to be a significant challenge.

Whilst we managed a modest reduction in travel emissions per employee in 2016, looking forward we expect our new ambitious travel target will help drive a sustained global focus on cutting business travel.

One encouraging sign is the growth in use of remote working technologies. In 2016, the number of Skype conference calls grew by an average of 12% per quarter throughout the year as the technology continued to be enhanced and rolled out across the Group. By the end of 2016, a total of 4.3 million Skype conference calls had been held across the Group lasting a total of 355 million minutes.

 To reduce business travel emissions by **25% by 2020** and **40% by 2030**

 **PERFORMANCE**  **3.1% increase since 2015** (from 284,208 to 292,954 tCO₂e, driven in part by a 4.6% headcount growth)

 **1.4% reduction per head since 2015** (from 1.60 to 1.57 tCO₂e per person)

The overall mix of transport types used has remained similar to 2015, with air travel continuing to be the biggest contributor to emissions making up nearly two thirds of our total travel emissions. Overall, we saw a significant increase in international travel this year, particularly air, rail and hotel stays, whilst car and taxi emissions both reduced.

BREAKDOWN OF BUSINESS TRAVEL:



NORTH AMERICA IN FOCUS >>

Launching an ambitious new target to tackle travel emissions

Business travel comprises around 80% of Capgemini North America’s carbon footprint and over 22% of total Group travel footprint. Therefore a focus on this area is critical to meeting Group targets.

It is also a challenging area for Capgemini North America, however, given the continued growth in revenue and headcount, with several acquisitions completed over the last couple of years.

In 2016, Capgemini North America launched a TravelWell campaign, deploying the same model as the award-winning **TravelWell** initiative run by Capgemini UK. This approach aims to provide tools and systems that enable employees to make smarter travel decisions or avoid travel completely.

A “1 in 5” campaign was launched encouraging the replacement of every one in five journeys with a Skype or video conference, as well as promoting the use of more sustainable methods for unavoidable journeys.

In addition to the new target, an e-learning module was launched, teaching environmental awareness, building the case for our sustainability program and outlining our initiatives to reduce emissions. To date over 4,700 employees have completed the module, and it has become part of the on-boarding process for new hires, with a quarterly webinar run to cover the content.

NETHERLANDS IN FOCUS >>

Encouraging public transport for commuting and business travel through discounts

Every employee in the Netherlands has received an NS Business Card, an electronic payment card for all methods of public transport, including public bikes, taxis and some car parks. For those employees with a company car, the Nederlandse Spoorwegen card provides free travel on weekdays to discourage fuel consumption. Even employees without a company car get discounted travel using the card. The cards have proved popular, with an increase of 19% in distance covered using public transport to 5.2 million km in 2016. Sogeti Netherlands also introduced a new “Bike to Work” Day in 2016 to encourage more employees to commute by bike.

“Travelling Differently” to achieve national emission goals

Capgemini Netherlands is part of the “Anders Reizen” (Travel Differently) program, and has signed up to the Dutch Business Sustainable Mobility Pledge. Signatories pledge to help the Dutch government achieve its national goal of a **400,000** tonnes reduction in carbon by 2020.

In order to meet this, signatories need to ensure that 7.5% of their employees’ business travel is carbon neutral and to lead employees to reconsider their travel methods and plans. Overall these initiatives contributed to a 10.7% reduction in Capgemini Netherlands’ business travel emissions in 2016 and a 5.0% reduction in emissions per head.



Capgemini Netherlands employee cycling to work



CLOSING THE LOOP ON WASTE

We are disposing of our waste responsibly and beginning to integrate circular economy.

APPROACH

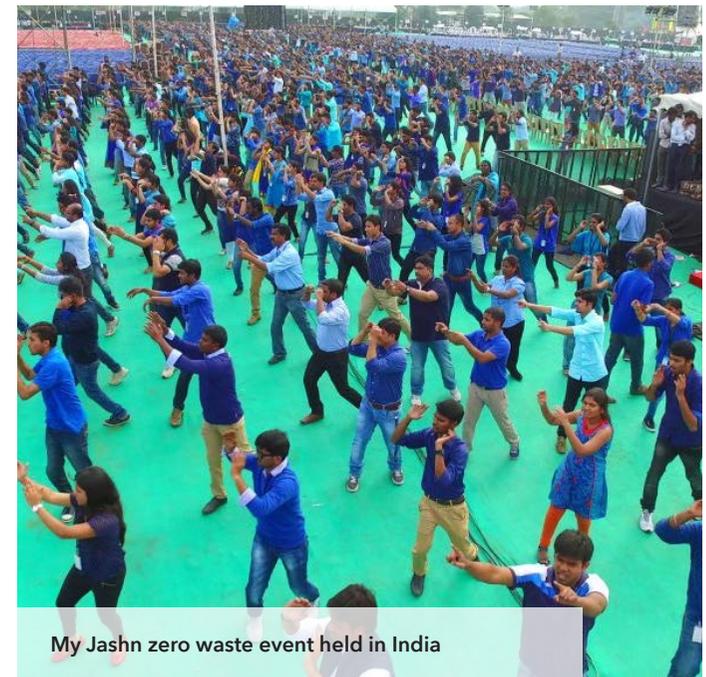
Effective waste management is important in terms of addressing natural resource depletion and minimizing our material use. It is also a tangible, impactful way of demonstrating our commitment to sustainability to our people and encouraging them to take part too.

Our waste is largely generated from e-waste, office consumables and packaging with some food waste generated from offices with on-site cafeterias. We are taking steps to minimize and reduce the volume of waste we generate across the Group, as well as increasing rates of reuse and recycling, and identifying alternatives to landfill. Some of our larger entities have ambitious waste reduction targets in place, such as Capgemini India which is committed to sending zero waste to landfill by the end of 2017.

ADOPTING CIRCULAR ECONOMY PRINCIPLES

The most efficient way of reducing the impacts of waste disposal is to avoid generating 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.

As a provider of services, circular economy thinking is perhaps less important in the context of our business model but it has nonetheless influenced the way we buy goods and our overall waste strategy. To give an example, across most of our offices we provide reusable mugs and water glasses to reduce the use of disposable cups whilst our managed print services help avoid paper waste. We are starting to explore how we engage our people in circular economy thinking, for example with a collaborative project with a university in the UK exploring the use of gamification to challenge people to think about waste and what they buy.



My Jashn zero waste event held in India

EMBEDDING ENVIRONMENTAL THINKING INTO GROUP IT PROCUREMENT

We set consistent environmental standards for our suppliers, with all suppliers required to comply with our global Supplier Standards of Conduct. When purchasing IT equipment, environmental credentials play a role in the selection process, with a preference towards equipment that has environmental certification. All our latest laptop and PC models are certified to global standards EPEAT Gold and Energy Star 6.1, with each model achieving various country level standards too, such as India's Bureau of Energy Efficiency (BEE) label.

