

Corporate Responsibility & Sustainability Report 2011





Les Fontaines, the home of Caggemini University

Executive Summary



Increasing global pressures, such as resource constraints, economic conditions and climate change, are forcing businesses to adapt. Sustainability provides the opportunity to simultaneously improve efficiency, and lower costs, whilst supporting the global environment.



2011 was a year of solid progress with our key achievements including:

- Strengthening our Ethics & Compliance Program: introducing our new Anti-Corruption Policy alongside our existing Code of Business Ethics
- Increasing our focus on the environment: launching our new Group Environmental Policy, and attaining ISO14001 certification for our operations in Portugal which become our latest country to hold environmental certification
- Continuing to make significant progress towards the environmental targets set by Capgemini UK and achieving our objective to improve the efficiency of our data centres by 20%, three years ahead of our 2014 target
- Developing our new Diversity and Inclusion charter
- Reaching a total of 40,000 years of schooling provided to disadvantaged girls in India through our partnership with the Naandi Foundation

- Extending our partnership with PlanetFinance: launching the Capgemini MicroWorld initiative enabling employees to lend funds directly to micro-entrepreneurs in the emerging world
- Building on our in-house Carbon Accounting and Sustainability Reporting approach to develop a service we are now providing to our clients

This report is also our first report based upon Global Reporting Initiative (GRI) principles and is self-certified to GRI Level C.

Further information about our approach to corporate responsibility and sustainability can be found on our website at www.capgemini.com/corporateresponsibility

James Robey
Group Corporate Responsibility
and Sustainability Director

Table of Contents

Introduction	6
Our Approach to Corporate Responsibility and Sustainability	9
Pillar 1: Leadership, Values & Ethics	10
1.1 Leadership & Values	10
1.2 Group Ethics & Compliance Program	11
Pillar 2: Our People	12
2.1 Employee Demographics	12
2.2 Professional Development	13
2.3 Well-being	13
2.4 Diversity	14
2.5 Employee Engagement	17
Pillar 3: Our Clients	18
3.1 Enabling Client Transformation	18
3.2 Client Case Studies	20
3.3 Client Satisfaction Approach	21
Pillar 4: Environment	22
4.1 Group Environmental Policy	23
4.2 Identification of Key impacts	24
4.3 Environmental Performance	25
4.4 Key Performance Indicators	26
Pillar 5: Community	28
5.1 Our Global Initiatives	29
5.2 Some of Our National Initiatives	30
5.3 Community Investment and Donations	31
Pillar 6: Suppliers & Business Partners	32
6.1 Ethical Procurement	32
6.2 Sustainable Procurement Principles	33
Awards and Recognition	34
Appendix A – Organizational Structure	36
Appendix B – Additional People Data	37
Appendix C – Additional Environmental Data	42
Appendix D – GRI G3.1 Content Index	43
Appendix E - UN Global Compact Reference Table	53

Pods' at our award winning data center Merlin



Introduction

“Ever since Serge Kampf founded Capgemini in 1967, being a responsible business has been at the heart of the Group’s values. In the last 45 years, as we have grown to become Europe’s largest IT services company, with almost 120,000 employees operating in nearly 40 countries, that commitment to corporate responsibility has endured and strengthened.

For Capgemini, the principles of Corporate Responsibility and Sustainability go far beyond legal compliance and philanthropy. We have focused on embedding them into our business strategy, our processes, and our ways of working. They are no longer specialist or peripheral activities, but real requirements for all parts of our organization.

Our approach to the six pillars of responsibility described in this report is to provide global top-down leadership and strategic vision, while ensuring that we create the right environment for our people to deliver excellence to our clients in the challenging and volatile economic conditions we are currently experiencing.

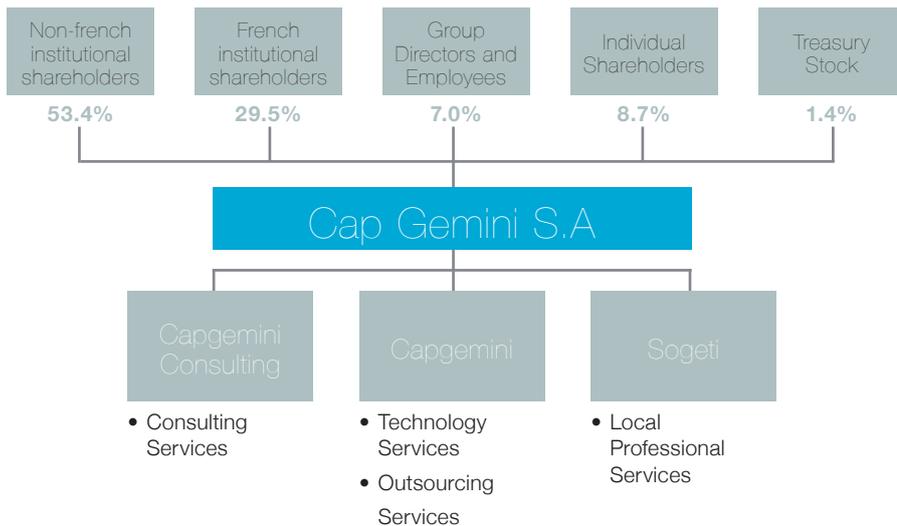
At Capgemini, we recognize that issues such as resource scarcity, energy security, climate change, and demographic evolution are also impacting our clients. Consequently, we remain committed to developing and delivering innovative business and IT solutions to support our clients, enabling them to adapt to the new realities of our changing world.

This report is dedicated to sharing the progress we have made to date, as well as our ambitions for the future, recognizing that while we have come a long way over 45 years, there is still much further to travel.”



