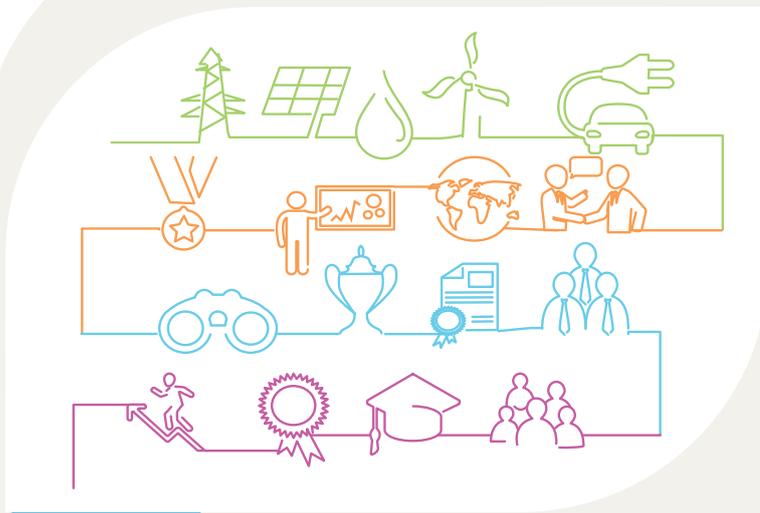


Corporate Responsibility and Sustainability Update 2015/2016



EXECUTIVE SUMMARY



Christine Hodgson
Chairman of Capgemini UK
Co-Chair Group CR&S Board

During 2015, the UN launched the new Sustainable Development Goals (SDGs), which provide a framework for action to address global social, environmental and economic challenges. These goals were created under greater consultation with business, (in contrast to the outgoing Millennium Development Goals) and as such place a greater emphasis on business to contribute to achieving the goals.

Likewise, the agreement made between the world's leaders at the 21st Conference of the Parties (COP21) in Paris, to take mitigating action preventing global temperature rises above 2 degrees Celsius (beyond pre-industrial temperatures), requires significant collaboration between business, government, policy makers and society.

There are important implications for business in terms of operational practices and potential organizational changes required to support these global aims and expectations. The importance of corporate responsibility, of risk management and of mitigation against the impacts of climate change, is expected to continue to rise with a greater awareness amongst stakeholders (clients, employees, investors and shareholders). In addition to our own duty to be an efficient and responsible company, as an innovative and transformative organization, Capgemini is well placed to offer new technology solutions for a low carbon economy.

Within Capgemini, 2015 saw continued progression of the Corporate Responsibility and Sustainability agenda. We established a Group CR&S Board under the co-chair of Hubert Giraud (Group Management Board Member) and myself strengthening governance across the Group. The Board members were selected to reflect the diversity of the organization and include a range of senior executives providing wide representation across the Group. The CR&S Board is responsible for reviewing, debating and ultimately approving CR&S strategy, policies and practices for the Group.

Throughout 2015, we continued to enhance our capability concerning environmental management including the establishment of a Center of Excellence in India.

This capability enables us to provide consistent and efficient environmental support across the Group including a streamlined approach to ISO 14001 certification. This approach assisted in the achievement of the latest certifications across Capgemini North America and Capgemini Sweden, increasing the number of countries with certification to 11.

During the summer of 2015, an internal group, comprising key CR&S leaders and members of the Executive CR&S Board developed a new global community strategy for the Group. Encompassing a range of initiatives, the program aims to impact positively the lives of one million people by 2020 through our global Education and Skills programs and led to the largest engagement of our people in any one Community initiative to date.

During 2015 Capgemini acquired IGATE, who, with their established ICare community programme closely align with and strengthen our CR&S focus particularly pertaining to education and skills.

Capgemini continue to place great emphasis on our people. Our values define how we behave both internally and in all aspects of our business transactions. Our standards are high with expectations to match. We have been named as one of the World's Most Ethical Companies by the Ethisphere Institute for the fourth consecutive year.

This report provides an overview of our key achievements in our Values & Ethics, Environmental Sustainability, Community Engagement and People Culture programs. It also presents our 2015 carbon data which shows an overall decrease in emissions associated with our global operations of 4% as compared to 2014. This data is presented in our Group Annual Financial report in accordance with Grenelle II legislation (legislation: article R.225-105-1 of the French Commercial Code).

Further information about our approach to Corporate Responsibility and Sustainability can be found on our website www.capgemini.com

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1. INTRODUCTION

As we have grown to become Europe's largest IT services company, our commitment to Corporate Responsibility and Sustainability (CR&S) has continued to mature and remains underpinned by our Values and Ethics. Capgemini was founded in 1967 by Serge Kampf. His vision and mission for the organization placed people at our heart, with a strong set of values central to the way we do business. Capgemini prefers to work collaboratively, building working partnerships with our clients in order to ensure class-leading services in over 40 countries. With a head count of over 180,000 people, Capgemini recognizes the rich diversity of our people and the resulting innovation and diversity of thought, through the provision of an inclusive working environment.

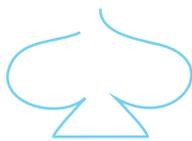
As a provider of consultancy, technology and outsourcing services, together with professional services through our Sogeti business, Capgemini Group's CR&S program covers the reduction of our environmental impacts, the contribution we make to the communities in which we operate, as well as the creation of a diverse and inclusive work environment, to enable our people to both develop and serve our clients. Our overall management approach also supports all national laws and regulations, in particular the fundamental conventions on labor standards of the International Labor Organization (ILO), the principles of the 1948 Universal Declaration of Human Rights (where we refuse the use of forced and child labor), and the OECD guidelines for Multinational Enterprises.

This report provides updates regarding our Corporate Responsibility and Sustainability (CR&S) program through 2015, with the inclusion of our 2015 Group carbon data (covering 100% of our headcount)⁽¹⁾ as audited externally in compliance with Grenelle II legislation. The use of the word 'Group' throughout this document denotes the organization in its entirety. Where narrative may be specific to a country or number of countries, they are named.

(1) Made up of those countries who are formally reporting through a monthly or quarterly process and those (around 2-3%) where operations are too small to warrant adherence to a formal process.

1.1 Our approach to CR&S

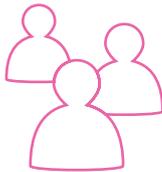
The Capgemini Group CR&S program continues to focus on the three key areas of Environmental Sustainability, Community Engagement and People Culture which are underpinned by our focus on Values & Ethics and our commitment to work with our clients to deliver sustainable business services. The Group CR&S Board comprised of senior executives from around the Group, continues to provide leadership and governance across these key areas.



VALUES & ETHICS:

“It is about who we are and the way we do business”.

Built on a foundation of our seven core values (Honesty, Boldness, Trust, Freedom, Team Spirit/Solidarity, Modesty and Fun), our Code of Ethics supports our corporate culture and permeates all our business practices, procurement behaviors and employee welfare policies.



PEOPLE CULTURE:

“We are committed to being an employer of choice for people who wish to develop in a creative and diverse environment”.

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



COMMUNITY COMMITMENT:

“We strive to have a positive impact on the communities in which we live and work”.

As a major global employer, we work locally, nationally and internationally with local authorities, non-governmental organizations (NGOs) and charities on two priorities: education and development. The Group encourages the active involvement of each of our team members in our communities.



ENVIRONMENTAL SUSTAINABILITY:

“We are committed to understanding, measuring and reducing our environmental impacts”.

We recognize that, the business services we provide have an impact on the environment. We work hard to reduce this impact by saving energy and reducing waste, as well as by reducing business travel. We also work to raise employee awareness of the critical issues related to the environment.



CLIENT SERVICES:

“Our clients benefit from our understanding of the environment and our world-renowned business transformation capabilities”.

We deliver long-lasting added-value with tangible results. We take time to talk to our clients and ensure that their views are taken into account, and we look to embed CR&S considerations into our service offerings.

1.2 Governance

With an enhanced focus on strategic planning and governance, 2015 was a pivotal year for our program across the key areas identified within this report. January 2015 saw the inaugural meeting of the Group's CR&S Board co-chaired by Hubert Giraud (Group Management Board Member and Head of People Management & Transformation) and Christine Hodgson (Chairman, Capgemini UK Plc). Throughout the year, the Group CR&S Board worked to advance Capgemini's strategic approach, further embedding CR&S principles into our business operations and practices.

The CR&S Board continues to maintain consistency and ensure the uniform implementation of our CR&S policies and initiatives across our Group, led locally by our global network of CR&S professionals.

Leveraging the significant expertise of our CR&S professionals around the Group, multinational working groups continue to assist in driving the program forward. These international networks include:

- the Ethics & Compliance Officers' network, reporting to the Group Chief Ethics & Compliance Officer;
- the Corporate Responsibility & Sustainability Leadership network, comprising CR&S professionals from within the Group;
- the global Corporate Responsibility & Sustainability network, open to all our people; and
- the global client-facing Sustainability network, focusing on embedding sustainability into client service offerings.

In addition, we have separate country level CR&S Boards in a number of our key geographies, such as Germany, India, the Netherlands, and the UK; in others, such as France and North America, CR&S Issues are discussed at local Executive Committee meetings.

Extract from the CR&S Board Charter

The Corporate Responsibility and Sustainability (CR&S) Board will provide the executive level governance for CR&S within Capgemini. The CR&S Board will review, debate and ultimately approve CR&S policies and practices for the Group.

For Capgemini, CR&S means taking a long term view – it is our approach to business that reduces our impact on the environment, contributes to the communities in which we operate and ensures that we remain a diverse and inclusive company. The Chair of the CR&S Board provides the linkage to Capgemini's Group Management Board (chaired by Capgemini's Group CEO) ensuring the input of the CEO and the alignment of Capgemini's approach to CR&S with the Group overall business strategy.

The overall program continues to focus on the three key areas of Environmental Sustainability, Community Engagement and People Culture. A number of interactive multi-national working groups continue to drive the program forward under the direction of the Group Corporate Responsibility & Sustainability Director.

1.3 Materiality and Scope

In order to ensure our Corporate Responsibility and Sustainability program remains aligned with stakeholder expectations, an analysis of the relative importance of sustainability aspects and issues was undertaken during 2014. This analysis, or materiality assessment, is the result of a range of internal and external stakeholder interviews together with desk research.

During 2015 this view was not found to have altered with the potential exception of child labor, whereby it was queried by a number of stakeholders what place this had on our materiality matrix. The matrix itself and further information regarding the assessment can be found on our website at www.capgemini.com/about

This report focuses primarily on the CR&S activities of Capgemini Group (excluding IGATE) for the calendar year 2015. This report includes environmental data for Capgemini and Sogeti, however, IGATE is not yet included.

2. VALUES AND ETHICS

Since the formation of Capgemini in 1967, our culture and business practices have been inspired and guided by our seven core values: Honesty, Boldness, Trust, Freedom, Team Spirit, Modesty and Fun. These values sit at the heart of our approach as an ethical and responsible company and are the guiding principles by which we conduct our business both individually and collectively. The rapid acceleration of technology and social media enrich our business but also increase our exposure to reputational risk, making it even more important that all our people understand their responsibility for maintaining Capgemini's ethics and values.

2015 Highlights:



We appointed a New Group Chief Ethics & Compliance Officer to drive forward our strong commitment to Values & Ethics;



We were named as one of the World's Most Ethical Companies by the Ethisphere Institute, for the third consecutive year; and



We hosted six business ethics workshops across the world for more than 100 managers and top executives, on practical ways to deal with ethics and compliance issues.



VALUES
& ETHICS



Our ability to build trust with clients, shareholders, team members and suppliers is critical to our ongoing success. Our current Ethics & Compliance Program was launched in 2009 by the Group Board of Directors based on the ethics culture which has been a core part of the Group since its creation. As part of this program, a network of Ethics and Compliance Officers was set up, and a Code of Business Ethics, an Anti-Corruption Policy and a Competition Laws Policy were launched to reassert our values in every country in which we operate. All of our people are expected to comply with the principles of these “three fundamental documents”, and follow an e-learning training course on each one.

The Ethics & Compliance program demonstrates our Group’s deep-rooted values and strong ethical culture. It also contributes to attracting, developing and retaining our talented people. Achieving commitment and creating an ethical environment strengthens our reputation, helps us to win new business and allows us to take our place amongst the leaders in our industry.



HONESTY



BOLDNESS



TRUST



FREEDOM



TEAM SPIRIT



MODESTY



FUN

2.1 Ethics and Compliance Networks

The managers of the Group and its operating units (SBUs/BUs) are accountable for driving the Ethics and Compliance program in their respective units, in compliance with local laws, regulations and procedures.

The Chief Ethics & Compliance Officer (CECO) is responsible for the Ethics & Compliance program across the entire Group. The Ethics & Compliance program and its achievements are reviewed annually by the Ethics Governance and Nomination Committee of the Board of Directors.

Local General Counsels have also been appointed as Ethics & Compliance Officers (GC-ECO). They ensure implementation of the Ethics & Compliance program within their geographic region and liaise with the CECO.



2.2 The Code of Business Ethics

In order to integrate our ethical culture across the entire Group, the Code of Business Ethics, is now available in 14 languages. It receives the collective and individual support of the members of the Board of Directors, the Group Executive Committee and the Vice-Presidents community.

Capgemini expects all Group employees to adhere to the seven core values and to the principles expressed in this Code and in particular, that they commit to:

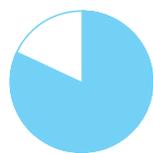
- respecting applicable laws and regulations;
- applying health and safety rules and contributing to the creation of a safe and inclusive work environment;
- acting responsibly in the marketplace, complying with applicable competition laws and regulations and anti-corruption provisions, avoiding conflicts of interest and insider trading, and providing accurate commercial and financial information;
- building honest and clear relationships with clients, business partners, and our suppliers;
- maintaining the security and integrity of the assets of the Group and of any third parties with whom we work;
- supporting the communities and respecting the environment in which we operate; and
- refusing the use of forced labor and child labor.