The deployment of managed print services with secure printing, as well as default black and white and double-sided print settings, has helped us significantly reduce the amount of paper and toner we use across the Group. In addition, our three chosen printer suppliers are all notable for their commitments to embedding sustainability within product design – the printers themselves are highly energy efficient achieving Energy Star certification, whilst the components are designed for durability, and where possible are re-usable or recyclable at end-of-life.

When it comes to the disposal of with IT assets, we work with regional specialists to ensure our waste is disposed of sustainably and securely. In Europe, we partner with selected suppliers with strong social and environmental credentials (see for example information on our award-winning partnership with Nodixia on page 24). In the United States we work with a specialist that holds the E-Stewards certification, considered to be the most rigorous environmental certification scheme in the US, whilst in India we partner with a founding member of the Electronics Recyclers Association.

PERFORMANCE

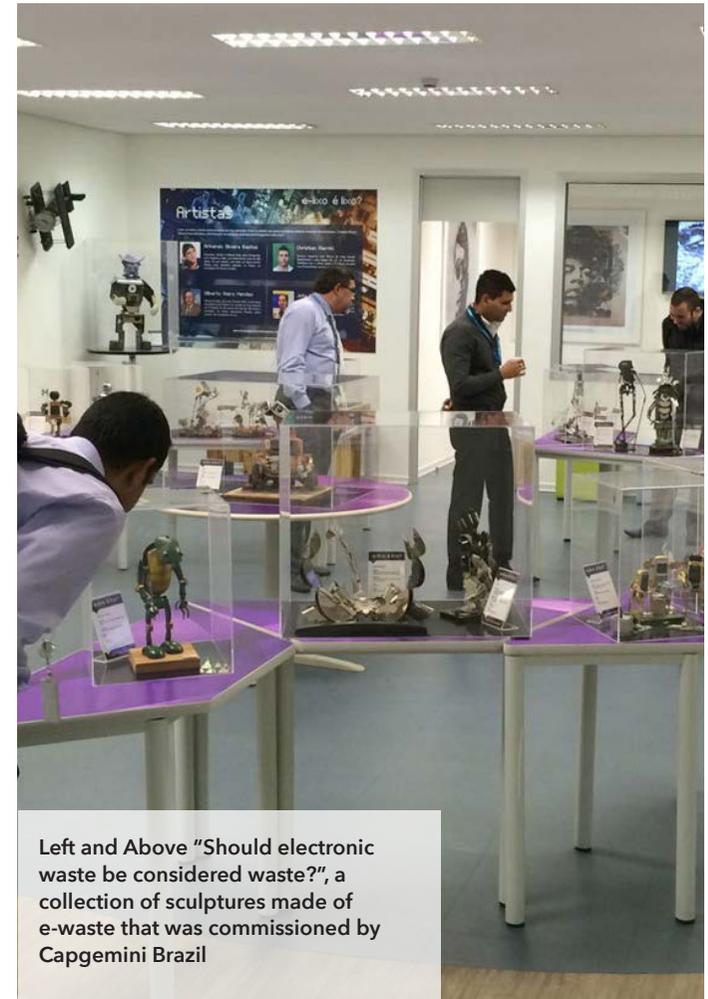
 **4,899 tonnes of waste generated across the Group in 2016, of which:**

 **1,150 tonnes of waste have been recycled**

 **143 tonnes have been sent to waste to energy schemes**

 **41 tonnes have been disposed of by anaerobic digestion**

 **3,563 tonnes have been sent to landfill**



Left and Above "Should electronic waste be considered waste?", a collection of sculptures made of e-waste that was commissioned by Capgemini Brazil

INDIA IN FOCUS >>

Capgemini India is committed to sending zero waste to landfill by 2017

In order to progress towards this target, in 2016 we launched a "Zero Plastic" campaign, with all owned and leased facilities required to phase out the use of plastics. A two week 'plastic-free' communication campaign was run across all of our offices in India. This highlighted the negative effects of plastics, the steps being taken by Capgemini to reduce plastic and the ways that our people can play their part in helping us reach our zero plastic ambition.

We take a number of simple steps to minimize food waste, encouraging people to self-serve to ensure they only have as much food as they can eat and running poster campaigns to raise awareness of the amount of food being wasted each day. Equating our daily waste volumes to the number of meals that could have been provided is also helping to change our people's approach to sustainable consumption. Looking forward, we will be installing an organic waste converter across each of the owned facilities so that the food waste generated can be converted to fertilizer and used for garden landscaping.

"My Jashn" Capgemini's Zero Waste Celebration

In India, our "My Jashn" Capgemini celebration event not only broke the Guinness World Record for the single largest Bollywood Dance Lesson (5,500 employees took part), it was also a successful example of a "Zero Waste" event.

The event, attended by over 75,000 people and held across 11 cities, generated only 16.4 tons of waste (mainly food waste), of which 85% was sent to a biogas plant and 15% distributed to a pig farm.

Watch the video on the right to find out more.



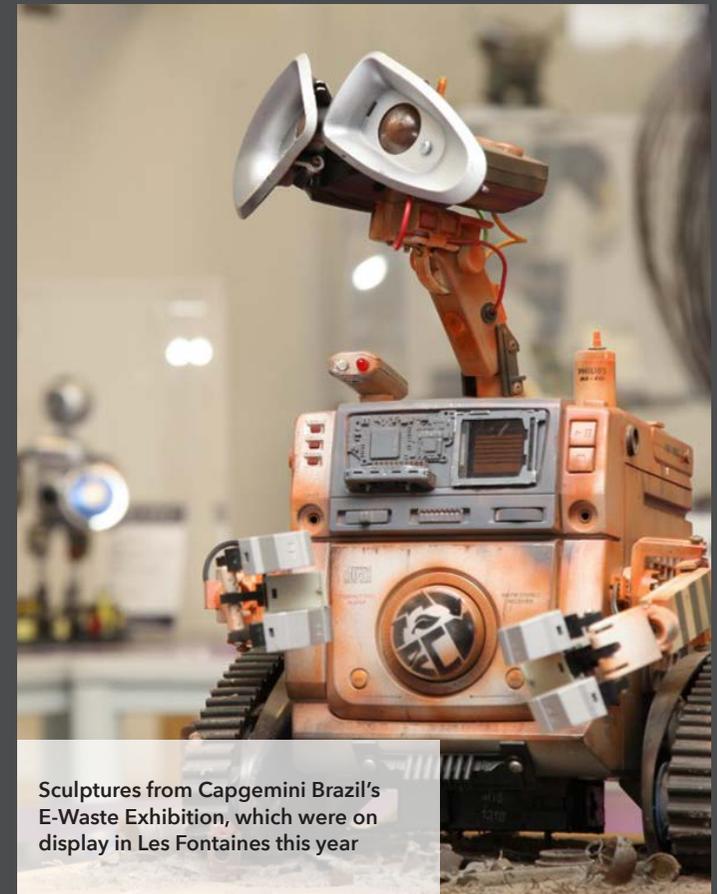
FRANCE IN FOCUS >>

Managing E-Waste in a responsible way:

In France, Capgemini's award winning partnership with Nodixia ensures employees are able to recondition personal and company-issued electronic devices, as opposed to sending them to landfill. In 2016, we reconditioned over 92% of our e-waste, including over 5,200 computers weighing over 21 tonnes. This initiative also has many social benefits, with Nodixia employing people with disabilities and reinvesting part of the profits in social development projects. Capgemini received the "Environmental and Social Innovation" award from CAP LR for this partnership with Nodixia.