Paul Hermelin
Chairman and Group CEO

Ownership and organisational structure

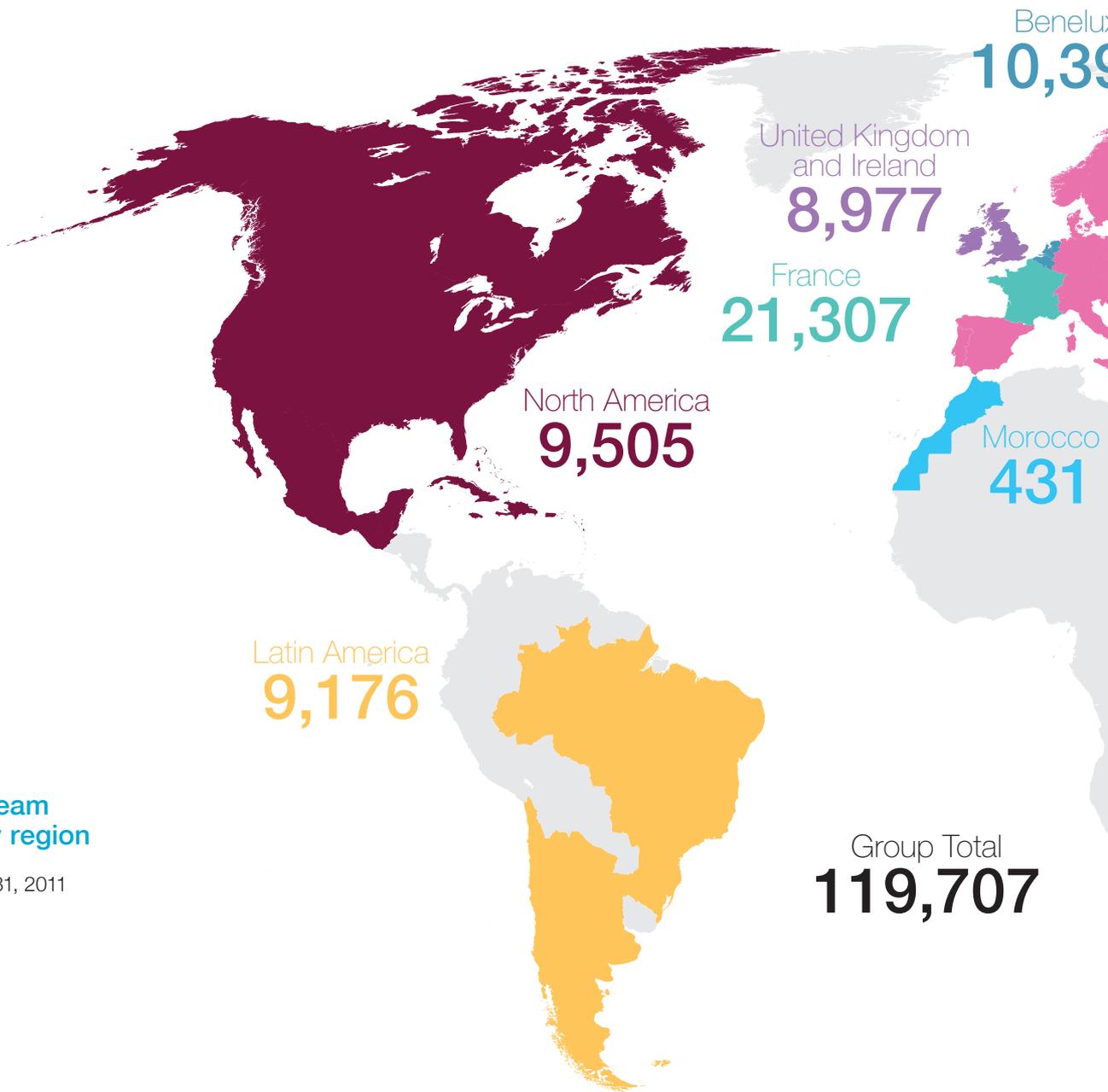


Headquartered in Paris, France and operating in around 40 countries with almost 120,000 employees, we have established ourselves as one of the top five IT services and consulting companies worldwide and the largest IT services company based in Europe. Capgemini's mission is to enable our clients to transform and perform through technology. Our vision is to lead by providing clients with insights and capabilities that boost their freedom to achieve superior results.

We achieve this through an array of integrated services combining leading edge technology with deep sector expertise and a strong command of our four main business areas of consulting, outsourcing (both infrastructure services and business processing outsourcing), technology (application services) and local professional services (Sogeti). To support the challenges of technological

change, Capgemini now has a global and industrialized production capacity, Rightshore®, and is a partner to the biggest names in IT. Our ownership and operational structure are shown in the diagram above. There were no significant changes in structure which affected our CSR approach during 2011.

Moreover, the Group is widening the scope of its activities, while also creating new service models based on software solutions. In 2011, the Group achieved revenues close to 10 billion euros, an increase of 11.4% compared with 2010, and a net result of more than 400 million euros, up by 44.3%. A breakdown of revenue by business area, market sector and country is presented in Appendix A. 60% of our people and the majority of our data centers are located in France, the Netherlands, North America, India and the United Kingdom. These countries represent our most material sustainability impact.



Number of team members by region

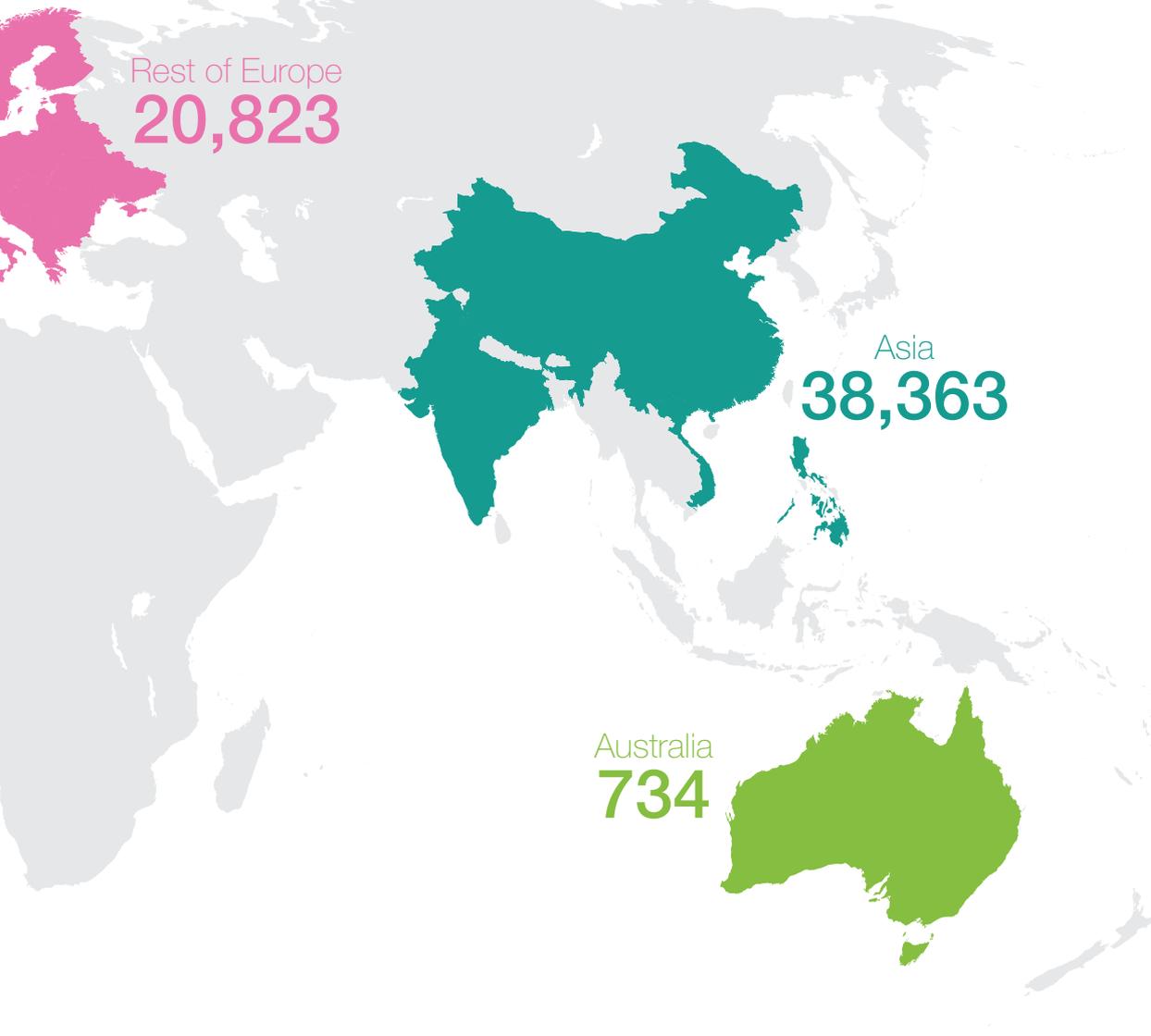
as at December 31, 2011

Our approach to Corporate Responsibility and Sustainability flows from our corporate values, and we are committed to responsible and sustainable business practices, delivering value to our stakeholders who include: customers, shareholders, investors, business partners, suppliers, employees, the community, and the environment.