All new hires are expected to undertake to comply with the principles set out in the Code of Business Ethics and to complete an e-learning module on the Code.

At the end of 2015



126,000+
employees



82%

Global headcount



Completed our

Code of Business Ethics e-learning module

2.3 Specific Policies and Training

ANTI-CORRUPTION POLICY

In 2011, the Group distributed a document concerning the prevention of corruption, in eleven languages. At the end of 2015, more than 132,000 employees had followed the related e-learning module, available in six languages. This represented more than 87% of the Group's employees.

In addition, new employees are expected to undertake to comply with the principles set out in the Group Anti-Corruption Policy and to complete the related e-learning module.

GROUP COMPETITION LAW POLICY

In 2012, the Group distributed a document concerning competition laws, in eight languages. At the end of 2015, more than 121,000 employees had followed the related e-learning module, available in six languages. This represented more than 79% of the Group's employees at this date.

In addition, new employees are expected to undertake to comply with the principles set out in the Competition Law Policy and to complete the related e-learning module.

HUMAN RIGHTS

As identified by our assessment of materiality, our stakeholders have raised the issue of human rights specifically as being of importance to Capgemini and our business. Work on a specific stand alone human rights statement commenced in 2015, to provide clarity and guidance regarding our allegiance to the principles of the United Nations Declaration of Human Rights. Due to the decentralized nature of the Group, it is important that this statement be applicable to and understood by all and as such, work continues into 2016.

BUSINESS ETHICS TRAINING FOR MANAGEMENT

In 2015, six three-hour business ethics workshops were held around the world, covering more than 100 managers and top executives (mainly Grade F, i.e. the top of the managerial pyramid). These sessions, based on case studies, aimed to give practical advice on how to deal with ethics and compliance issues and to highlight management's role in setting an example. They also helped develop local action plans to cascade these messages to lower management levels, with the help of the Ethics & Compliance Officers.

Additionally in 2015, a new initiative was developed for more than 4,300 Grade E managers (i.e. the grade just below top management) based on a "Train the Trainers" methodology. More than 65 top managers have been trained to deliver more than 200 sessions of a three-hour business ethics workshop. At the end of 2015, more than 1,500 Grade E managers had followed one of the sessions. This represented more than 35% of the target population at this date.



2.4 Raising Concern Procedure

The Code of Business Ethics provides that any of our people faced with a question or issue involving ethics or compliance should discuss it first with his/her local manager. If the issue is not resolved by the manager, or if the employee is not comfortable discussing the matter with his/her manager or if other procedures for dealing with individual grievances are not applicable, they may use the dedicated Raising Concern Procedure (RCP). This is a dedicated procedure for requesting advice and raising concerns.

Our people may in this way seek advice and guidance on appropriate action from the local General Counsel - Ethics and Compliance Officer or even directly from the CECO in Paris. In operation since late 2013, the RCP is applied on a case-by-case basis in 39 countries where the Group operates, in accordance with applicable legislation.

Ethisphere's World's Most Ethical Companies

In March 2016, Capgemini was named one of the World's Most Ethical Companies by the Ethisphere Institute for the fourth consecutive year and for the first time has been included in the Standard Ethics index. These awards recognize our longstanding commitment to company-wide ethical leadership, compliance practices and corporate responsibility. It also highlights our commitment to leading ethical business standards and practices, ensuring long-term value to key stakeholders around the world including clients, our people, suppliers and business partners.



"We are delighted to be recognized, for the fourth year running, as one of the World's Most Ethical companies by the Ethisphere Institute. The intelligence explosion to come requires organizations in the IT and consulting industry to put ethics at the top of their business agenda. While future technological capabilities are hard to predict, organizations will certainly require robust ethics to navigate new waters wisely. Capgemini's seven core values are a valuable competitive asset and play a vital role in how we contribute today to the world of tomorrow – in this respect, a solid CR&S program contributes to sound ethics."

Philippe Christelle,
Chief Ethics and Compliance Officer



3. ENVIRONMENTAL SUSTAINABILITY

We are committed to understanding, measuring and reducing our environmental impacts.

We recognize that the business services we provide have an impact on the environment. We work hard to reduce this impact by saving energy and reducing waste, as well as by reducing business travel. We also work to raise employee awareness of the critical issues related to the environment.

2015 Highlights:



Capgemini achieved ISO 14001 certification covering Capgemini North America, Sweden and Capgemini France, (extending coverage to include operations in eleven countries) bringing the total coverage to 76% of our Group headcount;



We were named as a winner in the Golden Peacock Awards for Sustainability, for managing natural resources and conserving electricity and water in Capgemini India; and



Total emissions across the Group have decreased by nearly 4%.



The identification of Capgemini's material environmental impacts has resulted from the materiality assessment (as described earlier) and local initial environmental reviews (IERs) as part of country ISO 14001 certifications. Identification of other material issues have emerged through local assessments, such as an independent Climate Change Risk Assessment in the UK and through the CO₂ performance ladder program and Multi Year Program (MYP) in the case of the Netherlands. Whereas the materiality assessment highlighted the importance of climate change to our stakeholders and the need to reduce our carbon footprint, the IERs provided greater granularity relating to these impacts, including:



As a Group, Capgemini remains cognizant of the importance of climate change including the responsibility of the business to do our part in limiting global temperatures to below a two degree Celsius rise and potential implications to our business including energy security. Our efforts to reduce and minimize impacts through our energy use, waste management and business travel continue across our Group through our maturing Environmental Sustainability program. During 2015, business travel was identified as our largest source of carbon (accounting for 52% of our emissions).

We are also committed to identifying and complying with all local and international legislation and other relevant requirements relating to this impact in the various geographies in which we operate. Our belief that environmental responsibility drives shareholder value provides the impetus to go beyond simple environmental compliance. It allows us to provide clients with new services and help them with their own challenges, while enabling us to improve our own efficiency and reduce operational costs. The implications of climate change present risk and also opportunity throughout our business. For example, we are aware and mitigate against the risk posed by extreme weather events at our data centers ensuring our clients have continuous service no matter the weather conditions. We also recognize the opportunities, both current and potential, to use technology to assist our clients with their own climate change challenges.

3.1 Group environmental policy

The Group Environmental Policy, endorsed by Chairman and CEO Paul Hermelin, sets out the measures that all countries are expected to take in terms of the environment. It reinforces our commitment to respecting the environment and the continual improvement of environmental performance across our global operations, specifically in the areas of energy, business travel and waste management. Water is an increasing expectation and as such related data is gathered and logged wherever possible. The Policy can be found at: <https://www.capgemini.com/resources/group-environmental-policy>

3.2 Group environmental management approach

Throughout 2015, Capgemini continued to extend the scope of its environmental management systems with Capgemini France, Sweden and North America added to the list of countries with certification under ISO 14001. This certification increases the percentage of operations covered by the standard to nearly 76% measured by headcount.

Germany, Finland, Poland and Sweden Sogeti will start their certification journey in 2016.

Capgemini's most material environmental impacts result from our use of energy (in both offices and data centers), as a result of business related travel and from the disposal of office waste. These impacts, together with smaller impacts such as from water consumption and fugitive air-conditioning emissions, are measured and reported as part of our sustainability accounting and reporting processes. Other environmental impacts, such as those on bio-diversity and noise pollution, while regularly reviewed, are not currently considered significantly material to our operations and consequently are not discussed further in this report.



Our Environmental Impacts:

While certain local variations may exist, the Group's main environmental impacts are shown below:



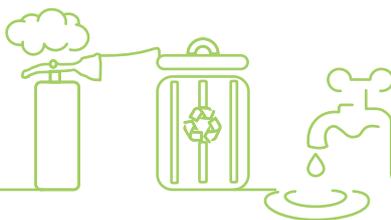
52% - Business Travel

The international and domestic business travel we undertake, by road, rail, air, and from staying in hotels, all consume fossil fuels which contribute to greenhouse gas (GHG) emissions. Tackling this remains a major challenge for our industry, which is reliant on the mobility of its people in order to best utilize their skills and experience in serving customers worldwide. We continue to take advantage of opportunities created by remote technology solutions such as video conferencing. We have also improved remote collaboration tools to facilitate remote working and allow greater flexibility. We are progressing the global roll out of our 'TravelWell' program which takes holistic view on travel, focusing on safety and wellbeing, as well as supporting our people to make smart and sustainable travel choices.



47% - Energy Consumption

Our most direct environmental impact comes from the consumption of electricity, gas and oil to light, heat and power our offices and data centers. Data centers are particularly energy intensive due to the high level of IT equipment to be housed, powered and cooled.



>1% - F-Gas, Waste and Water

The man made gases from our use of air conditioning units are known as F-gases and carry a significant global warming potential. The associated emissions from a number of these gases are included in our overall emissions (as per the Kyoto Protocol), with the remaining identified gases (outside the Protocol) also identified and reported separately within the data tables at the end of this section. The material impact of our usage is low in comparison with emissions from travel and energy.

Much of the waste that the Group produces is generated by office consumables and packaging. Capgemini aims to minimize the amount of waste that is sent to landfill by promoting the development of recycling facilities. We also work with our people and key suppliers to reduce the overall amount of waste generated on our premises by our daily operations.

We ensure that all electronic equipment is recycled in accordance with local legislation.

Water use is not considered a material issue across the Group - however, within certain key countries such as India and Brazil issues around potential water scarcity make this a more material impact.



3.3 Environmental performance

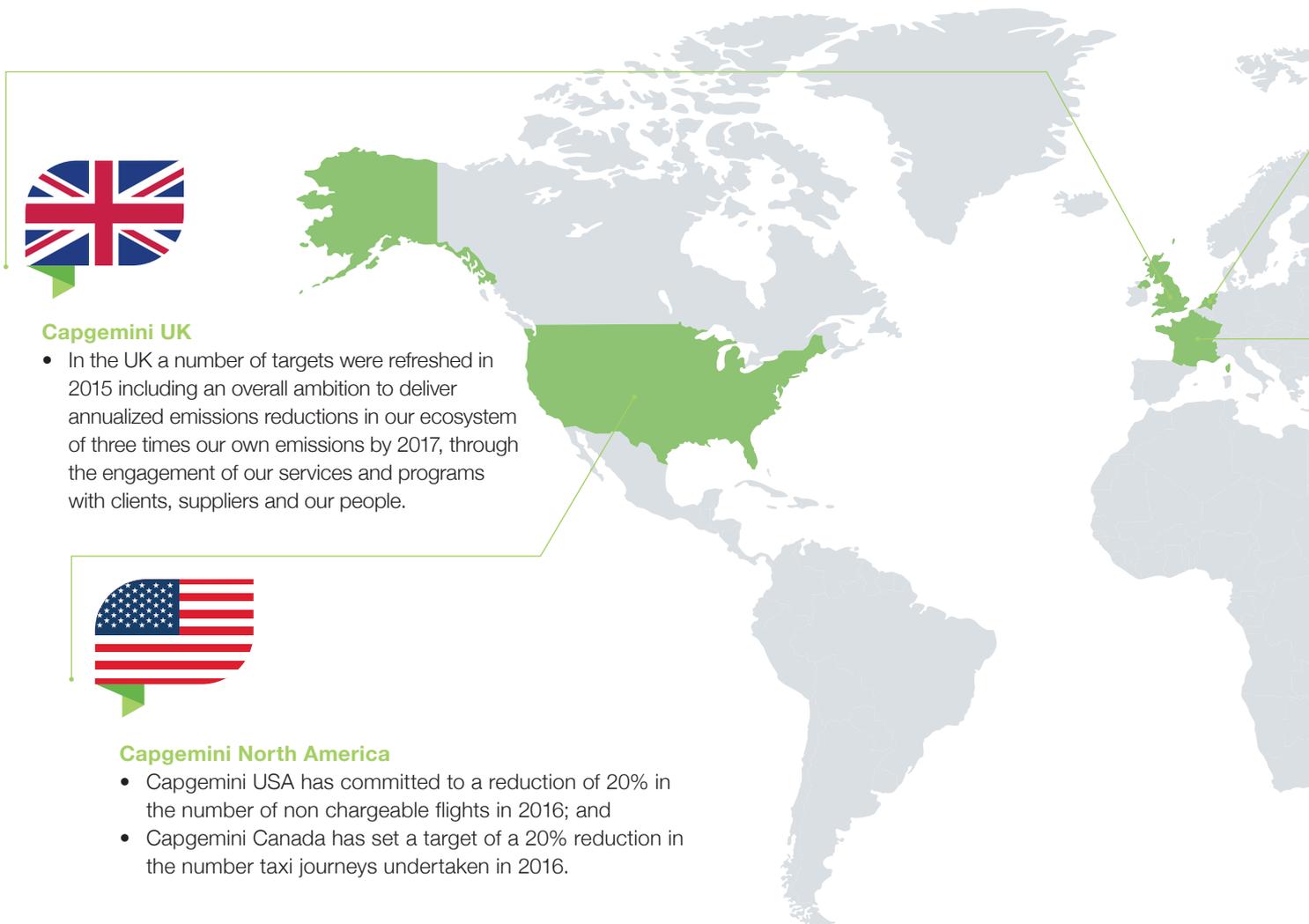
During 2015 our global carbon accounting and management service continued to cover 28 of our countries and over 98% of our global headcount. In addition, an estimate has been included to cover the remaining headcount based on a calculation of emissions per head.

Our robust approach to environmental data collection and reporting is essential for meeting corporate reporting obligations, such as the French Grenelle II legislation, at Group level, and the Carbon Reduction Commitment legislation for Capgemini UK. Capgemini's Carbon Accounting and Sustainability Reporting service is also available to clients.

GROUP TARGETS

Following the standardization of data collection and carbon management, our stable baseline of data has been set as 2014. Throughout 2015, the Group CR&S team formulated a series of global environmental targets in order to drive performance across the Group. These targets will be set to assist countries in adhering to Group Environment Policy and to also provide a framework within which to drive their own agendas at the local level. In 2016 these targets will be presented to the Group CR&S Board for final approval before publication.