In 2016, Capgemini France also launched a program called "Je recycle & Je gagne" ("I recycle and I win"), through which we arrange the purchase of employees' smartphones at a competitive price for reuse or recycling. As part of the same program, our people can buy reconditioned PCs or smartphones at prices up to 70% less than the retail price.

In 2016 we also showcased an e-waste art exhibition at our Les Fontaines campus in France. The exhibition "Should electronic waste be considered waste?", which was originally commissioned by Capgemini Brazil, featured fascinating sculptures made from obsolete electronic components such as old floppy disks or broken mobile phones. The objective was to build awareness about the proper disposal of electronic waste and conscious consumption.



Sculptures from Capgemini Brazil's E-Waste Exhibition, which were on display in Les Fontaines this year



ENGAGEMENT

'Mit dem Rad zur Arbeit' (with the Bike to your Job) photo competition run by Capgemini Germany

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ENGAGING OUR VALUE NETWORK

We work with our clients, our suppliers and our people to help them reduce their environmental impacts

.....

APPROACH

The biggest environmental impact we can have as a company is not from our own operations but from our wider value networks – our people, our suppliers and our clients.

Our engagement stream is about creating a coherent communications approach to encourage and inspire our people to take action on environmental issues. Whilst most activity is driven at a country level, we run an annual Group-wide campaign during World Environment Week. In 2016, this involved publishing daily articles on our intranet site outlining our Group environmental sustainability aspirations, as well as encouraging our people to measure their personal carbon footprint using an online tool and pledging to take action to reduce their footprint over time.

We also set consistent standards for our suppliers on a range of environmental, ethical and social criteria, with all suppliers required to comply with our global **Supplier Standards of Conduct**. These principles apply both to the products and services provided, to the suppliers’ activities and, where appropriate, to their downstream supply chains.

FRANCE IN FOCUS >>

Viewings of “Demain”, an environmental documentary

Starring Mélanie Laurent, “Demain” is a documentary on how people can adapt their lives to contribute to environmental protection. Focusing on energy, the economy, democracy, education and food consumption, the film recommends ways individuals can change their lives for the better. The award-winning film was shown in 11 French sites, and seen by over 1,000 employees. It was followed up with a competition in which employees sent photos of themselves doing an environmental act in order to win a DVD of the film.

Supporting scientific research with our bee hives

Capgemini France hosts 10 bee hives between three major sites, which are home to approximately one million bees and enhance the biodiversity of the ecosystems around our offices. The hives are “connected hives”, each containing a small device that monitors weight, temperature, activity and honey production to support a study on bees run by the French National Institute for Agricultural Research.

The honey produced is sold to clients and employees at events and twice a year employees can attend sessions to inspect the hives and learn about their occupants.

Sustainable Events at Les Fontaines

For several years Les Fontaines, our learning campus and business seminar center near Paris, has been at the forefront of sustainable events. The campus and 300 guest rooms were recently renovated according to strict environmental regulations (such as European Ecolabel) with energy efficient technology installed throughout. The site is now heated and cooled by our own geothermal energy plant. In 2016 Les Fontaines surpassed the EU Ecolabel requirements and reduced campus GHG emissions by 26%. The site also received the Green Star award from the International Association of Conference Centers in 2016.

Our team are able to calculate the carbon footprint of each event run and now offer clients the option to offset their footprint by donating to offsetting and environmental projects.

UNITED KINGDOM IN FOCUS >>

Understanding our Suppliers through our supplier assessment

At Capgemini UK, we view our suppliers as an integral part of our value network and as such we are committed to ensuring that they are aligned with our approach to corporate responsibility and sustainability.

We choose our products and suppliers carefully, seeking to identify suppliers who share our vision of building a positive future for our planet, people and communities, and products which embody our commitment to corporate responsibility and sustainability.

We introduced our first supplier assessment survey almost ten years ago and since then have assessed 4,979 suppliers with the survey. We are committed to continuing to risk assess 100% of our suppliers, demonstrating our leadership in this area. In 2016, our in-house Sustainable Procurement team, in collaboration with a specialist procurement software developer, built and launched a new class-leading Supplier Profile Assessment tool.

The assessment is an online survey which profiles the environmental, social and economic risks and impacts associated with the commodities we purchase and the companies who supply them. The launch of our new Supplier Profile Assessment marks an important step forward in our Sustainable Procurement journey, providing new data and insight about our suppliers and enabling greater engagement with our supplier base.

Engaging our clients through our Net Positive ambition

Capgemini UK is an active member of the Net Positive Project, a cross-sector coalition, exploring what it means to become "Net Positive", that is to become an organization whose positive social and environmental impacts outweigh their negative ones.

There is significant potential for technology to drive environmental innovation and this commitment to "Net Positive" is in part about unlocking this potential and building low carbon innovation into new and existing client service offers. For Capgemini UK, the first step in our Net Positive journey has been to identify how we can deliver carbon positive client projects.

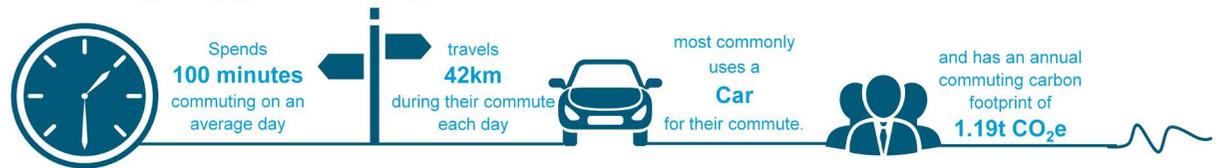
In 2016, in collaboration with our client-facing teams across five different business areas, we analyzed a range of business services to identify those with the greatest potential for carbon reduction for our clients. The internal engagement process has helped raise the profile and understanding of the role of technology in delivering sustainable solutions for our clients. This will ensure we can better support our clients in making sustainable decisions now and in the future, as well as helping build the case for the positive role of the technology industry.

Engaging our employees on commuting

As part of our Global Environment Week, in June 2016, we also launched our first ever global employee commuting survey to gain insight to our people's commuting habits. Almost 11,000 Capgemini employees from 42 countries responded to the survey, which ran for two weeks.