In particular, the impacts, risks and opportunities presented as a result of climate change touch every part of our business. Our services impact

the environment through our use of energy and as a result of business travel. Some of our operations, such as our data center facilities and the services run from them, remain at risk from extreme weather events for example. Our clients require, in many circumstances, continuous unbroken service from our data centers no matter the weather conditions. We also recognise the opportunity and potential opportunities whereby Information and Communications Technology (ICT) can be used to assist our clients with their own climate change challenges.

We have been supporting the principles of the UN Global Compact Program since 2004, signed up to the UN Global Compact Caring for Climate initiative in 2007 and the UN Women's Empowerment Principles in 2011. Our management approach also supports all international laws and regulations, in particular the fundamental conventions on labor standards of the International Labor Organization, 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. We continue to increase the proportion of our operations covered by ISO14001 certification and are rolling out globally a robust environmental and social data measurement tool so we can ensure that we can manage our sustainability performance.

This report, which will be produced annually, provides an overview of our approach and performance across our six pillars of Corporate Responsibility and Sustainability as defined following a strategic review in 2006. The pillars are shown on the opposite page.

This report is our first GRI report covering data from the 2011 calendar year with some narrative showing a few 2012 highlights. Therefore, there have been no re-statement of data from previous reports. The policies and principles described in this report are applicable to our entire global operations. While there are some limitations to data availability, all available data has been included in the following sections.

We intend that this report will assist with an increased stakeholder dialog at a Group level to proactively refine

future reports to ensure the focus and materiality of content is pertinent and applicable.

Further information can be found at: www.capgemini.com/corporateresponsibility



Our own Fiona Mellors with Nanhi Kali school girls

Our Approach to Corporate Responsibility and Sustainability

Our Corporate Responsibility & Sustainability approach are based on six pillars, which underpin all aspects of our business. For each of these pillars, we have identified the key aspects that are essential to our business, aspects on which we can act and which are important to our stakeholders.

Leadership, Values & Ethics

“The way we work and behave. We embrace the core values of Honesty, Boldness, Trust, Freedom, Team Spirit/Solidarity, Modesty and Fun. Our rigorous Code of Business Ethics, our Anti-Corruption Policy and our Competition Laws Policy underpin all of our business practices.”

Our People

“We are committed to being a responsible employer, whom people choose to work for and who allows them to deliver their best. Our focus is on the professional development and the well-being of all our employees by ensuring, in particular, that both our business practices and our facilities comply with safety regulations. We have a culture whereby we respect and value the diversity of our people as individuals. We also believe that effective communication is a prerequisite for an open and inclusive culture.”

Clients

“Collaborating with our clients. We undertake to understand our clients real business needs and we are dedicated to delivering profitable and sustainable growth by working with clients collaboratively to deliver value through our expertise. We take customer dialogue and feedback very seriously. We also look to embed sustainability considerations, notably Green IT, into our service offerings.”

Environment

“Recognizing our impact on the environment”. We recognize that even though we do not manufacture products, the services we provide and business activities we are engaged in can still impact the environment. We are working to reduce our environmental impacts, mainly use from energy use, business travel, waste and procurement, and to raise employee awareness on the critical issues of sustainable development.”

Communities

“Ensuring a positive impact on the communities in which we live and operate. As a major global employer, we work on national and international levels with local authorities, charities and non-governmental organizations (NGOs) on different themes. We encourage the active involvement of our employees in community development.”

Suppliers & Partners

“We are committed to following reliable and sustainable procurement procedures with our suppliers. We expect our suppliers and partners to fully comply with the laws in the countries in which they operate and we work with business partners to bring added value to our clients.”

Pillar 1: Leadership, Values & Ethics

1.1 Leadership & Values

Since the creation of the Group in 1967, our culture and business practices have been inspired and guided by our seven core values. These principles drive us as a Group and also as individuals. They are at the heart of our approach as an ethical and responsible company.

These values are more than just rules of behavior: they provide the basis for our ethical approach and our principles. From them, we have carved out our approach to responsibility and our ethical and sustainability culture: they are the Group's DNA. They demonstrate our belief in integrity and ethical behavior.

Our values are critical in respecting, defending and upholding the Group as an ethical and responsible business and in protecting our reputation.

Our values

Seven values lie at the heart of everything we do.



1.2 Group Ethics & Compliance Program

In 2009 the Group launched its Ethics & Compliance program and built a network of Ethics & Compliance Officers across the Group. The objectives of the program are to:

- Develop a sustainable ethical culture, which reinforces integrity and leads to ethical behavior;
- Strengthen knowledge and awareness of international and national laws and internal policies applicable in the Group's companies; and
- Implement initiatives reinforcing prevention and aiming at avoiding misconduct and breaches in the field of ethics and compliance.

Managers across the Group are accountable in their respective units for ethics, and for compliance with the applicable laws and regulations.

The Chief Ethics & Compliance Officer (CECO) is responsible for the Ethics & Compliance program for the entire Group. The program and its achievements are reviewed annually

by the Group Ethics and Governance Committee of the Board of Directors.

General Counsels across the Group have been appointed as local Ethics & Compliance Officers. They are responsible for the Ethics & Compliance Program within the geography under their responsibility and work closely with the CECO.

As part of our Ethics & Compliance program, we published our Code of Business Ethics in 2010, our Anti-Corruption Policy in 2011 and our Competition Laws Policy in 2012. The Code of Business Ethics and its resulting policies have received the collective and individual support of the members of the Capgemini's Board, our Group Executive Committee and the Group's Vice-President community.

On publication in 2010, a hard copy of the Code of Business Ethics was sent, together with a letter from the CEO, to all Vice-Presidents (approximately 1,200 managers) for their review and for signature of compliance. The Code is available in 13 languages and we have rolled out a specific e-learning module

on the code which can be completed in 4 languages. At the end of October 2012, more than 75,000 team members (60% of the headcount) had completed the e-learning.

The Anti-Corruption Policy is also available in 8 languages with an accompanying e-learning module available in 4 languages. In the two months following its launch, 27,000 employees had completed the e-learning module representing 22% of the Group's headcount. At the end of October 2012, more than 67,000 team members had completed the e-learning.

The Competition Laws Policy is also available in 8 languages with an accompanying e-learning module. At the end of October 2012, after only 4 weeks, more than 7,000 team members completed the e-learning.