Locally set targets are in place in a number of our countries including (but not limited to):



Capgemini UK

- In the UK a number of targets were refreshed in 2015 including an overall ambition to deliver annualized emissions reductions in our ecosystem of three times our own emissions by 2017, through the engagement of our services and programs with clients, suppliers and our people.



Capgemini North America

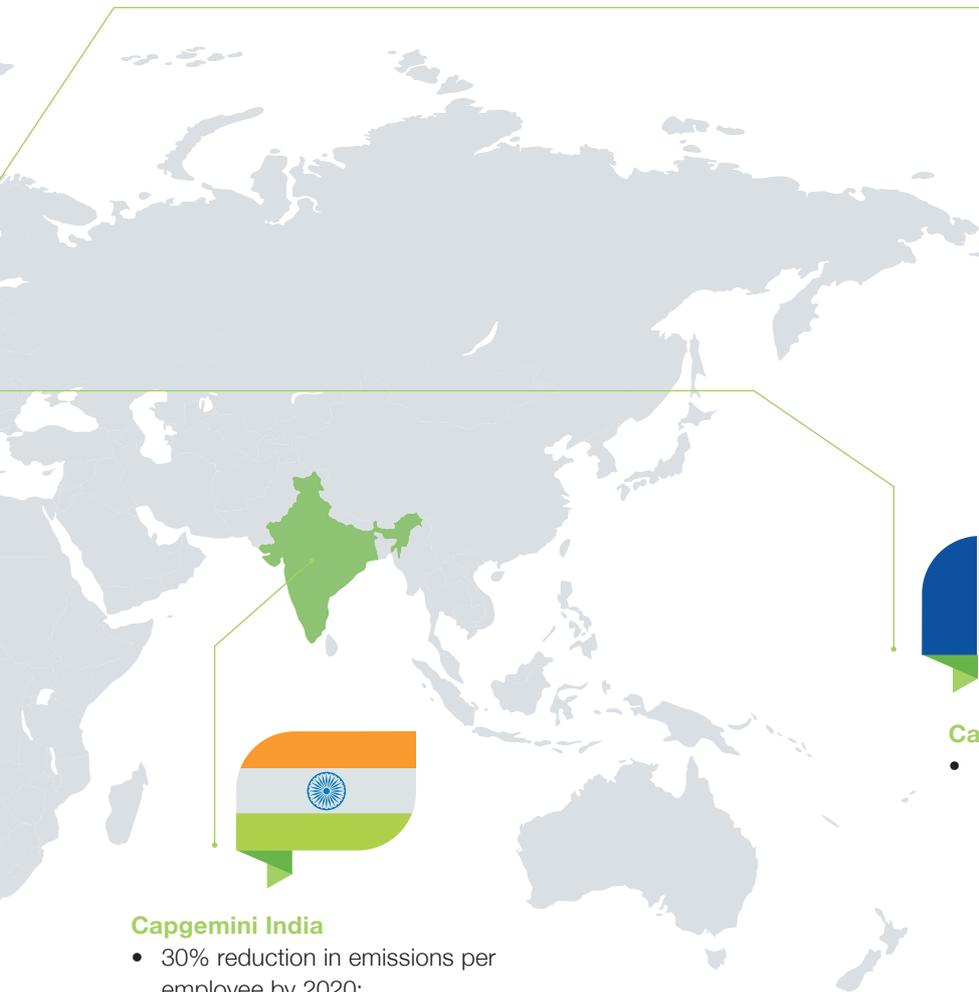
- Capgemini USA has committed to a reduction of 20% in the number of non chargeable flights in 2016; and
- Capgemini Canada has set a target of a 20% reduction in the number taxi journeys undertaken in 2016.



ISO 14001 program case study

Since 2009 a growing number of countries have implemented an Environmental Management System (EMS) according to ISO 14001. We have seen how this structured approach towards continuous environmental improvement helps countries in driving results. By streamlining our internal capabilities concerning environmental management, we are able to move more of our operations in an increasing number of countries towards certification. We designed a Group EMS platform with all the necessary corporate and local processes and tools that make it possible to implement ISO 14001 in a very efficient and effective way, from the perspective of both time and budget. We are regularly complimented externally for the robustness of our EMS platform through the audit process.

In 2014 Capgemini India, as a whole entity, was added to the group of ISO 14001 certified countries, in 2015 Capgemini Sweden followed that example with North America completing during December 2015, bringing the total number of country operations to 11. Other countries, like France, extended the scope of their existing certificate to further Strategic Business Units which, in total, brought the Capgemini coverage by headcount to approximately 76% across the Group (without IGATE). Work on an implementation in Germany also commenced in 2015. By 2017, we strive to have all of our ten major countries (by headcount) ISO 14001 certified. We recognize that there will be new challenges along the way, such as organizational changes as demonstrated by the recent IGATE acquisition. However, we remain confident in our approach.



Capgemini Netherlands

- 30% reduction in emissions by 2016 compared to 2011; and
- to be CO2 neutral by 2020.



Capgemini India

- 30% reduction in emissions per employee by 2020;
- 20% reduction in water consumption per employee by 2017; and
- zero waste to landfill by 2017.



Capgemini France

- in support of the COP21, Capgemini France announced a target of a 20% reduction in overall carbon from our French operations by 2020.



3.4 Key performance indicators and methodology

The environmental data presented in this our 2015 CR&S Update have been taken from the Carbon Accounting and Sustainability Reporting system and covers 28 countries (Australia, Belgium, Brazil, Canada, China, Czech Republic, Denmark, Finland, France, Germany, Guatemala, India, Ireland, Italy, Luxembourg, Mexico, Morocco, the Netherlands, Norway, Philippines, Poland, Romania, Spain, Sweden, Switzerland, the UK, the USA and Vietnam) covering 98% of Group headcount (excluding IGATE). We have estimated the data for the remaining operations by headcount, by applying a relevant uplift to each emission source to account for operations where we do not have data collection processes in place. This estimated data is provided within the environmental data tables labeled as 'Non Reporting Countries' and further explanations are given in the table footnotes within the Appendices.

Even where data is available for a particular country, it has sometimes been necessary to make a number of assumptions: where only partial data are available, extrapolation has been employed to estimate total annual impact. In general, fourth quarter data for 2015 was not available at the time of reporting and therefore has been extrapolated based on available data for 2015. Other extrapolations have included:

- estimating 2015 data based upon available 2014 data, (according to documented methodologies related to differing circumstances and covering all aspects of energy, travel, water and waste management);
- estimating emissions data based on available cost data (employing metrics such as the cost per kWh for electricity and gas; and cost per liter of diesel or per kilometer of travel); and
- estimating emissions data for a facility based on data available for other facilities (estimating electricity usage based on area of the facility, estimating waste disposal & water consumption based on headcount of the facility).

Further disclosure about the scope of data available and extrapolations employed is presented in footnotes under the data tables.

The 2014 data, against which the latest 2015 data is compared, has been restated since our 2014 Registration Document, Annual Financial Report.

These change are due to a number of significant improvements to the 2014 data, such as the inclusion of Scope 3 electricity transmission and distribution losses, the replacement of estimated Q4 2014 data with the now available actual data and the inclusion of an estimate for those non reporting countries where our operations are too small to be included in our formal reporting processes.

This non reporting country estimate accounts for just over 28% of the difference between the 2014 figures presented in this report and those published in our 2015 Report. Travel makes up 18% of the difference and the majority with around 53% of the difference is energy which now includes transmission losses.

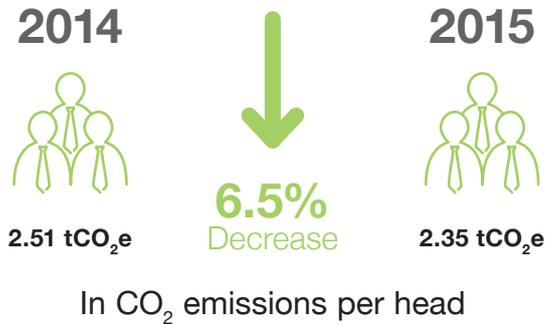
OVERALL EMISSIONS

In 2015, Capgemini's carbon emissions from operations representing 100% of the Group's headcount (excluding IGATE) were 346,254tCO₂e as calculated using the emission factors and methodology recommended by the UK Government's Department of Environment Farming and Rural Affairs (DEFRA).

Comparison with the 2014 data shows that total emissions across the group have decreased by nearly 4%. Within the same period, the emissions of our largest operations (India, Netherlands, UK, France and North America) have decreased by nearly 3% (from 285,085 tCO₂e to 276,945 tCO₂e) despite an average headcount raise of nearly 6%.

Within this report, the 2014 emission figures have been restated from a reported 328,500 tCO₂e to 360,191 tCO₂e (a difference of 31,691 tCO₂e). This is due to a number of significant improvements to the 2014 data, as described previously.

For the purposes of carbon accounting per head, an average headcount over the year has been calculated for both 2014 and 2015, which represents a more accurate per headcount calculation than using the December 2014 head count as compared to the December 2015 headcount. As a consequence, the headcount figures within this section may vary slightly from the absolute figures quoted in other sections of this report.



Following the restatement of 2014 data, emissions per head were calculated as 2.51 tCO₂e (against an average headcount of 143,471). In 2015, a reduction of 6.5% to 2.35 tCO₂e per head (against an average headcount of 147,524) has resulted from our continued efforts to reduce our carbon footprint around the Group. As these calculations include those emissions associated with our data center operations, it is not truly representative of the emissions emitted according to headcount (including data centers).

ENERGY CONSUMPTION

Across the Group, total reported energy use has reduced a little under 2% from 370,425 MWh in 2014 to 363,658 MWh in 2015 which, when you consider our headcount average rose just under 3% within the period, is an achievement attributed to the increasing focus on environmental management in an expanding number of our operations.

Emissions associated with our use of energy have fallen a little over 6% in the same period due to a decrease in the use of diesel (31% reduction in associated emissions) and electricity (3% reduction in associated emissions) across the Group and a change in the emission factor for electricity as compared to 2014 across France, India, Netherlands, North America and the UK. This is reflected in the decrease of just over 6% (from 143,567 tCO₂e to 134,537 tCO₂e) in emissions related to energy use for our largest operating countries.



- in India, energy related emissions have reduced by around 5% which is largely attributable to the reduction in 2015 emission factors and also a reduction in the use of diesel (gas oil) leading to a 30% reduction in associated emissions;
- in France, the total energy consumption increased by 10% between 2014 and 2015 as a result of the addition of 29 facilities (23 following the acquisition of Euriware in 2014). Accordingly, the associated emissions from energy have risen by 11% (due also to additional data available from Euriware facilities in 2015); during 2015, our operations in France procured 47% of electricity from renewable sources. As we are not yet able to report according to the latest However, increased purchase of renewable energy is not yet reflected in our reported emissions for France as we are not yet able to report Scope 2 market-based emissions. This will be a priority for 2016.
- within the UK, total reported energy use in MWh has reduced by a little over 4%, primarily due to the rationalization of our facilities, with three offices and a section of one data centre closing during 2015.

We also completed the final phase of a sustainability flagship project at our Aston office, installing solar photovoltaic panels on the roof, which complement the small solar thermal system already in place. During 2015, the panels saved over £5,700 in electricity costs and generated over 58,000kWh electricity. In addition, at our Merlin data centre in Swindon we improved the way the Building Management System controls air flow and cooling. Emissions from energy use are showing a significant 11% decrease compared to 2014, partly due to the 5.2% decrease in the DEFRA grid average electricity emission factor for the UK;

- the significant reduction in energy use (15%) and associated emissions (around 13%) in the Netherlands is largely as a result of the closure of offices in Voorburg and Amersfoort and a the move from our large Amsterdam facility to a much smaller facility within the city. This has in turn resulted in reductions in the emissions associated with district heating (22% reduction), natural gas (67%) and office electricity (17%) since 2014;
- in North America, overall energy use decreased by nearly 3% with an associated reduction in emissions.



Several countries including Netherlands, France and the UK purchased a significant portion of their electricity from renewable energy sources in 2015. This is not yet reflected in the Scope 2 emission calculations as location-based emission factors have been applied to all the data (rather than supplier-specific ones). Work has begun to engage with our energy suppliers across the Group to ensure The Greenhouse Gas Protocol revised Scope 2 emission guidelines can be followed from 2016 onwards.

Our business model of collaborative working alongside our clients necessitates travel within our globalized markets. Business Travel has therefore been identified as one of Capgemini's significant environmental impacts. However, we continue to invest in providing our people with alternatives to travel and initiatives to assist our colleagues in making informed decisions when travelling.

Our award-winning UK TravelWell program began its global deployment in 2015 and is focused on ensuring that the right tools are in place to support client delivery, while reducing travel impacts. In the UK, TravelWell won the Sustainable Transport and Travel category of the Sustainability Leaders Awards in November 2014.

As previously highlighted, the restatement of 2014 data showed an increase in travel emissions when converting the estimated Q4 travel available in the 2014 report, to actual data, which accounted for 5,850 tCO₂e. A comparison of the restated 2014 data with the available 2015 data indicates that our business travel emissions of 180,227 tCO₂e (which make up over half of our global carbon footprint) is just under a 2% decrease over the 2014 figure of 183,347 tCO₂e. This is a particular achievement considering the overall average head count rise of just under 3% in the same period.