We used this as an opportunity to engage our employees on more sustainable ways of travelling to work. The research identified best practice initiatives around the Group which are facilitating remote working and encouraging employees towards lower carbon commuting options.

The average Capgemini employee...



NORTH AMERICA IN FOCUS >>>

Commuting Competition

To reduce commuting emissions, Capgemini North America ran a travel reduction competition. Employees were encouraged to use low carbon transport methods such as cycling, walking or taking the subway instead of using cars. Team members tracked their emissions over the week and compared them to a normal week, with the winning team recording the largest decrease in travel emissions.

GERMANY IN FOCUS >>>

Cycle to work

Capgemini Germany supported the public initiative 'Mit dem Rad zur Arbeit' (With the Bike to Your Job) to promote cycling to work. Special prizes were available all employees who cycled to work more than 20 times between May and August 2016. As a result many employees formed cycling teams to ride to work.

FRANCE IN FOCUS >>>

Carpooling

Capgemini France has implemented several initiatives to promote lift sharing and carpooling. Capgemini France has developed partnerships with carpool companies at a national and local level (France, Paris, Toulouse & Grenoble) to encourage carpooling among employees on their home-to-work commute.

SWEDEN IN FOCUS >>>

Green commuting challenge

Capgemini Sweden launched the '2016 Green Commuting Challenge' in collaboration with Swedish organisation 'Cykelutmaningen' (Cycle Challenge). The eight week competition was a team challenge where participants earn points by cycling, running, walking or using public transport for their daily commute or short distance trips. Besides engaging on the topic of low carbon travel, Capgemini Sweden awarded a team prize for the team who made the highest carbon saving.



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Canada geese at our Les Fontaines campus

RESILIENCE

We are undertaking a global climate change risk assessment to ensure business continuity and build resilience

APPROACH

Climate change impacts and global temperature increases are not only a future inevitability, they are already being experienced. As well as minimizing our own contribution to climate change and working with clients to enable carbon reductions, we need to ensure we have the capability to adapt to climate change. This means, for example, ensuring business continuity and supporting the wellbeing of our people in the face of extreme weather events.

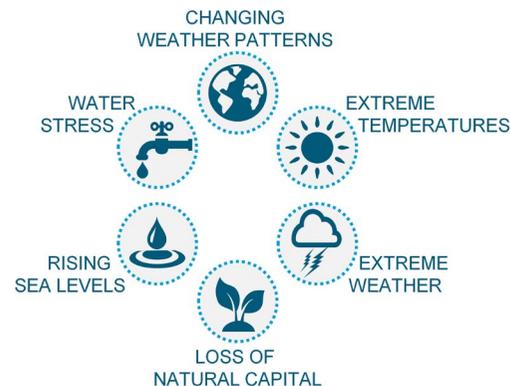
In 2014, we commissioned NGO Forum for the Future to complete our first Climate Change Risk Assessment. This looked at the key risks and opportunities for Capgemini in the UK and India, with a focus on key assets and operations, supply chain risk and on the impacts within key sectors (such as retail and the public sector) in which Capgemini works.

To build further on this, we have developed a Group-wide Climate Change Risk Assessment (CCRA) approach which will further integrate climate change risk into our corporate risk management. This will ensure the risks of climate change are planned for and we remain resilient in an ever changing global climate.

The CCRA assesses the vulnerability to climate change of our assets, workplace locations, employees and the national infrastructures we rely upon.

We have undergone significant analysis of scientific, peer-reviewed research and models to identify the top climate hazards posed to each of our operating countries. This information has been used to create a model which maps these hazards to their likely impacts and the outcomes of these impacts for our business.

The model analyzes six hazards:



We believe our business will experience the outcomes of these impacts in six areas:

- Project delivery;
- Mobility;
- Health and wellbeing;
- Legislative compliance;
- Insurance; and
- Digital connectivity.

In order to ensure business continuity and resilience against the increasing likelihood of adverse climatic events, we are also reviewing current policies and processes in place that mitigate the impacts of these events. Any gaps are identified and improvements suggested to ensure that we are able to continue to deliver high quality services to our clients, even when faced with the more extreme impacts of climate change.

Our CCRA also focuses on ensuring employee safety when extreme weather events occur and providing sufficient support to those whose families and homes may be affected by them.

Our commitment to managing our climate risk effectively continues to be recognized externally. In 2016, we received a score of A- in the CDP Climate Change disclosure, placing us in the top 25% of companies disclosing to CDP.



Introduction

Environmental
Management

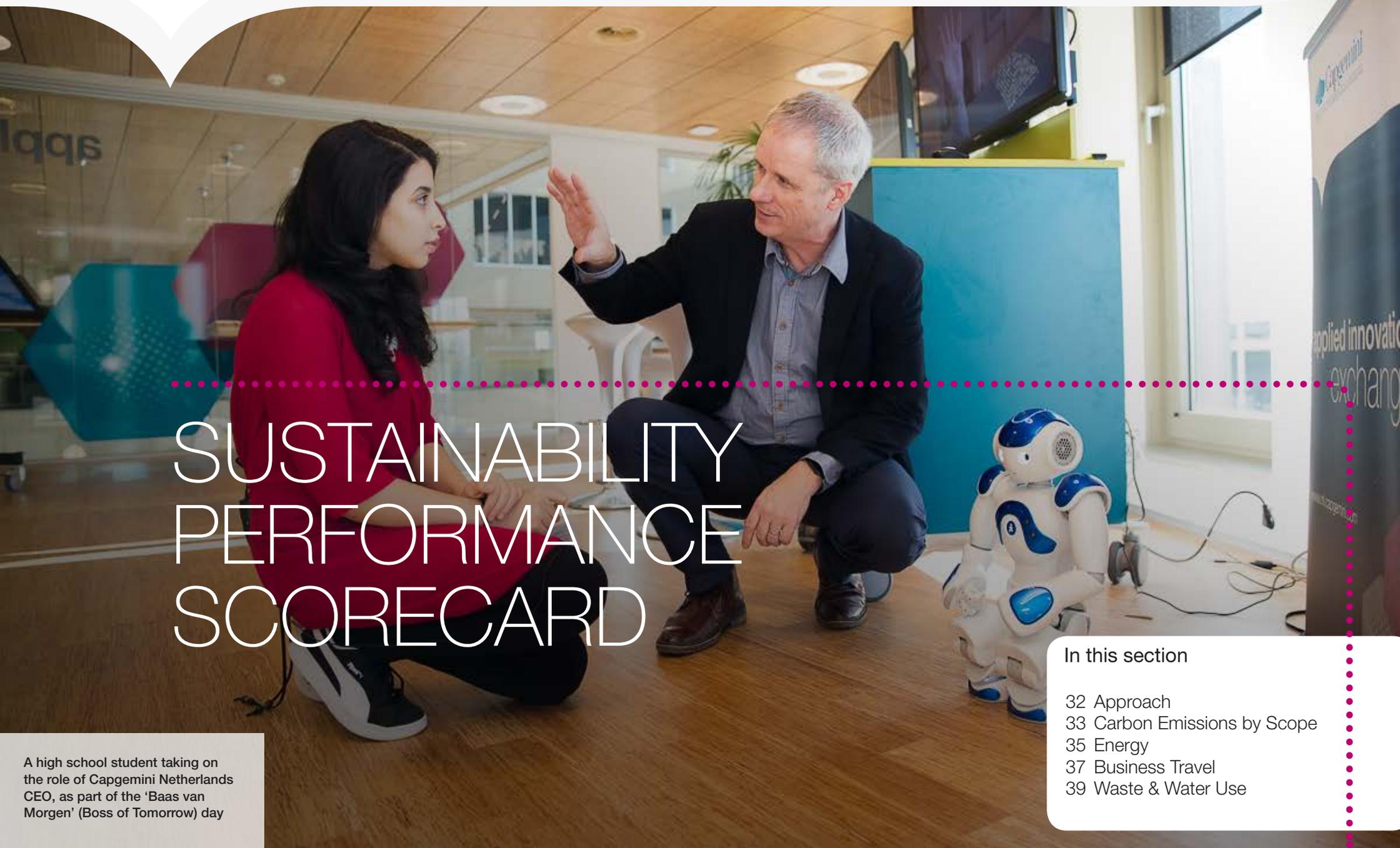
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SUSTAINABILITY PERFORMANCE SCORECARD