Highlight: September 2012

Competition Laws Policy

In 2012, the Group formalized its competition laws policy to provide a clear framework for its operations in all its locations. At the end of October 2012, more than 7,000 team members have followed a specific online training.

Pillar 2: Our People

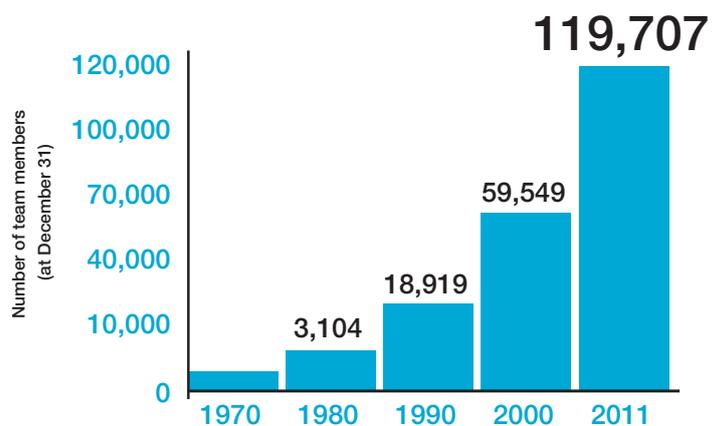
At Capgemini we believe that our biggest assets are our people. We therefore place a great deal of focus on the professional development and well-being of all our employees.

We ensure that both our business practices and our facilities comply with safety regulations and we have a culture whereby we respect and value the diversity of our people as individuals. At Capgemini, being treated and treating others with respect and courtesy is a right and a duty for everyone. We believe that effective communication is a prerequisite for an open and inclusive culture.

2.1 Employee Demographics

The workforce has more than doubled in a decade to a global headcount of 119,707 at the end of 2011. This constitutes an increase of 127%, or nearly 67,000 people. The geographical distribution of our Group headcount has been modified by the strong growth of Asia and Latin America, the economic crisis that affected continental Europe and the USA and the acquisitions of Kanbay, BAS B.V. and CPM Braxis. Despite economic uncertainty, we hired more than 32,700 people in 2011, which is an all-time Group record. 3,158 people joined following acquisitions or outsourcing contracts. During the same period 20,693 people voluntarily departed with 4,119 dismissals or non renewal of trial periods. Overall, 2011 saw 11,009 new team members join the Capgemini family.

Group Headcount from 1970 to 2011



2.2 Professional Development

Our commitment to the continuing development of all employees, personally and professionally, enables us to create and maintain a fully competent and motivated workforce with core skills aligned to present and future business requirements. We recognise that our greatest asset lies in the quality of our intellectual capital. Therefore, the fundamental strategy of competency development draws on various approaches: standard training programs; virtual classrooms; mentoring systems; e-learning; on-line books; knowledge centers, video and online TV; on-the job training; easily accessible databases for knowledge sharing; management of professional interest communities; forums and team rooms and KM 2.0 communities, blogs and wikis. Resources are devoted to

the provision of training, both at Group level and locally. Many of our employees also attend the Capgemini University.

Each employee works closely with a personal reviewer where, throughout the year, feedback is encouraged and documented from specific assignment appraisals to general and peer feedback. This constructive guidance is used for continual development throughout the year and as part of end of year reviews.

2.3 Well-being

We take the well-being of our employees very seriously. Even though our business does not involve high-risk activities, we still have established specific processes and measures to ensure the well-being of our people.

Our offices around the world have introduced initiatives to promote employee well-being: work-life balance,

stress management, improvement of employee-manager relations, and better working conditions. Many of our countries, including India, have Employee Assistance Programs (EAP), which have proven invaluable in helping our employees manage stressful personal situations through an entirely confidential external service. Other services include health checks, training for managers and employees on improving their work-life balance, and fitness programs.

Through our MyLearning learning management system, numerous books and e-learning modules are available to employees. We have also purchased Well-being Essentials, a special range of products addressing concerns on personal finance, emotional well-being, relationships, health challenges, stress, career transitions, work-life balance, healthy eating, adoption, parenting, fitness, grief & loss, abuse of harmful substances, etc.

Highlight

In 2011, more than 82,000 Capgemini employees (69% of our workforce) took part in training schemes defined by the Group training paths. The total volume provided was 1,233,000 hours.

Various channels were used such as the Group's on-line learning management system MyLearning. Over 80,500 employees in 2011 used MyLearning for informal and just-in-time learning and also to register for more formal, structured learning events.

2.4 Diversity

With almost 120,000 employees in 40 countries and representing 110 nationalities, Capgemini is proud of our wide cultural diversity. This diversity has many facets including gender, disability, ethnicity, origin, age and lifestyle. We view diversity as both a strategic advantage and an on-going challenge. By creating an international platform, it helps us better understand the global market and to adapt to the communities in which we operate. In 2011 we produced our Global charter for Diversity and Inclusion to formalise our active promotion of the principles of diversity in our employment practices. Our aim is to encourage individuals from diverse backgrounds who are innovative, enthusiastic, culturally aware and committed to delivering a truly collaborative experience to our clients.

Global Charter for Diversity and Inclusion

Ever since the formation of the Capgemini Group in 1967, Diversity and Inclusion has been an important part of our employee culture; shaping how we operate and work with our stakeholders, suppliers and clients around the world.

For Capgemini, Diversity and Inclusion means attracting, developing and retaining the best people in the market, who share our values and our passion for service to clients, people and technology. The Group's commitment to Diversity and Inclusion is embodied in our Code of Business Ethics. We have come a long way in developing our global presence through the efforts of our employees from many different communities across the world.

Capgemini has created a Global Charter to highlight and focus our proactive employee engagement initiatives in Diversity and Inclusion. We are committed to:

1. Fostering the diverse make-up of our workforce in all locations where we offer services, and at all levels.
2. Increasing awareness of and training in Diversity and Inclusion for our employees through multiple communication channels to ensure we involve, and inform them of our actions and results
3. Continuing to build an inclusive work environment based on meritocracy; hiring the best people for the roles we offer, and mentoring, training, and supporting whenever possible to help individuals realise their full potential.
4. Wherever possible, considering any aspects of Diversity and Inclusion in our employment and procurement decisions, and involving our elected employee representatives with the design and implementation of employment policies where appropriate.
5. Engaging with our clients, partners and suppliers to ensure there is an understanding of our values and clear expectations from those that work with us.
6. Including in our business reviews criteria designed to measure progress made by Capgemini entities or Business Units, as regards Diversity and Inclusion.
7. Including questions on Diversity and Inclusion in our annual employee survey, and reviewing any changes as required as a result of employee feedback.
8. Including in our Annual Report information on our progress with Diversity and Inclusion: actions taken, best practices across our Group, and results.

These statements of intent reflect in detail Capgemini's vision for Diversity and Inclusion for the Group. We are determined to take action on this on-going journey, harnessing the power and benefit of what makes each and every employee unique, and celebrating our multicultural and diverse workforce. We know this will enhance the employee experience around the Group, create greater opportunities for our business and affirm Capgemini's status as a preferred global employer.