TRAVEL EMISSIONS:



At the country level, the main results were:

- in India, emissions from travel increased by nearly 6% with a corresponding increase in average headcount of 8% within the same period;
- business travel emissions have increased by just under 7% in France, which is also proportionate to the 7.5% increase in average headcount over the period;
- in the UK, business travel emissions have reduced by 14% since 2014, due to a continued focus on reducing business travel. A genuine trend toward the use of smaller vehicles has been identified with a reduction in the use of medium and large petrol and diesel cars, especially within the company car fleet, and an increase in use of smaller vehicle types. Reductions in flights and hotels throughout the year have been observed with a reduction in long haul flights of over 20% (which has had the effect of countering an increase in short haul and domestic flights);
- a sustained focus on reducing emissions from business travel in The Netherlands has contributed to a reduction of 13% since 2014. This has been achieved by encouraging the use of public transport and implementing a new car lease arrangement to encourage people to switch to low emission company cars; and
- business travel for North America has increased by 10% since 2014. During the period there has been a 4% rise in average headcount, however, the data collection has also been improved with data taken from the expense system in 2015, which more accurately captures business travel across the US and Canada.



OTHER SOURCES

F-gas emissions, waste tonnage (including general, recycled and e-waste) and water usage (consumption primarily for use in sanitary areas, kitchen facilities and some data center cooling) are also provided in the table below. Water data continues to be collected as available, with no assessment done to date regarding potential scarcity of supply across our global locations. Across several locations, we have invested in technology to reduce water use, including rainwater harvesting equipment at an office in the UK and an office in India and improvements to tap fittings and flush controls in several locations.

Total waste tonnage (including general, recycled and e-waste) for 2015 was 3,281 tons, which represents a 9% decrease compared to 2014, due to a significant drive to reduce waste in our largest operations.

The volume of measured water (used and recycled) is 851,316 m³.

F-Gas emissions for 2014 have been restated to 754 tCO₂e. During 2015 it was identified that a number of F-gases which are not covered by the Kyoto Protocol had been included in the totals in error. The data was therefore recalculated. When compared against the 2015 figure (1,456 tCO₂e) this represents a 93% increase which we believe to be due to improvements in reporting as well as increases to the DEFRA emission factors for refrigerant gases.

Further country-level detail is provided in the tables in appendix A and in the footnotes below them.



Total Waste

3,281 tons

(Inc. General, recycled and e-waste)



Total Water Usage

851,316 m³

(Inc. used and recycled)



F-Gas Emissions

1,456 tCO₂e

(this represents a 48% increase which we believe to be due to improvements in reporting as well as increases to the DEFRA emission factors for refrigerant gases.)

4. COMMUNITY ENGAGEMENT

We seek to align our Community Engagement program with our core business practice. Harnessing the talent and skills of our people allows us to add maximum value to our communities, whilst giving our people the chance to use and develop their own skills in a new and challenging environment.

Our community program continues to leverage the value of our wider networks, collaborating with our charity partners, clients and business partners to tackle important social challenges that our business cannot address alone.

2015 Highlights:



We launched a new Global Community strategy. Encompassing a range of initiatives, the program aims to positively impact the lives of one million people by 2020 through our global education and skills programs;



Capgemini acquired IGATE, who, with their established ICare community program closely align with and strengthen our CR&S focus particularly pertaining to education and skills;



In our internally run Global Community Engagement Awards, 131 entries were received from 19 countries, with over 9,000 of our people voting in the 'People's Choice' award; and



We invested a total of € 2,124,000 in local communities across the globe.



COMMUNITY
ENGAGEMENT





“Community Engagement is a strong and long-standing commitment for Capgemini. I am always impressed by the passion of our volunteers and the energy of our teams who are doing incredible work in their communities.”

Paul Hermelin
Capgemini Group Chairman & CEO



OUR COMMUNITY ENGAGEMENT PROGRAM

Our Community Engagement program is about leveraging the power of our people and the expertise of our business to make a positive impact on the communities in which we live and work.



EDUCATION

**OUR GLOBAL COMMUNITY
 PRIORITY IS TO IMPROVE:**



SKILLS

**WE AIM TO POSITIVELY IMPACT THE LIVES OF
 1 MILLION PEOPLE BY 2020**



PEOPLE

We support the charitable efforts of our people, through our internally run Global Community Engagement Awards.

**WE WILL ACHIEVE THIS
 THROUGH OUR**



PARTNERS

We work with strategic charity partners to deliver our programs:

Our commitment to education and skills not only helps the next generation, but is also a key contributor to economic growth and wellbeing around the world. We believe that we are contributing to reducing the potential longer-term skills gaps within our sector. Our strategic aim is to provide skills and expertise to the communities in which our people live and operate, in such a way that those communities, and the individuals living within them, are assisted to develop and grow. Our Community Engagement program delivers value through volunteering, fundraising, donations and pro bono work. we are making a positive impact in on.

Our intention is to provide as many opportunities as we can for our people to engage in activities for which they have passion and commitment. We embed our Community Engagement program within our business lines and client assignments. We measure and share this commitment with our people, our partners and our clients through various communication channels such as this report, our Capgemini website, our internal intranet (Talent) and the annual Group Employee Survey.



4.1 Our global initiatives



Our professional services business, Sogeti, continues to provide practical IT assistance to PlanNet Finance, and has done since their creation in 1998. PlanNet Finance is an international non-profit organization focused on enabling those in poverty to access financial services in order to bring about sustained improvements to their living standards. Sogeti's assistance, comprising of technical expertise and critical IT systems support, has enabled PlanNet Finance to focus on their core business of providing financial inclusion. Sogeti manages PlanNet Finance's computer systems by hosting computer applications including intranet, electronic messaging, and online training, and provides services related to human resources.

In addition, in late 2011, Capgemini and Sogeti launched a dedicated website, in association with PlanNet Finance's microcredit platform, MicroWorld, to promote the growth of micro-credit in the most disadvantaged countries. This site provides a secure platform that enables our people to finance micro-credit projects around the world in the form of online loans to socially responsible projects.

In 2012, we launched the MicroWorld platform in France, Ireland, the Netherlands, Sweden, Norway, Denmark and Germany, with North America joining in 2014. Since the beginning of our involvement, a total of 1,662 micro entrepreneurs' projects have been co-funded, with loans amounting to €133,790 from more than 1,400 members. We are currently working with MicroWorld to enlarge the scope of support that our people can offer through the platform, via skills sharing, tutoring, mentoring and volunteering opportunities and as a result, hope to increase the number of potential beneficiaries.



Since the beginning of our partnership with MicroWorld



1,662
micro entrepreneurs' projects have been funded



Supported by more than
1,400
members



With loans amounting to
€133,790



Since 2005, Capgemini has been working with the Naandi Foundation on the “Nanhi Kali” program, which focuses on supporting the education of girls from disadvantaged backgrounds in India. The program provides academic, material and social support, giving girls access to quality education and working with parents and local communities to break down cultural barriers to gender equality. In 2015, Capgemini people from 11 countries contributed to the support of 5,502 school girls. Since 2007, 11 of Capgemini’s countries of operation have supported 67,992 school years of education.

Through our partnership with Naandi and our commitment to other community programmes aimed at improving education and skills across the world, we seek to align ourselves with Goal four of the UN Sustainable Development Goals. In the UK our focus on working with those currently outside of education, employment or training demonstrates our passion for lifelong education opportunities and for reaching those who have been cut-off from mainstream education services.



SDG Goal 4 – Education –
“Ensure inclusive equitable quality education and promote lifelong learning opportunities for all”





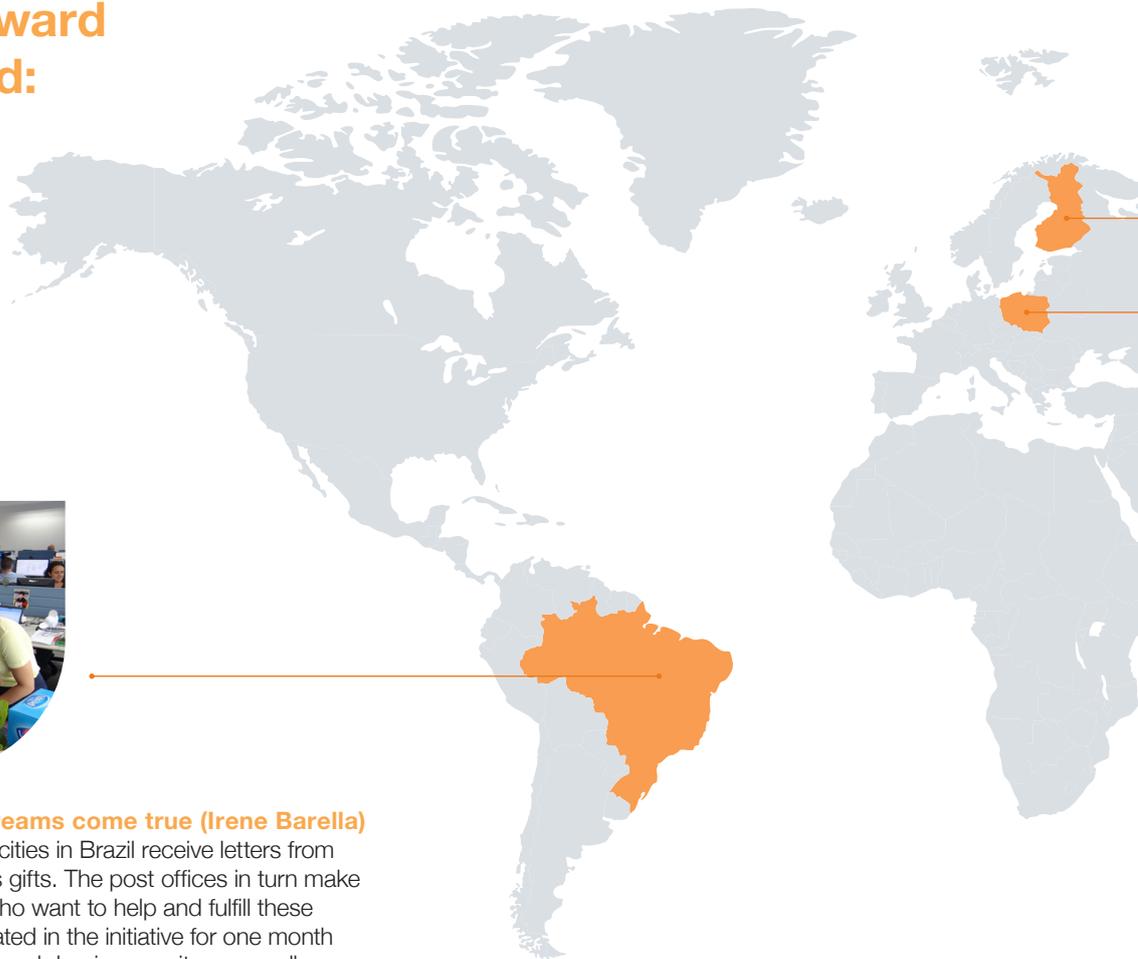
4.2 Global Community Engagement Awards (GCEA)

In 2014 we launched the Global Community Engagement Awards to champion, recognize and celebrate centrally the local success of our people, who go above and beyond to make a difference to their communities, adding value to our brand and to our business. The awards operate under five categories:

- Volunteer Initiative of the Year
- Best Fundraising Award
- Community Innovation Award
- Client Collaboration Award
- The People's Choice Award



The Global Community Engagement Award entries included:



Brazil: We make children's dreams come true (Irene Barella)

Every year, post offices in several cities in Brazil receive letters from children with wishes for Christmas gifts. The post offices in turn make these letters available to people who want to help and fulfill these wishes. Capgemini Brazil participated in the initiative for one month during 2015, with volunteers from each business unit, across all our Brazil offices, collecting letters from the post office every day. The letters contained many different wishes, from children asking for a toy or a doll to one child asking for a job for their father.



Finland: Clean Baltic Sea: Tanker Safety Program, Enhanced Navigation Support System (ENSI) to Oil Tankers (Ilkka Kankare)

Since 2008, volunteers from Capgemini Finland have given their time and expertise to an initiative to save the Baltic Sea: The Tanker Safety Program spearheaded by the John Nurminen Foundation. The scope of our volunteers' work includes planning, facilitation and documentation of several significant workshops, drawing up the requirement specifications for two digital services, and offering help with expert reports, service demonstrations, as well as the renewal of the Foundation's customer register. In 2014, the Foundation highlighted in their annual report the invaluable partnership with Capgemini and our pro bono work which has continued into 2015 with the facilitation of strategy workshops for the organization.



Poland: RoboCap - Computer Science and robotics workshops for children (Piotr Smyk)

A group of IT engineers from Capgemini Software Solutions Center Wroclaw in Poland arranged Robocap, a series of science and robotics workshops for children. The workshops were delivered to children and tutors and were held in Capgemini offices, a hospital, a school and an orphanage. To help address the gender imbalance in STEM subjects (science, technology, engineering and maths), 50% of the places in each workshop were reserved for young women.



India: IGATE: Summer camp with ICARE (Sumit Babu)

ICARE has been running within our IGATE function since 2013, before the US-listed organization was acquired by Capgemini in 2015. The initiative conducts summer camps in urban India. These summer camps are for children with extreme low income backgrounds, from working class families and studying in Government schools where extra-curricular activities are not given their due importance. The summer camps utilize the children's vacation time by providing a fun and innovative way of learning, instilling values and creating an awareness of social issues. In 2015, ICARE volunteers and IGATE CR&S teams conducted these camps across seven of our locations in India where IGATE operate.



Australia: Sociable Charitable People

Capgemini colleague, Anthony Woods developed 'Sociable Charitable People', a group for people who enjoy volunteering in a social atmosphere. The group endeavors to provide a single channel in which potential volunteers may browse, select and plan the time they wish to donate. Anthony came up with the idea of using an existing Meet up platform to help provide a non-invasive and public forum in which volunteers, like him, can find and participate in fun volunteer opportunities. The group currently has over 190 members and provides volunteers to dozens of charitable events. <http://www.meetup.com/SociableCharitablePeople/>



4.3 Other national initiatives



Capgemini India

In December 2015 heavy rains and subsequent flooding devastated Chennai, India, affecting many of our colleagues and their families. In order to support and raise funds to assist those affected, our Global Business Services Cookbook was organized by country and delivery center, containing a collection of 150 wonderful recipes sent in by our Business Services colleagues from all over the world. This little book demonstrates the generosity, the spirit of sharing and the rich diversity of our people who work together every day across the world in a strong spirit of camaraderie and collaboration.