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A high school student taking on the role of Capgemini Netherlands CEO, as part of the 'Baas van Morgen' (Boss of Tomorrow) day

Capgemini is one of the world’s foremost providers of consulting, technology and outsourcing services. Our Corporate Social Responsibility & Sustainability program focuses on ensuring that we continue to grow our business in a way which is profitable, responsible and sustainable, whilst enabling a positive future for planet, people and communities.

APPROACH

This Sustainability Performance Scorecard details our progress against key environmental performance indicators. We have been reporting our environmental data for the Capgemini Group since 2011, and have made significant improvements year on year to ensure that the information we report is accurate, relevant, consistent and complete.

In 2016, the Capgemini Group developed a new “science-based” target, making us one of the first IT services and consulting companies to have its target approved by the Science Based Targets Initiative (SBTi). Our target is:

To reduce our carbon footprint per employee by 20% by 2020 and 30% by 2030 (against our 2015 baseline year)

To drive progress, this is supported by three targets relating to our key impact areas: office energy use, data center energy use and business travel. These targets bring together a range of ambitious country level commitments across the Group under one set of unified targets.

In preparation for the launch of our new targets, during 2016 we completed a review of best practice and have made a number of significant changes to our methodology which affect our current year and historical data.

These methodological improvements help ensure we maintain an industry-leading approach. However, they have also had a significant impact on our emissions figures (in most cases resulting in an increase) and to ensure comparability we have therefore restated our 2015 data in the sections that follow. The most significant changes include:

1. Expanding the scope of our reporting to incorporate new operations acquired from IGATE. To ensure comparability we have included a full year of IGATE data for 2015.
2. Change of emission factors for air travel – to ensure we are taking as complete a view of our air travel emissions as possible we now use emission factors which take into account the impact of radiative forcing. To ensure comparability, we have restated 2015 data for air travel emissions using this methodology.
3. Change of emission factors for electricity – in line with guidance from the GHG Protocol Corporate Standard, we are now using “regional” electricity emission factors for the US (eGrid), Canada (National Inventory Report 2015) and Australia (National Greenhouse Account 2015). For other countries, we use the national emission factors provided by the International Energy Agency (IEA), with the exception of the UK which uses emission factors from the Department for Environment, Food and Rural Affairs (DEFRA)

4. Calculation of Market-Based Emissions – in line with the requirements of the new GHG Protocol Scope 2 Standard we report on our Scope 2 market-based emissions this year for the first time. Given the complex nature of our estate, with many of our energy supplies controlled by landlords, we have adopted a pragmatic approach which follows the emission factor hierarchy set out in the Scope 2 Standard. This means sourcing emissions factors from renewable energy certificates and supplier-specific emission rates where available, and using residual fuel emission factors or location-based factors where not available.
5. New commitment to audit full year data – the environmental data for Q4 2016 data is estimated for most countries within the data reported in Capgemini’s Annual Financial Report, due to the timing of the production of this report. Within this report, we include the updated figures for the full year 2016, with the indicators denoted with a ✓ symbol assured by KPMG for the full year of data.

Information about how we have performed against our targets, as well as other key performance indicators is available in the subsequent tables. This voluntary disclosure is part of our commitment to providing insightful and transparent information about our Group Environment program.

TABLE 1: CARBON EMISSIONS¹ BY SCOPE²

Metric		Unit	2015 Total	2016 Total	% Change	
TARGET	To reduce our carbon footprint per employee ³ by 20% by 2020 and 30% by 2030	T CO₂e per employee	2.91	2.81	-3.5%	
Carbon Emissions by Scope (Location Based) ⁵	Scope 1	Office Energy (natural gas, diesel, LPG)	T CO ₂ e	5,938	4,321	-27.2%
		Data Center Energy (natural gas, diesel)	T CO ₂ e	354	297	-16.0%
		F-gas ⁴	T CO ₂ e	1,862	1,604	-13.9%
		TOTAL Scope 1	T CO₂e	8,154	6,222	-23.7%
	Scope 2	Office Energy (electricity, heating, cooling)	T CO ₂ e	144,179	145,007	0.6%
		Data Center Energy (electricity)	T CO ₂ e	48,424	42,397	-12.5%
		TOTAL Scope 2	T CO₂e	192,603	187,405	-2.7%
	Scope 3	Business Travel	T CO ₂ e	284,208	292,954 [✓]	3.1%
		Office Energy (T&D losses ⁶)	T CO ₂ e	27,797	31,367	12.8%
		Data Center Energy (T&D losses ⁶)	T CO ₂ e	3,517	3,139	-10.7%
		Water	T CO ₂ e	1,576	1,213	-23.0%
		Waste	T CO ₂ e	392	763	94.7%
		TOTAL Scope 3	T CO₂e	317,490	329,437	3.8%
		TOTAL EMISSIONS	T CO₂e	518,247	523,063	0.9%
Market-Based Emissions	Scope 2 Only Market-Based Emissions ⁷	T CO ₂ e	175,215	158,282	-9.7%	