2.5 Employee Engagement

At Capgemini we believe that effective communication is a precondition for an open and honest culture, and for the involvement and engagement of employees. It is also essential for effective knowledge dissemination, sharing success and creating a sense of belonging within teams, at both the Group and local level. Two way communications is at the heart of our communications philosophy.

Our commitment to formal two-way dialogue is demonstrated through our approach to employee representation. In 2001, the International Works Council (IWC) was set up as the official representative body in the Group. Since 2004, we have gone beyond European legislation on works councils and opened IWC meetings to members from non-European countries, including North America and India, creating a truly globally representative body. At the local level, we also support dialogue with unions or other employee representatives, within relevant bodies and through the processes provided for under local legislation, regulations and agreements.

In 2011, the 22 member countries were invited to four plenary meetings including two which were organized by Group Management. Constructive and positive discussion took place on various topics such as Group strategy, alliances, communication, the organization of Country Committees, recent acquisitions, new economic models, employability, skills development and the new performance management system, MyPath.

Highlight

Our Group Internal Communications Platform 'Talent' continued to grow in 2011 with nearly 5 million connections. It is the gateway to the national intranets, training sites and all the communities hosted on a single platform. 33 million connections were registered in 2011.

In 2011, more than 63,000 employees responded to the Global Employee Survey (63% response rate).

Employee enthusiasm for internal social media tools has been spectacular: Yammer, the Group social networking site, now boasts more than 35,000 profiles.

Pillar 3: Clients

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

3.1 Enabling Client Transformation

Clients are increasingly expecting their suppliers to help them address their own sustainability challenges, for example: decreasing their environmental impacts. As a provider of business transformation services we believe that we are well positioned to help clients with these challenges which we expect to be amplified by increasing regulatory pressures around the world.

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

As an outsourcing provider, we ensure that when clients outsource all their operations to us, we can proactively mitigate the risk of increasing emissions through our sustainable data centres and implementing Green IT as well as by reducing our own internal impacts by employing energy efficient technologies in our offices and focusing on reducing business travel.

Based on state-of-the-art technology, Merlin was considered the most sustainable data center in the world when it opened in 2010 to ensure client's systems are run as efficiently as technologically possible with reduced emissions (based on their own in-house systems). It has won the Data Centre Dynamics Leaders' Green Data Centre Award, and the Uptime Institute's Green IT Award for data centre design. 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 2011, we continued to assist our clients through a growing portfolio of sustainability focussed services, building on our strong track record of helping clients achieve improved efficiency, reduce operational costs and reduced environmental impacts. Detailed information on the sustainability services we offer to our clients can be found on our website at www.capgemini.com/sustainability-services.

A few examples are presented here:

Our Merlin data centre continues to be considered one of the most sustainable data centres in the world due to its many revolutionary and state of the art design features. Compared with a conventional data centre of the same size, Merlin, in the first year of live operations recorded a 92% plus reduction in energy used for cooling and a significant reduction in water consumption. Rising client concerns about sustainability have contributed to the commercial success of the facility.

www.capgemini.com/merlin

Carbon Accounting and Reporting processes and systems are essential to capture the complex and comprehensive data needed for well-informed management decisions. Our outsourced service for energy, carbon and sustainability data management and reporting, through our Business Processes Operations (BPO) team, alongside leading software from partners CA Technologies, provides an efficient, cost effective, high quality management, analysis and back office reporting service. The client, as a result, is free to focus on its sustainability strategy, operational efficiency and improvement projects.

www.capgemini.com/carbonaccounting

Smart Energy Services offer a wide range of sustainable solutions to energy efficiency and environmental issues allowing clients to optimise energy consumption and address environmental impacts. With more than 8,000 employees working in this area, our commitment gives us the capability to service more than 43 million users who are looking for solutions which optimize energy consumption and their environmental impact.

www.capgemini.com/smartenergy

Cloud Computing enables us to help our clients maximise the efficiency of their IT and to embed sustainability into their governance, processes and infrastructure. Our consulting, technology and outsourcing teams draw on detailed knowledge of the latest sustainability related issues, technologies and implementation strategies to help develop, integrate and accelerate tailored sustainability action plans.

www.capgemini.com/sustainableIT

3.2 Client Case Studies

The following are two client case studies

Texel Energy Neutrality

The Dutch Island of Gemeente Texel in the North Sea, is aiming to be energy self sufficient by 2020. In conjunction with Capgemini and local energy company TexelEnergie, a Smart Energy Program to reduce energy consumption, match demand, supply more effectively and increase the use of renewable energy has been put in place. Capgemini is delivering it's Cloud Power solution to enable members to own and manage the

energy operator to mutual benefit much like a co-operative.

The implementation of Cloud Power is based on a few main components:

- Smart meters continuously measure energy consumed and produced by local households;
- The Home Energy Management System uses the Smart meter data

to optimize the use of household appliances; and

- A central Energy Management System balances community renewable generations with household demand and supply. If there is a shortfall of energy, the central system imports energy from the grid (or exports energy if there is an oversupply).



HMRC's IT estate is one of the largest in UK Government, consuming vast amounts of energy and natural resources. Between 2009 and 2011 HMRC reduced IT carbon emissions by 20%*, through a range of initiatives from creating a 'carbon-cost aware' culture, to projects and services which Capgemini UK delivered through the Aspire contract. We helped HMRC achieve environmental benefits and financial savings by:

- Decommissioning 13,000 desktops, 60 applications and 1,500 servers as part of an IT Transformation Programme. This involved system merger and consolidation, and switching off surplus equipment

for a smaller IT estate which uses less electricity

- Replacing 25,000 desktop computers over four years old with new PCs which help staff work more quickly and efficiently, and which use 70% less power
- Setting PCs to low energy mode when they are not being used, and triggering them to 'wake up' for overnight software and security updates
- Improving video conferencing and telephony services to reduce travel
- Replacing 11,800 printers, copiers and faxes with 4,300 new printing devices, many of which are multi-functional as they print, copy, fax and scan, and all of which have paper saving default settings. The

fleet and consumables are centrally managed and use less electricity, paper and toner.

In the UK's 2012 Green IT Awards, HMRC won 'Team of the Year' for the virtual team which works across HMRC, Aspire and other Government departments.

* carbon saving estimate supplied by HMRC carbon modelling, which allows the Department to accurately account for and track the amount of carbon used by its IT

3.3 Client Satisfaction Approach

Our client relationship management process, known as OTACE (On Time and At or Above Client Expectations) is a key factor underpinning our strong client relationships. Clients are requested to specify their expectations from our services based on a set of indicators relating to the following:

- type of service required;
- nature of the working relationship; and
- knowledge sharing.

We document and review these indicators with clients to produce ratings that are reviewed regularly according to an agreed schedule.

By allowing us to better assess the client satisfaction level with respect to the deliverables of their project(s), OTACE allows us to identify not only our strengths but also areas for improvement.

Our client focus and the Collaborative Business Experience of Capgemini is the essence of the way we work with our clients. Client satisfaction and their appreciation of the value we bring in contributing to making their businesses successful and sustainable is essential to our business. This is reflected in how our people feel: in our 2011 Global Employee Survey, 90% of our people strongly agree that they “feel personally responsible for their client’s satisfaction.”