Capgemini India has developed a comprehensive program of work to touch lives in the communities in which we operate. The program covers the areas of education, environment, employment and emergency response. The program includes initiatives such as:

Education



- 'Enlight', a Capgemini scholarship program for girl child education focused on disadvantaged backgrounds;
- Capgemini scholarship for technical and medical education for 90 young people pursuing a career in engineering and medicine;
- School adoption projects across 90 schools in nine locations; and
- 12 digital literacy centers were set up to empower and educate communities including building awareness of relevant governmental entitlements.

Environment



- Partnering with a municipal co-operation to start two waste recycling units in Mumbai and Bangalore; and
- Partnering with WWF to set up a digital resource center providing a platform for environmental education awareness and knowledge sharing.

Employment



- Initiating employability centers across nine locations providing skills based training aligned to market requirements; and
- Initiating five centers for young people with disabilities providing training towards economic empowerment.

Emergency Response



- Providing immediate relief following flooding in Jammu Kashmir, the earthquake in Nepal and flooding in Chennai where many of our people were affected.



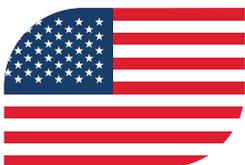
Capgemini France

In Capgemini France around 300 of our people are engaged in the project Passeport Avenir, which provides voluntary mentorship through associations with engineering or management schools and universities for individual student coaching. Over 300 young people have been supported since the scheme's launch, to develop their professional skills and employability.



Capgemini UK

Capgemini UK have been patrons of the Prince's Trust since 2008, helping the UK's most disadvantaged young people into employment. Our people continue to deliver a wide range of activities in support of the Trust including holding the annual Capgemini Golf Day, hosting a Million Makers Challenge and cycling the Palace to Palace bike ride. In 2015 we announced a new Digital Partnership with the Trust with an aim to change the lives of 600 young people over four years by teaching the skills that they need to develop a career in today's digital economy.



Capgemini North America

Annually since 2012, colleagues from over 20 locations across Capgemini North America unite and serve in their local communities. Branded 'Capgemini Cares', these events and projects are identified by local teams and have included everything from supporting local food banks and cleaning up parks to assisting local homeless shelters. In North America, Capgemini Consulting completed a pro bono assignment for the international cleft palate charity, Smile Train, focused on improving the efficiency of their worldwide operations. The impact of the assignment, supporting Smile Train's goal of delivering one million cleft lip and palate surgeries, was recognized by Consulting Magazine with the project receiving their Excellence in Social & Community Investment Award.



Capgemini Germany

Capgemini Germany is actively involved in several projects to support the refugees within this region. Activities include collecting clothes and donations for refugees living in emergency accommodation, making Christmas gifts for underage refugees living in a children's home in Berlin and offering internships for students of Kiron University, which is an open university for refugees. Capgemini Germany is currently leading an initiative which leverages our digital expertise and aims to create a more effective interface between politicians, administration, NGOs and IT companies. This project links with other members of Initiative D21 which is Germany's largest partnership between policy-makers and businesses, working to shape and develop the digital society. In addition, we are participating in recruitment activities on platforms such as www.workeer.de, which offers opportunities for employment to refugees. All projects are intended to support the welcome and integration of refugees, by helping them gain access to education, internships or employment.

5. PEOPLE CULTURE

At Capgemini we understand that business value cannot be achieved through technology alone. Our success, brand identity and client experience are determined by the talents of our people and are underpinned by our “People matter, results count” ethos.

“People Culture” is the term we use to encapsulate our focus on providing a diverse and inclusive workplace culture, which offers people the opportunity to build successful and rewarding careers. We place the health, safety and wellbeing of our people among our top priorities and actively support their professional development.

2015 Highlights:



The percentage of women in the workforce continued to rise in 2015, increasing by 0.7 point over 2015 to reach 29.5% at year end.



We developed an unconscious bias training program which was attended by approximately 200 of the Group's senior executives;



Received a number of Diversity & Inclusion awards including, The Times Top 50 Employers for Women in the UK and Best Diversity Employer's in Canada; and



We now have local women's networks in Australia, Belgium, France, India, Italy, the Netherlands, North America, Spain and the UK.





5.1 Diversity and Inclusion (D&I)



Over **180,000** people



In more than **40** countries



Representing nearly **110** nationalities

With over 180,000 people, Capgemini is proud to represent around 110 nationalities across more than 40 countries. As such, we are committed to creating an inclusive workplace culture that provides our people with the opportunity for a successful and rewarding career and ensures their well-being. We believe that it is the factors which make people different, which offer valuable sources of innovation and creativity, enabling us to generate new ideas, anticipate market trends and be thought leaders in our chosen markets.

Diversity and inclusion (D&I) has always been an important part of our corporate culture, shaping how we operate and work with our stakeholders, suppliers, clients and our colleagues around the world. This diversity and inclusion has many facets including gender, disability, ethnicity, age and lifestyle. At Capgemini we also include broader dimensions of diversity such as experience, personality, communication and working styles – together known as “diversity of thought”. We believe that the diversity of our people can offer real competitive advantage. The Group seeks to build a workforce embracing these wide varieties of profiles, experiences, and cultures, enabling Capgemini to better understand the requirements of end users and partner more collaboratively with our clients. Our commitment is enshrined within our Group Diversity and Inclusion Charter (see Appendix C).

Unconscious Bias

Being an employer of choice for talented men and women is vital if we are to unleash the full potential of our Group and deliver the best results for our clients. Ensuring diversity in gender helps ensure equal growth opportunity and the right working conditions for all our people, such that they can achieve their career aspirations and personal ambitions regardless of their gender. Capgemini believes in awarding opportunities to deserving individuals based on merit with no discrimination, be it negative or positive.

A number of initiatives are in place around the Group to encourage female talent:

Women@Capgemini workshops

During November 2015, Isabelle Roux-Chenu (Group General Counsel) hosted a Women@Capgemini workshop to further the initiative, which since 2012 has focused on gender balance across the Capgemini Group. A number of male champions were welcomed to the workshop from different parts of the Group. The Women@Capgemini team proceeded to set objectives and scope for the four pillars of Recruit, Retain, Develop and Change Corporate Mentality. Short and long-term plans were presented with an ability to modify across Capgemini to cater for local implementations.

Mentoring

Capgemini has launched a mentoring program to provide a pathway to help the current and next generation of women employees rise to the uppermost levels of organizational leadership. The program focuses on high-potential women, who after having proven their potential and taken charge of their career aspirations, are now looking to grow into leadership roles. It aims to help mentees set goals, build self-esteem, learn strategies for dealing with work pressures and hone leadership and problem solving skills. Capgemini is also partnering with the Cherie Blair Foundation in a global external mentoring program to support women entrepreneurs in developing and emerging economies.



Capgemini India

In India, our initiative WinspirE, created four years ago is aligned to our Women@Capgemini program to foster equal opportunities for women and men. This program operates under four pillars, each driving a specific agenda: recruit, retain, develop and institutional awareness. In 2014 our efforts were recognized by the Women in Leadership Forum (WILL), with Capgemini India winning the 'WILL Best employer for Women' award. In 2015 Capgemini India underwent voluntary benchmarking by WILL to evaluate its diversity effort, which focuses on building gender balance at leadership level.

"Data is a remarkable way of bringing facts to the table. The benchmarking exercise showed us that we were heading in the right direction, but also identified that there was a lot more to be done."

Gayathri Ramamurthy
Diversity Lead
Capgemini India

Capgemini France

Two mandatory e-learning modules on diversity and recruitment have been in place in Capgemini France since 2014. In addition, a partnership of mentoring with the University "Pierre and Marie Curie" has been in place since 2014, with 25 women students benefiting in 2015 from the support of 25 Capgemini women. This support included internships and developing an all year round school professional project, to prepare the students for entering the professional world.

Capgemini and Sogeti France have also been a signatory to the "Charte de la Diversité dans l'Entreprise" (French corporate diversity charter) since 2006, and continue to actively participate in "IMS Entreprendre pour la Cité", an organization responsible for promoting the charter to increase diversity in France.

Capgemini Canada

Capgemini Canada has been recognized by Canada's Best Diversity Employers in both 2015 and 2016, acknowledging our exceptional workplace diversity and inclusiveness program. This competition recognizes successful diversity initiatives in a variety of areas, including programs for employees from five groups: (a) Women; (b) Members of visible minorities; (c) Persons with disabilities; (d) Aboriginal peoples; and (e) Lesbian, Gay, Bisexual and Transgendered/Transsexual (LGBT) peoples. Of particular note was Capgemini's Unconscious Bias training.

Capgemini UK

In April 2015, Capgemini UK was named in The Times Top 50 Employers for Women for the fourth year consecutive year, demonstrating our ongoing commitment and efforts to achieve gender equality in the workplace. The unranked alphabetical list published in partnership with Opportunity Now, (the Workplace Gender Campaign by Business in the Community (BITC) contains organizations who are leading on workplace gender equality.

Capgemini UK also has in place a series of diversity targets:



To increase the proportion of women to 30% by 2020.
(Against 2013 baseline)



To increase the proportion of senior women to 20% by 2020
(Against 2013 baseline)



To ensure that 40% of graduate and apprentice hires are women by 2017
(Against 2013 baseline)



5.1.2 Inclusion

In Capgemini, we believe that diversity is the mix of people across every dimension of race, religion, ethnicity, backgrounds, ability, personality, language, sexual orientation, gender and so on, and that inclusion is how we make this mix work.

In all countries of operation, the Group not only complies with local labor legislation and international labor regulations but our own charter championing diversity and inclusion. In line with our commitment to the principles of the fundamental conventions on the labor standards of the International Labour organization and the Principles of the 1948 Universal Declaration of Human Rights including the UN Guiding Principles on Business and Human Rights, we ensure that:

- talented individuals from different backgrounds are recruited and retained;
- individuals are shown respect and treated fairly;
- our working environment is free from all forms of harassment or abuse;
- our people are encouraged and helped to keep a good balance between work and private life;
- the health and well being of our employees is supported and encouraged; and
- a sound and fair working environment is provided, where our people can develop and flourish.

Capgemini will not tolerate any form of discrimination in the workplace on any grounds. Discrimination can take two forms, direct and indirect. Direct discrimination occurs when someone is treated less favorably, for example on grounds of their gender, race, age, disability, religion or sexual orientation. Indirect discrimination occurs when a condition or rule is applied which disqualifies a large proportion of one group from an activity and there is no genuine reason for imposing that condition. In all countries where the Group is present, if any of our people feel discriminated against in any form, the “grievance escalation process” enables the escalation of any complaint. Each claim is investigated fully and disciplinary action can be taken if discrimination is proven.

5.1.3 Monitoring Diversity & Inclusion

In 2015



29.5%

Of total headcount were female

Recruitment



32.1%

Of recruits were female



23.2%

of Vice-President promotions were female.

Monitoring is carried out to better assess and understand the position of women within the Group, in compliance with applicable legislation, i.e. the percentage of females recruited, leaving and promoted.

Females represented 32.1% of total recruitments (excluding IGATE) in 2015 (rate of coverage of 99.5%), an increase ratio versus 2014 by 1.5% mostly due to India (where the bulk of recruitment is) with a ratio improving by 1.9pts at 32% and France (+1.4pts at 24%). The percentage of women recruited is higher than the female ratio of the Group, which contributed to the rise in the percentage of women in the workforce at end-2015. The Benelux region has improved its ratio by more than 6pts till 2013 but remains well below the Group level.

Nevertheless, the turnover rate total (voluntary and involuntary leavers included) for females was marginally higher (at equivalent scope to hires) than for the total population.

At the end of 2015, 23.2% of employees who had been promoted to the role of “Vice-President” were female, a higher percentage than last year (+4.4pts). We have a clear picture of our female talent pool thanks to talent reviews which are undertaken throughout the Group and which range from interviews with the Group CEO of the most talented employees to reviews which take place at the Business Unit level. All Business Units are asked to ensure that they build a female management talent pool. We are also leveraging leadership through local management training courses, mentoring by senior executives, and, lastly, increased visibility of female talents in order to improve the gender-balanced of the Vice-President community.



5.2 Disability

It is important that at Capgemini, those of our people with a disability are not hindered or held back in anyway, but have the same opportunities for professional and personal development as all our people. Being an employer that is open to people of all abilities not only works toward making us an attractive and inclusive company to work for, but ensures a wealth of available talent.

In France, an active employment policy for people with disabilities has been in place since 1996. In 2005, this approach was boosted with the creation of “La Mission Handicap”, a specific program dedicated to the inclusion of disabled people. On October 31, 2012 a new agreement was signed with employee representatives, which aims to increase the employability rate of disabled people through apprenticeships. This three year agreement has an annual budget of €3.5 million, and will focus on five key areas:

- increasing the employability rate of disabled people from 2.4% to 2.9% in 2016;
- 15% of the total budget will be used to develop apprenticeships for disabled people, supported by voluntary and certified tutors. In addition, within the framework of the HEducap project, Capgemini assists disabled students at baccalauréat level +2/3 by financing their studies to enable them to acquire a master's degree;
- supporting employees by adapting working conditions and/or providing financial assistance for specialist equipment or the acquisition or customization of a vehicle;
- facilitating indirect employment for disabled people through sub-contractors, for example, a partnership with the GESAT network which handles the electronic management of all our personnel files; and
- raising awareness through broader communication, to reduce stereotypes and improve understanding.

The new agreement also includes some notable new dispositions, such as three more paid days off for employees who have a disabled child, or upgrading from four to eight days off for disabled people who need medical care.

Capgemini France also supports several initiatives and partners in facilitating the occupational integration of disabled employees and helping to break disability-related stereotypes, including:

- **Tadeo** which provides sign language for deaf or hearing impaired people;
- **Accede** which supports access to the internet for visually impaired people;
- Capgemini is a founding member of **Hanploi**, which developed the Hanploi.com website dedicated to disabled people;
- **Arpejeh**, which aims to improve access to training, qualifications and employment for young disabled people.