Notes

- Data included in the tables over the next few pages differs from that reported in our Annual Financial Report due to replacement of Q4 2016 estimates with actual data as well as a number of minor data corrections applied to both 2015 and 2016 data. With the exception of electricity and hotel nights (mentioned further in notes on tables to follow), emissions have been calculated using the conversion factors and methodology recommended by the DEFRA.
- “Scope” is a reporting term from Greenhouse Gas Protocol, which is used to categorize GHG emissions reported according to the level of control a company has over an emissions source
- Our carbon footprint per employee is our total location-based emissions (from all scopes) divided by the average headcount for each reporting year. We follow the GHG Protocol Corporate Standard, applying an operational control approach.
- F-Gas: As recommended by the Greenhouse Gas Protocol Corporate Standard, emissions of Fluorinated Gas (F-gas) not covered by the Kyoto Protocol (such as CFCs) are not reported as Scope 1 emissions and are therefore not included above. Data of these F-gas emissions is, however, still captured with a value of 741 tonnes CO₂e for 2016.
- Scope 2 electricity emissions are calculated using the “location-based” method in the main body of the table, with “regional” electricity emission factors for UK (DEFRA), the US (eGrid), Canada (NIR 2015) and Australia (NGA 2015) and all other location-based emission factors sourced from International Energy Agency (IEA). We have taken the decision to use location-based reporting when reporting our total emissions and when tracking progress against targets. Primarily this decision has been taken due to the nature of our property estate, with a significant portion of our energy supplies controlled by landlords where we have limited ability to choose our type of electricity, let alone source accurate emission factors for it.
- “T&D losses” refers to electricity transmission and distribution grid losses (the energy loss that occurs in getting the electricity from the power plant to our facilities).
- Where possible, Scope 2 market-based emissions have been calculated using supplier-based emission factors or guarantee of origin certificates. Where these are not available we have used a residual fuel mix factor – sourced for Europe from RE-DISS and for US and Canada from green-e.org. For a few smaller European entities such as Belgium, Switzerland, Norway and Finland, we have assumed an emission factor of 0 for electricity purchased on renewable energy tariffs. In locations where neither supplier-based nor residual fuel mix factors are available we have used a location-based emission factor.

✓ Indicator reviewed by KPMG to a reasonable level of assurance.

TABLE 2: CARBON EMISSIONS BY SCOPE BY REGION¹

	Metric	Unit	India	North America	UK	France	Nether-lands	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	2.48	5.10	5.47	1.62	5.06	2.81	0.93	2.48	2.56	
Carbon Emissions by Scope (Location Based)	Scope 1	Office Energy (natural gas, diesel, LPG)	T CO ₂ e	1,150	104	884	1,045	228	853	13	-	43
		Data Center Energy (natural gas, diesel)	T CO ₂ e	N/A	50	53	4	9	181	-	-	-
		F-gas	T CO ₂ e	785	N/A	359	N/A	-	386	62	-	12
		TOTAL Scope 1	T CO₂e	1,935	154	1,297	1,049	237	1,420	75	-	55
	Scope 2	Office Energy (electricity, heating, cooling)	T CO ₂ e	109,382	6,045	5,750	2,696	2,348	11,518	1,409	4,417	1,441
		Data Center Energy (electricity)	T CO ₂ e	N/A	10,474	17,920	1,726	6,810	4,967	234	266	-
		TOTAL Scope 2	T CO₂e	109,382	16,520	23,669	4,422	9,159	16,485	1,643	4,684	1,441
	Scope 3	Business Travel	T CO ₂ e	85,664	66,914	20,781	30,509	22,535	50,004	6,259	7,379	2,910
		Office Energy (T&D losses)	T CO ₂ e	28,372	444	520	195	87	860	154	425	312
		Data Center Energy (T&D losses)	T CO ₂ e	N/A	847	1,621	135	254	240	23	20	-
		Water	T CO ₂ e	816	32	49	99	15	103	10	76	12
		Waste	T CO ₂ e	133	171	10	153	39	187	17	44	7
		TOTAL Scope 3	T CO₂e	114,984	68,408	22,982	31,091	22,930	51,394	6,463	7,943	3,241
		TOTAL EMISSIONS	T CO₂e	226,302	85,082	47,948	36,562	32,326	69,299	8,181	12,627	4,736
Market-Based Emissions	Scope 2 Only	Market-Based Emissions	T CO ₂ e	100,644	15,769	10,064	2,759	1,243	20,158	1,643	4,684	1,318

1. For this table, and the Region Tables that follow, we display data for Capgemini entities with the highest emissions (India, North America, UK, France and The Netherlands), as ordered by size of total emissions. For the other 22 countries where we measure emissions these are summarised in the Other Europe, Latin America and Other Regions columns. For just under 1% of our operations by headcount, we do not collect environmental data as part of the Group program. For these entities we include an estimate for emissions in the column "Unreported Countries".

TABLE 3: ENERGY USE

	Metric	Unit	2015 Total	2016 Total	Change
TARGET	To reduce office energy use by 20% by 2020 and 30% by 2030	MWh	287,737	281,254	-2.3%
Offices²	Natural Gas	MWh	16,441	17,908	8.9%
	Diesel & LPG	MWh	10,609	3,527	-66.8%
	Renewable Electricity ¹	MWh	37,251	46,921	26.0%
	Other Electricity ¹	MWh	215,954	205,273	-4.9%
	District Heating	MWh	6,178	6,228	0.8%
	Office Cooling	MWh	1,303	1,397	7.2%
	% Electricity from renewables	%	14.7%	18.6%	3.9%
TARGET	To reduce average data center PUE³ to 1.5 by 2020	Average PUE	1.73	1.76	4.1%
Data Centers	Natural Gas	MWh	1,316	1,111	-15.6%
	Diesel	MWh	410	343	-16.3%
	Renewable Electricity ¹	MWh	63,832	49,234	-22.9%
	Other Electricity ¹	MWh	79,420	80,003	0.7%
	Total Data Center Energy Use	MWh	144,979	130,690	-9.9%
	% Electricity from renewables	%	44.6%	38.1%	-6.5%
TOTAL ENERGY	Total Energy Use	MWh	432,716	411,945✓	-4.8%
	% of Total Electricity from renewables	%	25.5%	25.2%	-0.3%

1. “Renewable Electricity” includes all renewable electricity purchased on renewable energy tariffs or through renewable energy certificates as well a small amount of electricity generated on site in India and the UK using solar photovoltaic panels. “Other electricity” includes purchased electricity generated from other sources such as nuclear or fossil fuels.
2. Given the nature of our business, many of Capgemini’s offices have large server rooms. These are not considered to be data centers but their presence should be taken into consideration when comparing the energy usage of our offices against those in other sectors.
3. Data Center PUE (Power Usage Effectiveness) is a standard industry measure of how energy efficient a data center is. To track the energy efficiency of our data centers across the Group, we use a simple average of the PUE across multiple data centers.

✓ Indicator reviewed by KPMG to a reasonable level of assurance.