Our Group operations serve many clients, distributed in several business sectors and countries. Our largest client, a major British government department, accounts for slightly less than 10% of our Group revenue, the second largest accounts for a little more than 2%. Combined, our ten largest clients account for just over 22% of our revenue and the top 30 for slightly more than 36% of revenue. The creditworthiness of our major clients and the wide dispersion of the others limit the credit risks.

Highlight 2011 OTACE Scores

In 2011, over 5,000 engagements were analyzed using OTACE.

The results showed 91% of projects were delivered on time and 92% met or exceeded client expectations, with average client satisfaction being 3.94 out of 5.

Pillar 4: Environment

Although at Capgemini we do not manufacture products, our services and our business activities may have an impact on the environment. To manage the growth of our company, we endeavour to identify and take into account the limits of our environment. Our contribution to reduce environmental impacts can take place not only within our company, but also through the help we can offer in this area to our stakeholders. The Group has therefore committed to minimize its negative impacts in the areas most relevant to its business, to comply with any legal and other relevant requirements involving the environmental impacts of its operations, and to permanently improve the environmental performance of its operations.

ISO 14001 certified Environmental Management Systems are in place in our operations in the UK, Netherlands, Belgium, Portugal and Brazil. This currently accounts for around 20% of our global population. The implementation of the Group Environment Policy will facilitate activities within the remaining countries to address ISO14001 requirements. A Group wide EMS Guidance Document will commence its roll out in 2012 to ensure each country has the tools and correct best practice guidance to increase our global coverage.

Management approach

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

4.1 Group Environmental Policy

A new Group environment policy has been signed by the CEO, Paul Hermelin, setting out the expectations for all countries. This policy statement reinforces our commitment to environmental compliance and the continual improvement of environmental performance across our global operations, specifically in the areas of energy, business travel and waste.

Capgemini Group Environmental Policy Statement

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

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

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

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

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

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

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

Signed: Paul Hermelin
Position: Chief Executive Officer

4.2 Identification of Key impacts

While local variations may exist, across the Group our key material environmental impacts are shown in the table below.

Key environmental aspects	Aspects and impacts applicable to the Capgemini business
Energy	<p>Our main environmental impact comes from the consumption of electricity, gas and oil to light, heat and power our offices and data centers.</p> <p>Data centers are particularly energy intensive due to the high level of IT equipment to be housed, powered and cooled. As an example, around 78% of the electricity we use in our UK operations is consumed by the data centers alone.</p>
Travel	<p>The business journeys we undertake, including journeys by road, rail, air, and stays in hotels all consume fossil fuels, contributing greenhouse gas (GHG) emissions and impacting climate change.</p> <p>This is a major challenge for our industry, whose businesses rely on the mobility of their employees in order to utilize their skills and experience in serving our customers worldwide.</p> <p>We continue to take advantage of the opportunities created by technology such as video-conferencing, supported by virtual hosting services. We also introduced or improved some collaborative tools to facilitate remote working and allow a greater flexibility. In many countries we monitor the emissions from our car fleets, especially by setting emission limits or by promoting the use of hybrid vehicles.</p>
Waste management	<p>Much of the waste that the Group produces is generated from office consumables and packaging. Capgemini aims to minimize the amount of waste that is sent to landfill by providing recycling facilities in key offices.</p> <p>We also try to engage our people and work with key suppliers to reduce the overall amount of waste in the business, generated by daily operations. We ensure that all electronic equipment is recycled in accordance with local laws.</p>

4.3 Environmental Performance

Driving environmental performance improvement is dependent upon having accurate and robust environmental data. To ensure that we have the necessary high quality data, we are currently deploying a global Carbon Accounting and Sustainability Reporting system to provide standardized data collection, monitoring and management.

This robust approach to environmental data collection and reporting is also critical for us to be able to meet the reporting obligations of the French Grenelle II legislation at Group level, and the Carbon Reduction Commitment legislation for Capgemini UK. We expect overtime to see additional reporting requirements in different countries.

As well as an improved ability to report, our carbon accounting approach, requiring monthly data gathering, gives us the ability to identify areas for potential savings (in both emissions and cost). This approach has already enabled significant cost and emissions savings in terms of energy and business travel in Capgemini UK, the first country where the system has been rolled out. Capgemini UK has also been able to achieve Eco-Management and Audit Scheme (EMAS) Registration for its Environmental Statement making Capgemini the only company in our sector to currently hold this.

Following this success, our carbon accounting system is being rolled out globally starting in 2012 with our largest countries by headcount (France, Netherlands, North America and India). The quality of the approach has been validated as we are now also providing carbon accounting support services to clients.

UK case study – UK Targets and Performance

Capgemini UK set the following targets against a 2008 baseline:

To reduce our non-data center CO2 footprint by 20% by 2014 (35% by 2020)	At the end of 2011, headline carbon emissions (excluding data centers) are down 17.5% since 2008
To improve energy efficiency in our data centers by more than 20% by 2014	Achieved – Average data center PUE at the end of 2011 is 21.3% down
To reduce our CO2 related to business travel by more than 30% by 2014	Emissions from travel in 2011 was 12.5% below the emissions in 2008
To send zero office waste to landfill by 2014	77% of our office waste was diverted from landfill in 2011
To implement an ISO 14001 certified Environmental Management System (EMS)	Achieved in June 2009, and recertified in 2012

4.4 Key Performance Indicators

Given the varying maturity of environmental measurement across our Group, it has been necessary to make a number of assumptions in order to present the carbon emissions data tables set out below. Where only partial data is available, extrapolation has been employed to estimate the total impacts. This extrapolation has in several cases included the final months of 2011 as the full annual data sets were unavailable at the time of table processing. Specifically, the extrapolations have included:

- estimating 2011 data based on available 2010 data (according to a documented methodology related to differing scenarios covering all aspects of energy, travel and waste);
- estimating emissions based on available cost data (using assumptions such as the cost per kWh of electricity or gas, per liter of diesel or per km of travel or kg CO2 emitted per flight).

Where no data is available, as was often the case for water and some modes of transport, the data has been deliberately excluded. Full details of the assumptions can be made are available upon request

Our largest businesses in France, India, the United Kingdom, the Netherlands and North America (including Canada and the United States of America) account for 68% of our global headcount. The combined carbon emissions of these operations amounts to 220,040 tons of CO2 emitted, calculated using the conversion factors and methodology recommended by the UK Government's Department of Environment, Farming and Rural Affairs.

The carbon footprint tables below include emissions associated with use of gas, diesel, electricity (in data centers and offices), business travel and waste. As water usage is not a significant environmental aspect for Capgemini, it has been excluded from the data tables below.