In 2015, Capgemini France also greatly increased our procurement from organizations who support people with disabilities, increasing our expenditure to about €1.6 million.. Key areas of progress include subcontracting of computing services to organizations such as Talaron Services and Arche SI (€200,000 in 2015). A framework agreement with the companies Elise and Nodixia also resulted in the recycling of paper, tumblers, D3E on all the French sites.

- In India, Capgemini's Disability Inclusion program featured in a research report conducted by Community Business on “Tapping a Pool of Disabled Talent in India”. The report positions Capgemini as an employer of choice for students with disabilities. The program continues to gain momentum year on year with over 200 people with disabilities finding rewarding employment with Capgemini, alongside the training and recruitment of 12 new candidates with a hearing disability in partnership with iPRIMED (Training organization).



The program has four pillars:



Accessibility: removing barriers to inclusivity, by ensuring accessible infrastructure and a register of grievances. Emergency evacuation processes have also been reviewed to ensure safe evacuation for people with disabilities at our Mumbai and Bangalore offices; Capgemini Kolkata offices are now also accessible for people with disabilities.



Career: ensuring inclusion through recruitment, engagement, and development policies.



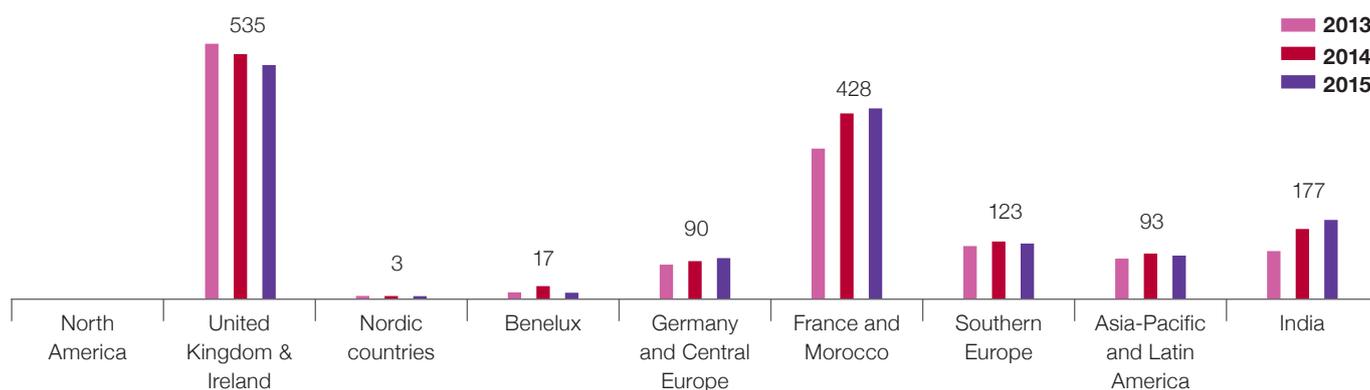
Commitment: encouraging and creating employee awareness about employing people with disabilities, the use of assistance devices, challenging myths and the code of behavior in relation to disability, through a number of awareness and training programs.



Communication: Spreading inclusion beyond the company, with clients, partners and other organizations. This includes the partnerships with industry bodies, NGOs and Disability Rights groups such as CII and NASSCOM and NCPEDP (National Center for Promotion of Employment for Disabled People). The company has also sponsored and participated in conferences organized by Choice International, a UK-based NGO and the national conference organized by the NCPEDP, India's largest disability organization.

In 2015 Capgemini Poland continued to create a working environment adopted for people with disabilities by creating a model for recruitment, training and inclusion of those with disabilities. Following a successful pilot in 2014, Capgemini Poland now offers the necessary technology adaptations (such as enlarging visual software, adapted keyboards) and extensive assistance on joining Capgemini to help ensure equal opportunities within the workplace. Capgemini teams are supported with disability awareness training, with around 100 of our people undertaking this training during 2015. In addition, Capgemini Poland is working with The Managers of the Future Foundation to drive forward this agenda within the Polish Business Services Sector.

Number of people in the group with a disability in 2012-2015



A disability is defined as anything preventing or limiting someone to participate in corporate, social life due to a long term or definitive reduction of his/her mental or physical capabilities. This covers both voluntary and legal declarations depending on the country.

The coverage rate for the data above is 74.7% of year-end headcount including IGATE. In 2015, figures indicated that the Group employed 1,468 people with a disability of whom 36.4% are in the United Kingdom and 29.2% are in France. Following the launch of India's program in 2012, 177 people with a disability are employed there. Group-wide, 422 more of our people are working with a disability than in 2011.



5.3 Learning & Development

Capgemini is a people-centered organization where we recognize that the quality of services provided to our clients depends on the excellence and motivation of our teams. We therefore invest in both personal and professional development and recognize the need for frequent updates to knowledge and skills in a fast-paced technology sector.

Professional development is supported by our Career & Competency Framework, which is a performance appraisal and progression tool tailored according to the account specific needs of each of Capgemini Group's businesses and Group functions. Our Learning & Development teams provide our people with a broad range of learning sources allowing them to further develop their capabilities.

Our Approach

Capgemini University's vision is to support our people, bringing them together to develop their capabilities and achieve the full potential of our Group for our clients. It challenges, supports development, connects our Group and brings to life our values through formalized packages and cutting edge content using our Next Generation Learning (NGL) approach and Capgemini University's Global Curriculum. In 2015 the University officially received its second, five year re-accreditation from the EFMD (European Foundation for Management Development). Capgemini University received its initial EFMD accreditation in 2009 and is the only Corporate University from the IT industry to have it. The accreditation is a mechanism for quality benchmarking, mutual learning and sharing of good practices where internal self-assessment is combined with an external review from experienced peers against a comprehensive set of rigorous criteria.

Also in 2015, Capgemini University extended the relationship between Capgemini and the MaRS Innovation Network to develop digital and social learning interventions with business impact, and reinforce our capabilities in digital-age learning.

Our NGL approach is a very practical focused approach which engages our people in business specific challenges and actions. The framework is based on developing three key attitudes needed to achieve excellence in learning:

- 'Do-Learn-Do' – is about learning through action;
- 'Connect-to-Learn' – which goes beyond team working and looks to the value which can result from collective contributions and networks; and
- 'Techno Fluent' – to integrate technology in a purposeful way as necessary in both learning and in order to solve the challenges of our clients.

Recognizing that our people learn in different ways, the learning and development approach is flexible to cater for all.

Virtual Learning

In order to reach as many people any time and anywhere, Capgemini offers our people a wide range of virtual learning opportunities:

- E-learning modules offer self paced, web based learning through courses devised as part of the Capgemini Global Curriculum;
- Virtual Classroom led by an expert instructor via web conferencing, allowing our people to come together virtually in six-week courses;
- Facilitated virtual learning journeys (FVLJs) combine a mixture of asynchronous (self learning at a person's own pace) and synchronous (instructor led) interventions; and
- Virtual Campus (interactive virtual training environment) games, online books and assignments.

Our virtual learning journeys have resulted in a number of benefits including:

- The engagement and support of the learner throughout the program to ensure maximum certification success;
- An ability to present a global program allowing a broad reach, catering for a range of experiences;
- Minimal content development;
- An increase in speed-to-market of skills enabling more efficient client support;
- Availability of repeatable programs through the University;
- Reduction in travel expenses and associated emissions; and
- Flexibility in accommodating learning within a participant's delivery schedule.

The Group's online learning management system, MyLearning, is open to all employees for informal, just-in-time learning and for structured learning events. MyLearning contains all the Group programs and, for many regions, local curricula. In 2015, to deliver a modern digital-age learning experience for all Capgemini Group employees, we invested in a content and user experience enhancement upgrade of the MyLearning core platform. In addition, we implemented interactive search and filtering across the entire offering of the global curriculum. Our learning content can now be found and accessed anywhere and anytime, also through mobile devices.

In 2015, Capgemini also introduced the use of MOOCs (massive online open courses) and Capgemini University released 77 new courses and 124 new virtual classroom sessions, in addition to new content coming from the Group's alliance partners as well as Skillsoft.



Les Fontaines and Campus Learning Events

International learning events for talented people, within key communities, are also organized at our Group's world-class campus, in Les Fontaines, Paris, France. This facility is highly sustainable with a focus on energy efficiency and waste reduction. In 2014, the campus had its European Ecolabel renewed. International Campus Learning Events are a powerful delivery channel to align, develop and deploy content in an accelerated manner. New or existing content is delivered in a consistent manner, which is then cascaded back to the regions and countries. Additionally, these events are an effective way to align and reinforce the engagement of our talented people within the Group, their Business Units, and their communities. These events align people to the Group ambitions, create a Group spirit and accelerate the deployment of key skills and content to our clients. All International Campus Learning Events organized by Our University are positioned as a tool for alignment and acceleration to achieve the Group's ambitions.

Local Learning

The remainder of our learning through University learning programs is delivered locally by University Qualified facilitators (UQF).

Key metrics

In 2015, 96% of our workforce (excluding IGATE) took part in training schemes as part of the training path defined by the Group, using various channels. This represents a 7.6% rise when compared to 2014 and equates to 5.19 million training hours.

The volume of training provided by the University was 3.3 million hours, representing 64% of total learning hours taken in the Group.

Close to 38,900 employees (an increase of 11% vs. 2014) were trained at our Global Campus, Les Fontaines, in France or locally in countries in which the Group is present, representing 1.17 million hours of training.

The Group continued to develop its virtual training courses, increasing by 19% over the year, or 2.45 million hours (some of these hours are included in the 3.3 million University training figures). This channel now represents 47% of total training hours.

Graph showing how many of our people were trained

Learning & Development

■ Headcount Total ■ % unique Employee Trend



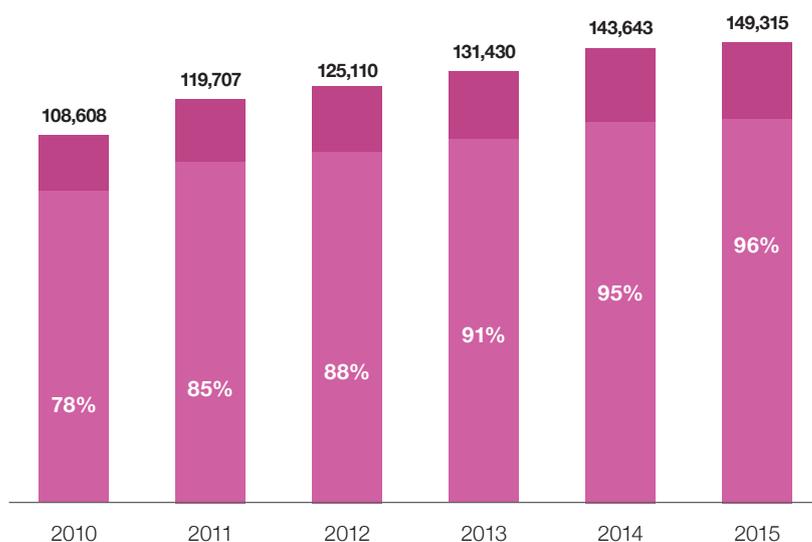
96% of our workforce took part in a training scheme. An increase of 7.6% against 2014.



5.19 million training hours completed.



38,900 Employees were trained at our University – Les Fontaines.



In H2 2015, more than 25,600 employees from IGATE have been trained which represent nearly 1.2 million hours (and a total of 1.6 million training hours full year)

6. SUSTAINABLE PROCUREMENT

Capgemini's commitment to supplier relationship is reflected in its comprehensive set of guidelines on purchasing ethics, on the selection and management of suppliers.

6.1 Purchasing Principles

At Capgemini we take seriously our commitment to be a responsible and ethical consumer. We acknowledge the ability that we have to instigate positive change by using our buying power. In our purchasing activities, the Group takes into account environmental issues, social impacts, human rights, and the fight against corruption. The ten key principles of the United Nations Global Compact guide Capgemini's activities throughout our business. In other words, the Group is committed to ensuring that we only work with suppliers with ethical practices and which respect human rights.

Our procurement procedures are based on the following principles:

- treating suppliers fairly;
- selecting suppliers based on value, performance, price and sustainability;
- selecting suppliers in accordance with a justifiable and transparent process;
- preserving the confidentiality of supplier information;
- managing supplier risk;
- ensuring supplier contracts have clauses relating to ethical and sustainable procurement; and
- maintaining relationships with suppliers based wholly on competition.

Supplier diversity and equal opportunity is encouraged: we aim to allow qualified small and very small businesses the opportunity to receive a share of the market. Our "eco-system" approach with major clients aims to foster this and level the entry barrier where practical.

Our suppliers are expected to conduct their relationships with us and any of our clients, commercial partners and other suppliers in a fair and ethical way and in compliance with our core principles of sustainability. These principles apply both to the products and services provided, the suppliers' activities and, where appropriate, to their downstream supply chains.

Contractors' and suppliers' staff are expected to work according to the same Corporate Responsibility & Sustainability criteria as our own employees; in tandem, we apply the same health and safety and diversity criteria to contractors and suppliers as to our own employees.



6.2 Our Ethics & Sustainable Procurement Principles

In 2015, Capgemini has developed its “Supplier Standards of Conduct & Compliance Management Requirements”. This document regroups all of the above principles and also reminds employees and suppliers that Capgemini operates to a “Purchase Order Mandatory” policy. All suppliers are requested to agree to the principles that are set out in this document prior to working with us. Should a supplier fail to respect these ethical and sustainability guidelines, Capgemini is then entitled to terminate the contract with the supplier.

“Capgemini Supplier Standards of Conduct & Compliance Management Requirements” document is available here:

- <https://www.capgemini.com/resources/capgemini-supplier-standards-of-conduct-compliance-management-requirements>

Other reference documents and actions can be found at the following addresses:

- for ethics: <http://www.capgemini.com/resources/our-ethics-for-you>;
- for CR&S and sustainability with SMEs: <http://www.uk.capgemini.com/about/corporate-responsibility/business-information-for-small-medium-enterprises>.