TABLE 4: ENERGY USE BY REGION

	Metric	Unit	India	North America	UK	France ¹	Netherlands	Other Europe	Latin America	Other Regions	Unreported Countries
TARGET	To reduce office energy use by 20% by 2020 and 30% by 2030	MWh	142,990	16,144	18,850	45,597	6,475	33,655	8,273	6,477	2,794
Offices	Total Office Energy Emissions	T CO ₂ e	138,904	6,594	7,154	3,936	2,664	13,231	1,576	4,842	1,795
	% Office Electricity from renewables	%	8.1%	0.0%	76.8%	43.2%	89.4%	13.2%	0.0%	0.0%	18.6%
TARGET	To reduce average data center PUE to 1.5 by 2020	Average PUE	N/A	1.71	1.76	1.80	1.77	1.72	1.90	1.50	N/A
Data Centers	Total Data Center Energy Use	MWh	N/A	27,236	43,761	26,982	15,099	15,493	1,745	375	N/A
	Data Center Energy Emissions	T CO ₂ e	N/A	11,371	19,594	1,865	7,073	5,388	257	286	N/A
	% of Data Center Electricity from Renewables	%	N/A	0.0%	64.8%	0.6%	100.0%	40.0%	0.0%	0.0%	N/A
TOTAL ENERGY	Total Energy Use	MWh	142,990	43,380	62,611	72,579	21,574	49,148	10,017	6,852	2,794
	Total Energy Emissions	T CO₂e	138,904	17,965	26,747	5,801	9,736	18,619	1,833	5,128	1,795
	% of Total Electricity from renewables	%	8.1%	0.0%	67.7%	25.8%	97.3%	23.6%	0.0%	0.0%	18.6%

1. For France, due to an issue with electricity billing in 2015 and 2016 the majority of the electricity data has been estimated. Overall 71% of France's energy data is estimated and this estimated figure for France makes up around 13% of the Group total energy use. Note that France's electricity emissions make up less than 1% of the total GHG emissions, due to the presence of a low carbon grid in France.

TABLE 5: BUSINESS TRAVEL

	Metric	Unit	2015 Total	2016 Total	% Change
TARGET	To reduce business travel emissions¹ by 25% by 2020 and 40% by 2030	T CO₂e	284,208	292,954 ✓	3.1%
Travel by Source³	Air Emissions	T CO ₂ e	187,659	193,448	3.1%
	Car Emissions	T CO ₂ e	66,982	65,455	-2.3%
	Hotel Emissions	T CO ₂ e	18,730	22,762	21.5%
	Rail Emissions	T CO ₂ e	5,246	5,719	9.0%
	Taxi Emissions	T CO ₂ e	3,837	3,767	-1.8%
	Other Travel ² Emissions	T CO ₂ e	1,755	1,804	2.8%
Travel per head	Total Travel emissions per head	T CO₂e/employee	1.60	1.57	-1.4%

1. Emission factors supplied by DEFRA have been used to calculate emissions from most sources, with the exception of hotel nights which are calculating using emission factors originally produced by the Carbon Neutral Company.
 2. "Other travel" includes travel from other modes of transport including bus travel, tram travel and private motorbike.
 3. Where mileage data is not available this has been estimated using the average cost per mile calculation from Capgemini data in respective countries.
- ✓ Indicator reviewed by KPMG to a reasonable level of assurance.

TABLE 6: BUSINESS TRAVEL BY REGION

	Metric	Unit	India ¹	North America	UK	France	Netherlands ²	Other Europe	Latin America	Other Regions	Unreported Countries
TARGET	To reduce business travel emissions by 25% by 2020 and 40% by 2030	T CO₂e	85,664	66,914	20,781	30,509	22,535	50,004	6,259	7,379	2,910
Travel by Source	Air Emissions	T CO ₂ e	70,348	58,230	11,013	14,654	5,524	20,247	5,006	6,505	1,922
	Car Emissions	T CO ₂ e	10,342	4,753	3,602	9,143	15,386	21,307	257	14	650
	Hotel Emissions	T CO ₂ e	4,122	2,964	4,342	3,801	812	5,034	703	758	226
	Rail Emissions	T CO ₂ e	6	73	1,306	2,527	492	1,254	0	4	57
	Taxi Emissions	T CO ₂ e	750	864	401	383	94	849	293	95	37
	Other Travel Emissions	T CO ₂ e	96	30	117	0	227	1,313	0	3	18

1. India: The data reported for 3-wheeler travel in India has been uploaded under “Motorbike” as DEFRA does not provide a separate emission factor for a 3-wheeler.
2. In the Netherlands and Belgium (included in Other Europe), emissions data associated with travel includes some personal car use as well as business mileage, where it has not been possible to separate the two data sources.

TABLE 7: WASTE & WATER USE

	Metric	Unit	2015 Total	2016 Total	Change
Waste¹ by Disposal Method	Waste to Landfill	Tonnes	3,527	3,563	1.0%
	Waste Recycled	Tonnes	1,272	1,150	-9.5%
	Waste to Energy	Tonnes	91	143	56.9%
	Waste Anaerobic Digestion ²	Tonnes	N/A	41	100.0%
Total Waste	Total Waste	Tonnes	4,890	4,899	0.2%
	Total Waste Emissions ³	T CO ₂ e	392	763	94.7%
	% of Waste Diverted from landfill	%	27.9%	27.3%	-0.6%
Water Use⁴	Total Water Use	Cubic meters	1,497,201	1,153,148	-23.0%
	Total Water Emissions ⁵	T CO ₂ e	1,576	1,213	-23.0%

1. The availability of accurate waste data varies considerably across the Group, depending on the type of site and local waste arrangements. Where actual data is not available, including in North America and France, it has been estimated using relevant estimation methods.
2. We began collecting data on waste disposed by anaerobic digestion in 2016.
3. The waste emissions factor for landfilled waste nearly doubled in 2016 compared to 2015, which is the reason why our waste emissions increase by 95%, even though our total waste generation has remained fairly stable.
4. Water data reporting is currently being implemented across the Group's entities. Where actual data is not available, including in North America, it has been estimated using relevant estimation methods.
5. As recommended by DEFRA we calculate both emissions associated with water supply and emissions associated with water treatment. As the volume of water being sent for treatment is unmetered it is assumed that the volume is the same as that being supplied.

TABLE 8: WASTE & WATER USE BY REGION

	Metric	Unit	India	North America ¹	UK	France ¹	Netherlands	Other Europe	Latin America	Other Regions	Unreported Countries
Waste by Disposal Method	Waste to Landfill	Tonnes	687	858	29	687	193	774	82	220	34
	Waste Recycled	Tonnes	291	27	167	277	51	272	46	8	11
	Waste to Energy	Tonnes	0	0	62	0	0	79	0	0	1
	Waste Anaerobic Digestion	Tonnes	39	0	0	0	0	2	0	0	0
Total Waste	Total Waste	Tonnes	1,018	885	257	965	243	1,129	128	228	47
	Total Waste Emissions	T CO ₂ e	133	171	10	153	39	187	17	44	7
	% of Waste Diverted from landfill	%	32.4%	3.1%	88.9%	28.8%	20.8%	31.4%	36.1%	3.6%	27.3%
Water Use	Total Water Use	Cubic meters	775,530	30,679	46,643	94,223	14,529	98,268	9,600	72,573	11,105
	Total Water Emissions	T CO ₂ e	816	32	49	99	15	103	10	76	12

1. The availability of accurate waste data varies considerably across the Group, depending on the type of site and local waste arrangements. Where actual data is not available, including in North America and France, it has been estimated using relevant estimation methods.