Carbon Emissions (tons CO2)

Country/Region	Gas	Diesel	Data centre electricity	Office electricity	Business Travel	Waste	Total Emissions (tons CO2)
India	-	33	-	34,382	10,884	11	45,310
France	247	16	3,610	1,543	17,992	19	23,427
United Kingdom	594	58	28,281	7,384	14,137	176	50,630
Netherlands	304	19	7,051	3,219	35,338	195	46,126
North America	544	4	12,338	3,642	37,818	202	54,548
TOTAL	1,689	130	51,280	50,170	116,169	603	220,041

Currently, the data for the United Kingdom and the Netherlands represents the most complete data set with both verified externally. Capgemini France, Netherlands and North America prepare carbon emissions estimates on an annual basis. Currently a degree of extrapolation has been required, mainly for North America where much of the data had to be extrapolated based upon 2010 carbon footprint calculations. For Capgemini India, the above data represents the first full estimate of its carbon footprint.

Carbon emissions data has also been collected from our operations in Finland, Spain, Poland, Romania, Germany, Austria, Italy, Belgium, Norway, Portugal, Denmark, Czech Republic, Hungary, Croatia, Australia, China, Philippines, Vietnam, Argentina, Brazil, Chile, Guatemala and Mexico, as well as our Sogeti operations in France, the Netherlands and the United Kingdom. Total emissions from these activities, based on the extrapolations mentioned above, were 53,031 tons of CO2 emitted in 2011. These numbers cover 28% of the Group's workforce and 66% of Sogeti's workforce. The emission data is listed below:

Carbon Emissions (tons CO2)

Country/Region	Gas	Diesel	Data centre electricity	Office electricity	Business Travel	Waste	Total Emissions (tons CO2)
Other Europe (1)(4)	356	100	1,571	4,435	15,390	82	21,934
Asia & Australia (2)	-	-	-	1,072	5,369	1	6,442
Latin America(3)	2	2	220	2,014	3,918	24	6,180
Sogeti (France,NL,UK)	184	12	-	2,224	16,041	14	18,475
Total - Other Operations	542	114	1,791	9,745	40,718	121	53,031
Total - Largest Operations	1,689	130	51,280	50,170	116,168	603	220,040
Grand Total - All Operations	2,231	244	53,071	59,915	156,886	724	273,071

1 The "Rest of Europe" section includes Capgemini operations in Finland, Spain, Poland, Romania, Germany, Austria, Italy, Belgium, Norway, Portugal, Denmark, Czech Republic, Hungary and Croatia.

2 The Asia and Australia section includes Capgemini operations in Australia, China, Philippines and Vietnam

3 The Latin America section includes Capgemini operations in Argentina, Brazil, Chile, Guatemala and Mexico

4 In Belgium (included in the total for Rest of Europe), emissions data associated with travel includes personal car use as well as business mileage.

A Note about Data Centers

From a reporting perspective, it is important to acknowledge that in our data center business we frequently "take on" emissions from our clients when they outsource their IT equipment into our data centers. This is an inherent challenge for all IT outsourcing providers and is a reason why we maintain our focus on making our data centers as operationally efficient as possible. However while we strive to reduce our overall carbon emissions, we recognise that data center are likely to increase as our business grows. However, at the system level this is not an issue as our centers, benefiting from innovation and environmental economies of scale are typically a more efficient solution.

One example of our innovation is our Merlin Data Center described in the previous section.

Pillar 5: Community

Management Priorities

Our focus on community projects is very much aligned to our corporate purpose and values. We recognize our responsibility to contribute to the talent and skills of the wider population and of future generations.

Our basic community philosophy is to promote education, integration and skills development. We acknowledge that diversity is a source of richness and competitive advantage so our aim is to support diversity and nurture future talent in all its forms. We operate in communities across the world both from our network of offices, from client sites and from Rightshore® delivery centers. Our community strategy therefore focuses on local, national and global initiatives.

We channel our time, energy and creativity into having a positive impact through: partnerships with various foundations; volunteering; pro bono work; fundraising; and where appropriate awarding funding. Mobilizing forces to help others strengthens team spirit, improves communication skills and promotes a better understanding of the communities around us.

Our intention is to provide as many opportunities as possible for our employees and to engage in activities for the community that contribute to their development. Furthermore, we integrate our community programs in our business activities, and we coordinate them with the actions of our clients in favor of sustainable development. We measure and evaluate the impact of our community involvement and share this with our people, our community partners and our clients.

5.1 Our Global Initiatives

NAANDI

We have a strong partnership with the Naandi Foundation and its Nanhi Kali Initiative (focused on supporting young girls through their education). In 2011, we sponsored over 13,000 girls in India by means of schemes and initiatives across the Group. We are the largest corporate sponsor of Nanhi Kali internationally and the second largest for the foundation overall. The Nanhi Kali program has been officially adopted in the community framework of 11 of our countries with three new countries expected to launch initiatives in 2012.



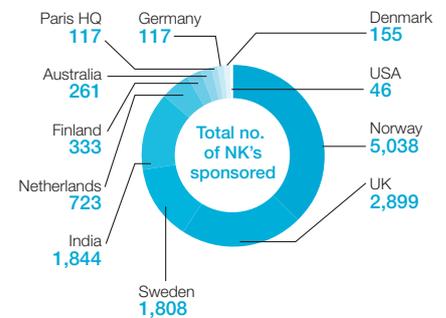
The Naandi Community Center in Mumbai (Bombay)

PLANET FINANCE

Our local IT services business, Sogeti, has maintained a partnership with PlaNet Finance since its creation in 1998, a partnership that has made a significant contribution to alleviating poverty in some of the world's poorest communities. PlaNet Finance is an international non-profit organization, created to reduce poverty in the world through the development of microfinance.

Beyond financial assistance, Sogeti PlaNet Finance support includes the technological expertise and the support of the main computer systems: we manage their computer system voluntarily by hosting computer applications including intranet, electronic messaging and on-line training as well as providing services related to human resources. Through savings of time and money thus obtained, PlaNet Finance is able to further invest in microfinance projects.

At the end of 2011 Capgemini and Sogeti launched a dedicated website in association with MicroWorld to help micro-entrepreneurs and to promote the growth of micro-credit in less advanced countries. This site provides a secure platform which enables individuals to finance micro-entrepreneurs' projects around the world by making on-line loans to projects that have been validated by a proven methodology in a socially responsible manner.



Capgemini Employees & the Naandi Foundation: Capgemini and its team members sponsor the Naandi Foundation's education program Nanhi Kali, which provides schooling to young, vulnerable Indian children. By March 2012, the Group's cumulative contribution represented a total of 46,000 years of schooling.

5.2 Some of Our National Initiatives

Cappgemini France is part of 'Passeport Avenir' to help young students from modest backgrounds with their studies, approximately 60 employees take part as mentors and guide students through to graduation from high school or university courses.

Cappgemini UK continues to make a difference to young people through our national partnership with The Prince's Trust. In 2011 we celebrated raising more than £1,000,000 over three years for The Trust. Our employees have multiple opportunities to get involved where they live and work, through volunteering, mentoring, client hospitality, pro-bono work and taking part in challenges.

WeKare, a Community initiative for Cappgemini India employees, is currently operational at our sites across India. Under the WeKare banner we partner with 30+ organizations working in the areas of education, environment and employment.