Furthermore, our suppliers have the opportunity to notify us of any known or suspected improper behavior in their dealings with Capgemini or by Capgemini employees or agents, by sending a message to the following email address: Supplierstandardsconduct@capgemini.com which is accessed only by our Group Chief Procurement Officer and Chief Ethics & Compliance Officer.

In 2015, Group purchases from its top one hundred and top ten suppliers totalled respectively €1,274 million and €478 million. The number one, top five and top ten suppliers represented 3%, 12% and 17% of Group spend, respectively. In 2016, Capgemini will further roll out our Supplier Relationship Management (“SRM”) approach with a clear focus on strengthening governance and performance management with top partners and suppliers.

Top 10 Suppliers



Top 100 Suppliers



7. CLIENT SERVICES

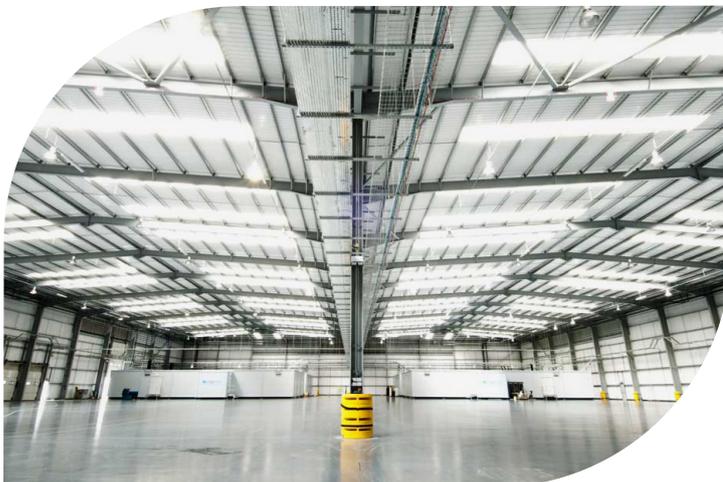
We are dedicated to developing profitable and sustainable business by working with our clients to deliver value and innovation through our skills and expertise.

Our clients benefit from our understanding of sustainability and our world-renowned business transformation capabilities. We deliver long-lasting value with tangible results. We take time to talk to our clients and make certain that their views are taken into account, and that where possible CR&S considerations are embedded into our service offerings.

2015 Highlights:



Our Merlin Data center in the UK achieved a PUE (Power Usage Effectiveness) ratio of 1.09



CLIENT
Services





7.1 Enabling client transformation

Clients are increasingly expecting their service providers to help them address their own sustainability challenges, for example, not only providing the most efficient business solutions but minimizing and avoiding detrimental impacts to the environment, communities and society in the process. As a provider of business transformation and consultancy services for our clients, we believe that we are well positioned to help with such challenges.

Specifically, as an IT service provider and consultancy we have the opportunity to help clients reduce their own carbon footprint and wider sustainability impacts through the advice that we offer and the solutions that we design and deliver. Capgemini also recognizes that operational efficiency is a key driver in ensuring longevity for our clients, a driver that is often complemented by reduced carbon emissions.

7.2 Utilities to Energy Services (U2ES) Transformation

Climate change is now a major driver of energy policy around the world. Many countries are taking action to mitigate climate change and prevent detrimental environmental impacts. As a result, utilities are faced with evaluating the long-term impact of reducing dependence on fossil fuels.

The rise in availability, reliability and efficiency of renewable energy has made it possible for utility customers to significantly reduce their reliance on energy from traditional suppliers. Coupled with disruptive technologies such as “The Internet of Things”, Big Data and Data Analytics, intelligent battery technologies and mobile applications, the way customers interact with services and the way in which they are provided are being transformed.

New technology is transforming factories, homes and offices around the world. New Wi-Fi enabled smart LED lighting and thermostats are enabling businesses and residences to be more energy efficient. Internet connected security cameras are making customers more secure and sensors attached to everything — HVAC, furnaces, hot water heaters, presses, mills and lathes to name just a few — are increasing equipment performance. Conference rooms are becoming smarter by adding intelligent lighting, occupancy sensors and software apps that show when a conference room is in use, whether the lights are on or off and what the temperature and humidity is.

Distributed energy sources are carefully monitored, power generated, consumed and tracked within a facility and energy efficiency optimized. New data, data analytics and trends analytics capabilities allow all of these things to be constantly monitored and performance improvements made. With these changes come opportunities. Today's utilities can embrace the forces revolutionizing the utility industry to mitigate climate change, defend against greater competition, offer new and innovative services to their existing customers, and greatly improve their operations or cost to serve. But to do this requires a transformation from utility company to being an energy partner as an energy services company. We call this U2ES Transformation – transformation from a utility company into an energy services company.

At Capgemini we help our clients to shape a future position in markets, define a transformation strategy, prioritize specific needs, provide the right technologies and business partners to implement that transformation and develop new operational and business models. Our approach is value based, meaning Capgemini is committed to delivering proven benefits across the value chain: top line, bottom line and related KPIs.

With our industry knowledge, a team of experts will work with leaders within our clients' business to provide:

- An upfront assessment of opportunities and a business case supporting a transformation;
- A more detailed roadmap and business case (four to six weeks engagement) to shape the transformation with a clear Capgemini commitment on your results; and
- Delivery of swift and sustainable results.

Further information can be found at <https://www.capgemini.com/utilities/u2es-transformation>



7.3 Smart Energy Services

We provide



Smart metering services to

Capgemini's Smart Energy Services (SES) provides the full spectrum of smart metering and smart grid solutions through leveraging best practices developed over the last 12 years working alongside the world's leading utilities. As a result of following this strategy, investing and focusing in SES, Capgemini has established itself as one of the leaders among global consulting and technology firms in the advanced metering infrastructure (AMI) market.



75+
utility companies.
Representing

We have provided smart energy services to over 75 global utility clients representing 113 million metered customers actively engaged in smart energy programs and directly manage mass deployment programs for over 23 million smart meters worldwide.



113 million
customers
and over

Our Smart Energy Services Platform (SESP) is used to support mass deployments and ongoing meter operations for over 7.5 million meters globally.



23 million
smart meters
worldwide

Capgemini has an established global network of Smart Energy Centres of Excellence (COE). These COE's provide leading innovation, content, process, and tools to support our smart energy programs. Our centres also provide leading industrialized services for integration, deployment, meter operations, network operations and solution architecture across multiple clients.

<http://www.capgemini.com/utilities/smart-energy-services>

7.4 Merlin Data Center

Forming a part of our portfolio of data centers, our Merlin data center continues to operate as one of the most sustainable data centers in the world. Based on state-of-the-art technology, Merlin was opened in the UK in 2010 to ensure clients' systems are run as efficiently as possible with reduced emissions (compared with their own in-house systems). Sustainability has been at the heart of the project from the selection of its location, through its design and construction, to the day-to-day operations of the site.

Committed to maximizing the resource efficiency of our existing facilities, Capgemini has, for some time, been investing heavily in improving the power efficiency of our data centers, including:

- sourcing renewable energy;
- converting AC mains power supply to DC;
- installing energy-efficient lighting and moving to lights-out operation; and
- monitoring temperature set points and making adjustments as required to maintain an optimal power-to- processing ratio.

Among Merlin's key sustainability achievements are:

- a PUE (Power Usage Effectiveness) ratio of 1.09, which means significant power savings when compared to an "industry average" data center;
- a cooling system that delivers 80% savings in running costs and produces up to 50% less carbon emissions than traditional data center cooling solutions; and
- the elimination of batteries in the Uninterruptible Power Supply (UPS) thanks to the application of innovative flywheel technology.

Since opening in 2010, Merlin has won the Data Centre Dynamics Leaders' Green Data Centre Award (2010) and the Uptime Institute's Green IT Award for Data Center Design (2011). It was also a runner up in The Guardian's 2011 Sustainable Business Awards, and a finalist in the 2011 Business Green Leader's awards. In 2014 it won the EU Institute for Energy and Transport's 2013 European Code of Conduct for Data Center Energy Efficiency Award.

Further information is available from:

<https://www.capgemini.com/resources/a-closer-look-at-merlin>

Appendices

Appendix A: Environmental Performance Data

Scope and Metric	Energy Use (MWh)	Scope 1 Emissions		Scope 2 Emissions				Scope 3 Emissions	Total Energy Emissions
		(t CO ₂ e)		(t CO ₂ e)				(t CO ₂ e)	(t CO ₂ e)
Country	Energy	Gas	Diesel/ Gas Oil	Data Center Electricity	Office Electricity	Office Cooling	Electricity Urban Heating	Electricity	Total Energy Emissions
	(All sources)							T&D Losses	
India – Capgemini & Sogeti	76,993	N/A	2,131	N/A	56,811	N/A	N/A	12,594	71,536
France – Capgemini, Sogeti & Prosodie	87,730	250	40	2,776	2,264	N/A	64	442	5,835
UK – Capgemini, incl FS & Sogeti	67,201	890	7	22,016	6,802	N/A	N/A	2,379	32,094
Netherlands	21,309	124	16	5,999	2,183	N/A	14	345	8,681
North America	35,348	11	88	7,820	7,358	N/A	N/A	1,113	16,390
Canada	6,690	N/A	N/A	667	430	N/A	N/A	98	1,195
USA – Capgemini & Sogeti	28,658	11	88	7,152	6,927	N/A	N/A	1,015	15,195
Total Largest operations	288,581	1,275	2,282	38,611	75,418	N/A	78	16,873	134,537
Belgium – Capgemini & Sogeti	554	40	N/A	N/A	63	N/A	N/A	3	107
Czech Republic	232	N/A	N/A	N/A	21	N/A	44	2	67
Denmark – Capgemini	123	N/A	N/A	N/A	36	N/A	N/A	3	39
Finland – Capgemini	9,949	N/A	27	1,400	231	N/A	294	59	2,012
Germany – Capgemini & Sogeti	13,052	330	N/A	3,091	1,663	N/A	266	222	5,572
Ireland – Sogeti	78	N/A	N/A	N/A	33	N/A	N/A	3	36
Italy	3,543	200	N/A	661	319	N/A	N/A	69	1,250
Luxembourg Sogeti	196	N/A	N/A	N/A	77	N/A	N/A	1	78
Norway Capgemini	1,053	N/A	N/A	N/A	11	N/A	53	1	65
Poland	11,946	237	N/A	N/A	6,938	N/A	380	616	8,170
Romania	881	32	N/A	N/A	159	17	59	27	294
Spain – Capgemini & Sogeti	5,665	27	N/A	N/A	1,596	N/A	N/A	170	1,793
Sweden – Capgemini & Sogeti	3,520	N/A	N/A	4	36	34	189	3	266
Switzerland – Capgemini & Sogeti	270	Not Available	N/A	6	3	N/A	N/A	1	9
Other Europe	51,062	866	27	5,161	11,187	51	1,284	1,180	19,756
Brazil	10,328	1	13	137	575	N/A	N/A	142	868
Guatemala	1,205	N/A	N/A	N/A	222	N/A	N/A	42	264
Mexico	199	N/A	N/A	6	83	N/A	N/A	17	106
Total Latin America	11,733	1	13	143	880	N/A	N/A	201	1,238
China Capgemini (including FS and BPO)	4,607	N/A	N/A	505	2,961	N/A	N/A	243	3,710
Philippines	531	N/A	N/A	N/A	264	N/A	N/A	37	302
Vietnam	199	N/A	N/A	N/A	94	N/A	N/A	14	108
Australia Capgemini (including BPO)	551	N/A	N/A	N/A	448	N/A	N/A	27	475
Morocco	2,072	N/A	N/A	N/A	1,206	N/A	N/A	175	1,380
Total Other Regions	7,960	N/A	N/A	505	4,973	N/A	N/A	496	5,975
Total Reported Countries	359,335	2,141	2,322	44,421	92,459	51	1,362	18,750	161,506
Total Non Reported Countries	4,323	26	28	534	1,112	1	16	226	1,943
Grand total	363,658	2,167	2,350	44,955	93,571	52	1,378	18,976	163,449