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Cap Gemini S.A.

Report by one of the Statutory Auditors on a selection of environmental indicators published in Capgemini Group Environment Report 2016-2017

Report by one of the Statutory Auditors on a selection of environmental indicators published in Capgemini Group Environment report 2016-2017

For the year ended December 31, 2016

To the Shareholders,
As requested and in our capacity as Statutory Auditor of Capgemini Group (hereinafter the “Company”), we hereby report to you on a selection of consolidated environmental information for the year ended December 31, 2016, identified by the symbol √ (hereinafter named «CSR Information») and disclosed in the Group Environment Report 2016-2017 of the Company (hereinafter the “CSR report”).

Company’s responsibility

The Corporate Social Responsibility (CSR) & Sustainability division is responsible for preparing the CSR Information in accordance with the guidelines used by the Company (hereinafter the «Guidelines»), summarised in the methodological notes presented in the CSR report and available on request from the company’s head office.

Independence and quality control

Our independence is defined by regulatory texts, the French Code of ethics (Code de déontologie) of our profession and the requirements of article L.822-11-3 of the French Commercial Code. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements and applicable legal and regulatory requirements.

Statutory Auditor’s responsibility

On the basis of our work, our responsibility is to express, at the request of the Company, reasonable assurance that the CSR information selected by the Company and identified by the symbol √¹ in the CSR report is fairly presented, in all material respects, in accordance with the Guidelines. The conclusions given below relate solely to the CSR Information and not to the Company’s CSR report as a whole.

We were assisted in our work by our CSR experts. We performed our work in accordance with ISAE 3000² and in compliance with the professional guidelines applicable in France.

Reasonable assurance on a selection of CSR Information *Nature and scope of our work*

We conducted interviews with the persons responsible for preparing the CSR Information in the departments in charge of collecting the information and, where appropriate, responsible for internal control and risk management procedures, in order to:

- assess the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and understandability, and taking into account industry best practices where appropriate;
- verify the implementation of data-collection, compilation and control process to reach completeness and consistency of the CSR Information and obtain an understanding of the internal control and risk management procedures used to prepare the CSR Information.

We determined the nature and scope of our tests and procedures based on the nature and importance of the CSR Information with respect to the characteristics of the Company, the human resources and environmental challenges of its activities, its sustainability strategy and industry best practices.

At the Group level, we performed analytical procedures on the CSR information and verified, using sampling techniques, the calculation and the consolidation of the data.

¹ Total direct energy consumption, Greenhouse gas emissions related to direct energy consumption, Greenhouse gas emissions related to business travel

² ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information

At the level of a representative sample of entities selected by us³ on the basis of their activity, their contribution to the consolidated indicators, their location and a risk analysis, we conducted interviews to verify that procedures are properly applied and to identify potential undisclosed data, and we performed tests of details, using sampling techniques, in order to verify the calculations and reconcile the data with the supporting documents. The selected sample represents between 55% and 71% of the CSR Information.

We consider that this work enables us to express a conclusion of reasonable assurance for the information selected by the Group and identified by the symbol √.

Due to the use of sampling techniques and other limitations intrinsic to the operation of information and internal control systems, we cannot completely rule out the possibility that a material irregularity has not been detected in the CSR Information selected.

Conclusion

In our opinion, the CSR information selected by the Group and identified by the symbol √ in the CSR report is fairly presented, in all material aspects, in compliance with the Guidelines.

Paris-La Défense, September 5, 2017	
KPMG S.A.	
	
Philippe Arnaud	Frédéric Quélin
<i>Partner</i>	
<i>Sustainability Services</i>	<i>Partner</i>

³ India, France, Germany, The Netherlands



About Capgemini

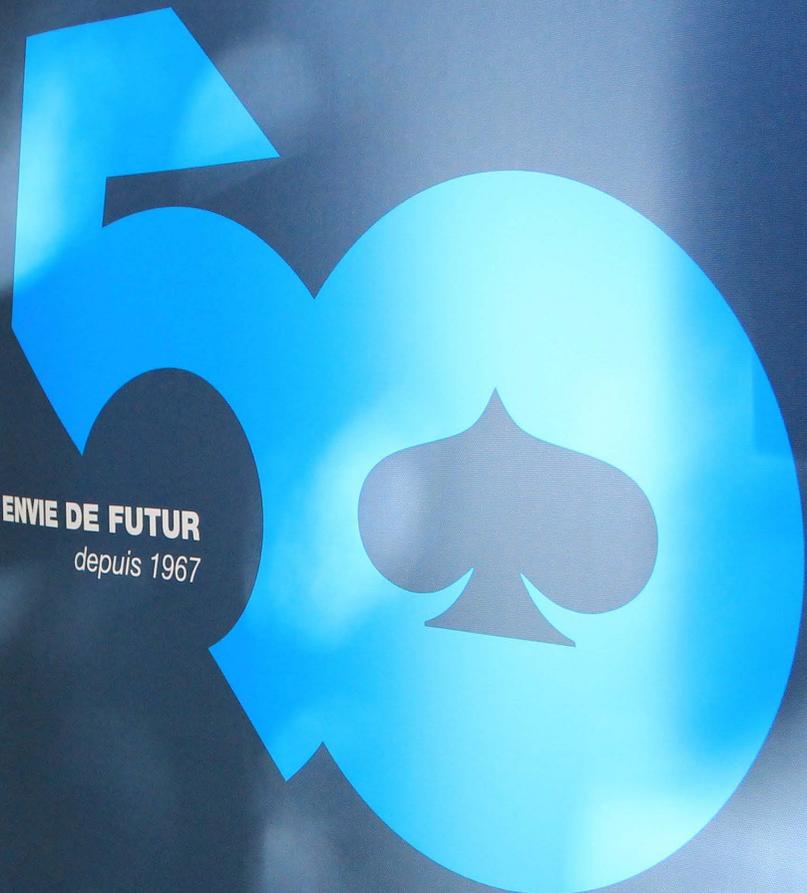
With more than 190,000 people, Capgemini is present in over 40 countries and celebrates its 50th Anniversary year in 2017. A global leader in consulting, technology and outsourcing services, the Group reported 2016 global revenues of EUR 12.5 billion.

Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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www.capgemini.com

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