	F-Gas	Travel	Waste Generated (non-hazardous)		Water		Total Emissions		
Scope and Metric	Scope 1 Emissions	Scope 3 Emissions	Weight	Scope 3 Emissions	Water Use	Scope 3 Emissions	Total Emissions		
	(t CO ₂ e)	(t CO ₂ e)	(in Tons)	(t CO ₂ e)	(m ³)	(t CO ₂ e)	(t CO ₂ e)		
Country	Total F-Gas Emissions	Total Business Travel Emissions	Total Waste	Total Waste Emissions	Water Use	Total Water Emissions	2015 Total Emissions	2014 Total Emissions	% Change from 2014
India – Capgemini & Sogeti	645	38,904	682	55	511,863	539	111,679	113,025	-1.19%
France – Capgemini, Sogeti & Prosodie	Not Available	26,846	290	6	70,682	74	32,762	30,443	7.62%
UK – Capgemini, Aspire, FS, Sogeti	352	13,309	256	7	65,116	69	45,831	52,315	-12.39%
Netherlands	Not Available	26,308	189	7	20,725	22	35,018	40,179	-12.84%
North America	N/A	35,207	472	43	14,686	15	51,656	49,123	5.15%
Canada	N/A	1,339	90	8	2,027	2	2,545	2,623	-2.97%
USA – Capgemini & Sogeti	N/A	33,868	382	35	12,659	13	49,110	46,500	5.61%
Total Largest operations	996	140,575	1,890	119	683,072	719	276,945	285,085	-2.86%
Belgium – Capgemini & Sogeti	Not Available	5,573	19	1	851	1	5,682	5,704	-0.38%
Czech Republic	50	82	12	1	6	0	200	215	-6.89%
Denmark – Capgemini	N/A	219	42	1	Not Available	Not Available	259	368	-29.70%
Finland – Capgemini	N/A	406	54	3	210	0	2,421	2,576	-6.03%
Germany – Capgemini & Sogeti	Not Available	9,322	211	20	6,731	7	14,920	14,529	2.69%
Ireland – Sogeti	N/A	22	0	0	Not Available	Not Available	58	81	-28.57%
Italy	Not Available	3,050	75	7	52,838	56	4,363	4,609	-5.35%
Luxembourg Sogeti	N/A	2,748	7	1	Not Available	Not Available	2,827	2,920	-3.18%
Norway Capgemini	N/A	499	33	2	902	1	568	661	-14.06%
Poland	N/A	2,674	386	30	27,462	29	10,902	10,229	6.59%
Romania	Not Available	105	0	0	2,190	2	401	317	26.55%
Spain – Capgemini & Sogeti	N/A	1,899	226	18	14,707	15	3,725	3,104	20.02%
Sweden – Capgemini & Sogeti	372	2,554	110	8	890	1	3,201	3,884	-17.57%
Switzerland – Capgemini & Sogeti	N/A	243	5	0	3	0	253	173	46.37%
Total Other Europe	422	29,397	1,181	92	106,791	112	49,779	49,368	0.83%
Brazil	20	2,762	36	1	21	0	3,651	4,089	-10.72%
Guatemala	N/A	380	51	5	10,470	11	660	609	8.35%
Mexico	N/A	393	9	1	612	1	501	328	52.54%
Total Latin America	20	3,535	96	6	11,104	12	4,811	5,026	-4.28%
China – Capgemini, FS & BPO	N/A	3,593	52	5	19,552	21	7,328	7,622	-3.85%
Philippines	N/A	57	11	0	1,631	2	361	404	-10.59%
Vietnam	N/A	83	1	0	63	0	191	195	-2.27%
Australia Capgemini (including BPO)	N/A	736	Not Available	Not Available	12,048	13	1,224	2,408	-49.16%
Morocco	N/A	108	12	1	6,936	7	1,497	1,156	29.56%
Total Other Regions	N/A	4,578	76	6	40,230	42	10,602	11,785	-10.04%
Reported Countries	1,438	178,084	3,242	223	841,196	885	342,138	351,264	-2.60%
Total Non Reported Countries	17	2,142	39	3	10,120	11	4,116	8,928	-53.89%
Grand Total	1,456	180,227	3,281	226	851,316	896	346,254	360,191	-3.87%

Notes

- Data included in the tables is for the reporting period January to December 2015 (unless otherwise indicated)
- Data included in the tables does not include IGATE.
- The non reporting country emissions have been estimated based on the average tons of carbon per person (based on average headcount). The headcount associated with the non reporting countries has been calculated by deducting the total average headcount of the listed reporting countries from the Group total average headcount for both 2014 and 2015. The 50% reduction in non reporting country emissions in 2015 when compared to 2014 is as a direct result of a 51% fall in the average headcount associated with the same.
- Table key: N/A = Not Applicable where data sources are not applicable and Not Available, which denotes areas where data is assumed to exist but was not available for the purposes of this report.
- "Scope" is a reporting term from Greenhouse Gas Protocol, which is used in carbon accounting to categorize emissions reported according to the level of control a company has over an emissions source.
- All emission sources: With the exception of hotel nights (mentioned below), emissions have been calculated using the conversion factors and methodology recommended by the DEFRA: <https://www.gov.uk/measuring-and-reporting-environmental-impacts-guidance-for-businesses>.
- Energy: For all countries, a location-based emission factor has been applied to Scope 2 emissions from purchased electricity.
- Energy: 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.
- Energy: 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). During 2015, the scope of our carbon accounting was improved to include a calculation of emissions from T&D Losses for all countries.
- Energy: For the UK, electricity data for two offices has been estimated, one based on available data for that site from 2014 and the other based on 2013 electricity usage at a similar site in a similar location.
- Energy: For Canada, electricity usage is calculated based on the amount paid at the start of each year.
- Energy: Diesel for India in 2014 was updated following a correction received in 2015.
- F-Gas: F-gas emissions reported for 2014 were overestimated for some entities due to the inclusion of F-gases not covered by the Kyoto Protocol. 2014 F-gas emissions have therefore been restated. Although they are not included in the reported data, the emissions relating to the gases not covered by the protocol are still captured with a value of just under 607 tCO₂e.
- Travel: Emission factors as produced by the Carbon Neutral Company have been used to calculate the emissions associated with hotel nights in all countries. It was identified during the external Grenelle II audit in 2012, that these factors, when applied outside the UK, may be too high with the result that the figures presented above are likely to be higher than reality. As more appropriate emission factors could not be obtained at the time, the figures have been reported as calculated. However, new lower factors have been developed to be applied during 2016.
- Travel: In the Netherlands and Belgium, emissions data associated with travel include personal car use as well as business mileage as it cannot be separated.
- Travel: 2014 Car and Rail data for Canada has been restated using the expense system in place, rather than the travel agent data which was found to be a more accurate repository of data
- Waste: For the US and Canada, 2015 waste data is estimated based on 2012 invoices (received in 2013), with data adjusted to take into account "Actual number of people in office" in 2015.
- Water: 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 unmetred it is assumed that the volume is the same as that being supplied.
- Water: For the US and Canada, 2015 water data for all facilities is estimated based on two invoices from 2015, with data adjusted to take into account the "area of office". The same is done for 2014 data. (Water is charged based on office area irrespective of headcount).

Appendix B: Community Investment and Donations

Summary of donations made

Countries	Donations	Programs
India	1,293,819 €	Hope foundation (99k€), Sri Sri Ravishankar Vidya Mandir Trust (67k€), Saahas (61k€), Foundation for Excellence India Trust (81k€), Naasscom foundation (68k€), Anirban rural welfare society (52k€)..., 432k€ from iGate.
France	260,715 €	Passeport Avenir (50k€), Emmaus connect (50k€), Programme booster (20k€), Mission Handicap (120k€)
UK & Ireland	164,847 €	The Prince's Trust Membership (83.5k), CIAs awarded (35k€), Naandi (18k€)
North America	159,502 €	Columbus Citizens Foundation (19k€), American India foundation (19k€), IICF Insurance Industry Charitable Foundation (11k€), TM Charity Classic by Vail Place (11k€), United Way (21k€)..
Benelux	58,048 €	St. Opkikker (47.5k€)
Largest operations sub-total	1,936,932 €	
Nordic countries	117,891 €	Naandi 110k€
Latam	49,293 €	Fondo Unido (33k€), Foundation Incluyeme (13k€)
South Europe	126,925 €	Foundation Adecco (67k€), Save the Children (20k€), Cadin (24k€)
Germany and Central Europe	11,126 €	Managers of the Future Foundation (6k€), Jasiek Mela Foundation „Poza Horozyonty” („Beyond Horizons”) (3k€)
Asia Pacific	8,579 €	Smile Foundation: Reindeer Park Fund Raising (3k€), Naandi (2k€)
TOTAL	2,250,746 €	

The high increase in donations in 2015 is mostly due to India where the government rules changed and asked to all companies to spend 2% of their profit for Corporate Social Responsibility related activities every year.

Appendix C: Global Diversity & Inclusion Charter

Capgemini's success, brand identity and client experience are determined by the talented people who work for us. We believe that people perform better when they are empowered to be their authentic self at work and feel included in the way we approach how we work to deliver services to our clients. Cultivating an inclusive environment and ensuring that every voice of Capgemini is heard and considered, maximizes our capability to win and deliver business and makes Capgemini a great place to work.

Our approach to Diversity & inclusion is formalized within our Group Diversity and Inclusion Charter which was refreshed in 2014 and outlines our commitment to:

- engage with our clients, partners and suppliers to ensure there is understanding and alignment to our values, diversity and inclusion commitments and clear expectations;
- recruit and retain a talented and diverse workforce to deliver innovative, world-class solutions for our clients;
- foster an inclusive workplace environment that offers every employee the opportunity for a successful career;
- engage employees in the diversity and inclusion agenda through communication, awareness, and education to build cultural competencies, and career development opportunities;
- continually review and integrate employee feedback to implement programs that provide employee engagement opportunities and drive leadership accountability;
- design, implement and regularly review and update policies to ensure that we, as an organization, are embracing diversity, cultivating inclusion, and responding to our employees' needs;
- support and leverage local and global networks across the Group business operations for employees and led by employees building communities to drive inclusion across culture, commerce, career, and community;
- encourage and support our employees to consider diversity and inclusion in our everyday business decisions (e.g. procurement, building a team, initiative sponsorship);
- integrate diversity and inclusion principles into Capgemini's business systems and activities based on five key drivers: workplace, workforce, marketplace, community, and executive engagement across the Group;
- comply with all applicable laws concerning diversity and inclusion supported through enabling employees to obtain guidance or report concerns on compliance and misconduct;
- report our progress, best practices and results across the Group both internally and externally based on our inclusion and diversity success measures;
- enhance Capgemini's external employer brand through the promotion of our diversity and inclusion achievements.

Our differences are a source of creativity, innovation and inspiration. Embracing diversity and inclusion equips us to reflect today's global marketplace in the communities where we operate, enables us to generate new ideas or anticipate market trends as thought leaders in our chosen markets and supports us in better understanding the challenges of our clients, partners and suppliers. We believe this will enhance the working experience of our people around the Group, create greater opportunities for sustainable business and affirm Capgemini's status as a global employer of choice.

Appendix D: Commitments, Awards and Recognitions

We have stated our commitment to Corporate Responsibility & Sustainability in a number of areas:

- Capgemini has been a signatory to the UN Global Compact since 2004. The member companies of this program support/comply with ten principles in the areas of the environment, human rights, labor rights, and the fight against corruption;
- Capgemini supports the principles of the 1948 Universal Declaration of Human Rights and the fundamental conventions of the International Labour Organization (ILO) refusing the use of forced labor or child labor;
- Capgemini supports the OECD guidelines for multinational enterprises;
- Capgemini has been a signatory to the UN Global Compact's "Caring for Climate" initiative since its inception in 2007;
- Capgemini has been a signatory to the Women's Empowerment Principles since their inception in 2011;
- Capgemini is a signatory of the 2010 Guadalajara ICT Declaration on Transformative Low-carbon Solutions. This document urged governments at the 2010 Cancun Summit to use the power of ICT to make the transition to low a carbon economy;
- In partnership with the GoodPlanet foundation, Capgemini translated the 2011 Worldwatch Institute Report into French; and
- In 2015, Capgemini Chairman and CEO Paul Hermelin signed the Business Proposals for COP 21 in support of the 21st session of the Conference of the Parties to the UN Framework Convention on Climate Change.

A number of actions have also been taken in certain countries, including:

- Capgemini France became a signatory of the "charte de la diversité" in 2006 and the "charte de la banlieue 2.0" in 2010;
- Capgemini France has been signatory to the Charter "entreprises et quartiers" in 2013;
- Capgemini France has been signatory to the "Charte de la parentalité" in 2011;
- Capgemini France has been signatory to the "Charte de l'apprentissage" in 2011;
- Capgemini UK is also a signatory of a series of six and the Trillion Ton Communique in 2014 communiqués on Climate Change organized by the Prince of Wales's Corporate Leaders' Group on Climate Change. They are the Climate Change (2012), Cancun (2010), Copenhagen (2009), Poznan (2008), and Bali (2007) communiqués;
- Capgemini UK has registered its support for the Think Act Report initiative, a voluntary framework developed by the UK Government with the aim of promoting gender equality within the workplace;
- Capgemini Germany signed the "Charta der Vielfalt" (the Diversity Charter) in October 2014;
- Capgemini NL is signatory of the Talent to the Top Charter (gender diversity) since 2009;
- Capgemini NL committed to the Multiple Year Agreement program in 2009. This is public private collaboration program is aiming for more effective and efficient energy use;
- Capgemini NL committed to the Lean & Green Personal Mobility Program in 2013; and
- Capgemini NL achieved the highest level (5) on the Dutch CO2 Performance ladder (governed by SKAO) following external audit in December 2015.

As a result of our on-going commitment to Corporate Responsibility & Sustainability, in 2015 Capgemini was:

- once again recognized as one of the World's Most Ethical Companies in 2015 by the Ethisphere Institute, a leading international think tank specializing in research on ethical business practices;
- included again in the FTSE4Good;
- reconfirmed as a constituent of the Ethibel Sustainability Index (ESI) Excellence Europe;
- recognized in the European Economic Congress' 2015 Responsible Companies Ranking for its quality management of CR&S; given 36th place overall and 2nd place in the Telecommunications, technology, media and entertainment sector;
- Capgemini UK awarded with the Positive about Disabled People Two Ticks Accreditation from Business in the Community for the seventh year running;
- named within the annual Corporate 101 list by MBN USA Magazine (Minority Business Network), as representing the 'Most Admired Companies' in Supplier Diversity in Capgemini North America;
- named as a winner in the Golden Peacock Awards for Sustainability, for managing natural resources and conserving electricity and water in Capgemini India;
- awarded the Eco Corporate of the Year Award (Services category) in the Yes Bank Natural capital Awards which reward and showcase organizations dedicated to environmental stewardship. The award was in recognition of Capgemini India's Smart Energy Management Solution which was deployed across major Capgemini India locations in 2014;
- named as amongst Canada's Best Diversity Employers in 2015 and 2016;
- successful in achieving ISO 14001 certification covering Capgemini North America, Sweden and Capgemini France (extending coverage to include operations in eleven countries) (bringing the total coverage to 76% of our Group headcount);
- named as a Rated Supplier on the Chartered Institute of Purchasing and Supply (CIPS) Sustainability Index (CSI);
- awarded a Diamond for Gender Diversity Performance in Capgemini Netherlands (May 2015) by the Monitor Talent to the Top.

More information about our services,
offices and research is available at www.capgemini.com



About Capgemini

With more than 180,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2015 global revenues of EUR 11.9 billion.

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

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