Cappgemini Netherlands partnered with SIFE (Students in Free Enterprise), an organization providing students with the opportunity to work on development projects to stimulate business and entrepreneurship and work towards a sustainable future together.

Cappgemini North America partnered with Habitat for Humanity. The partnership has given our employees an opportunity to make a difference in their local communities and get involved. In November 2011, 200 employees, family and friends participated in 7 builds across the region including Toronto, New Jersey, Dallas, Atlanta, Houston, Burbank and Lee's Summit.

Cappgemini Poland has been working together with Siemacha Association for 3-years running successful knowledge sharing sessions, workshops for youth leaders, company visits, recruitment shows and training and our annual charitable theatre performance. In 2011 one of the highlights for Poland was their annual charitable theatre performance in which many of our Polish employees volunteer to take the stage and act out a Polish fairy tale. A record breaking amount of money was raised for the Siemacha Association in 2011.

In Guatemala we continue to support Niños del Lago (NDL: Children of the Lake). We launched a special committee of Good-Will Ambassadors, a group of employees that will help progress specific activities and provide local leadership to engage with other employees and spread the word about getting involved in the communities in which they operate. Each initiative will support a different organisation that supports children in need.

5.3 Community Investment and Donations

The table below summarises charitable donations made by Capgemini around the world.

Summary of donations made

Countries/Region	Donations (€)	Programs
India	27,040	Nanh1 Kali, Goonj, Jagriti Sewa Sansthan and BOSCO and WeKare Society
France	250,000	Mission Handicap and CSR (passeport Avenir, IMS entreprendre pour la cité, Foundation Good Planet, Nos quartiers ont du talent...)
UK	153,430	Naandi, The Prince's Trust and several others
Netherlands	267,317	Naandi and several other organizations
North America	110,444	Naandi, Habitat for Humanity, United Way, American Red Cross, Ninos de Lago and several others
Sub Total	808,231	
Europe*	407,202	Naandi, CADIN - Centro de Apoio ao Desenvolvimento Infantil, Associação Portuguesa de Formação de Actores para Cinema e Televisão, Fundación Adecco, Sant' Andrea Terra vicine e lontane, Milan Accueil
China	960	
Other**	15,429	Hutt St centre, Queensland Floods, Autism SA, Coanil Foundation
Sogeti	190,000	KWF Nederland, Stichting Opkikker, Make a Wish Foundation NL, Think Pink Campaign, Fundación Adecco, Red Cross, St. Kind Sponsor Plan
Sub Total	613,591	
Grand Total	1,421,822	

* Europe = Belgium, Denmark, Italy, Norway, Portugal, Spain, Sweden

**Other = Australia, Chile



Les Fontaines

Pillar 6: Suppliers & Business Partners

Our commitment to supplier and business partner relationships is reflected in our comprehensive set of guidelines on the ethics of purchasing and the selection of suppliers.

6.1 Ethical Procurement

In our purchasing activities, we are conscious of environmental issues and impacts, social impacts, human rights, and the fight against bribery and corruption. The ten key principles of the United Nations Global Compact guide our activities throughout our business. This means that we are committed to ensuring that we work only with suppliers who respect appropriate ethical policies and human rights.

We have set out Capgemini's Guidelines on Ethical Procurement and prefer to develop long-term, sustainable relations with selected suppliers. Should a supplier fail to respect these ethical guidelines, we reserve the right to cancel the contract.

Supplier diversity and equality is encouraged, with our aim being to allow qualified small and minority businesses the opportunity to receive a share of our business. Our "eco-system" approach with major clients aims to foster this and level the entry barrier where practical. Contractors' and suppliers' employees are expected to work according to the same Corporate Responsibility and Sustainability standards as our own employees. In parallel, we expect contractors and suppliers to comply with the same sustainability, health & safety and diversity standards as our own employees.

6.2 Sustainable Procurement Principles

We expect our suppliers to conduct their relationships with us and with our clients and commercial partners on a fair and ethical basis and in compliance with our core sustainability principles. These principles apply both to the goods and services provided, to the suppliers' activities and, where appropriate, to their downstream supply chains. Our principles cover:

1. Human rights
2. Respect for national, international, regional and local applicable laws
3. No forced or compulsory labor
4. No child labor
5. Equality and diversity
6. Employee well-being and development
7. Disciplinary practices
8. Freedom of association
9. Health and safety
10. Confidentiality and intellectual property
11. Refusal of bribery and corruption in business practices.
12. Environmental impacts

In 2009, the Group's Procurement Officers set up a program to complete risk and expense assessments on all of our key suppliers. The program has been implemented in our largest countries since 2009 and supplier assessments currently cover 84% of worldwide purchasing expenses. Some 3,140 suppliers were or are currently being analyzed. Following this analysis, 271 suppliers have been delisted or reclassified.

Awards and Recognition

Capgemini identified as a “Specialist” supplier of sustainable technology services, rated “Best in class” by Verdantix for data center efficiency, with the following citation: “through their Merlin data center, [they] have developed one of the World’s most sustainable and energy efficient data centers”.

Capgemini identified as a “Specialist” supplier of sustainable technology services, rated “Best in class” by Verdantix for data center efficiency, with the following citation: “through their Merlin data center, [they] have developed one of the World’s most sustainable and energy efficient data centers”.

Capgemini Group listed in Newsweek Magazine’s Top 250 Green Companies

Capgemini is a participant in the Carbon Disclosure Project

“Capgemini wins Best in Class for its state of the art expertise in smart metering with the installation of more than 15.7 million meters and the maintenance of 1.7 million meters in Europe and North America

Verdantix 2012 Green Quadrant® Sustainable Technology Services Report

Capgemini North America rated “2011 Most Admired Employer for Minority Technology Geeks”

Diversity Careers issue of Hispanic Engineer & Information Technology magazine and in the Best Employers issue of US Black Engineer & Information Technology.

Capgemini UK awarded Platinum status in Business in the Community's (BITC) Corporate Responsibility index

Capgemini Poland awarded "Solid Employer 2010" by Rzeczpospolita daily

Capgemini has been a member of the UN Global Compact since 2004 and a signatory of the United Nations' Caring for Climate initiative since 2007

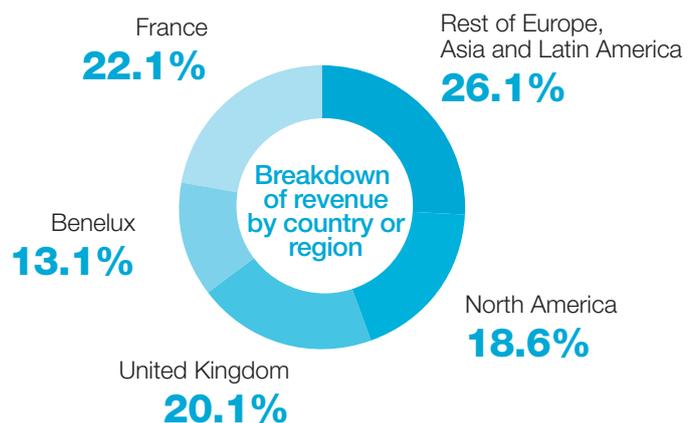
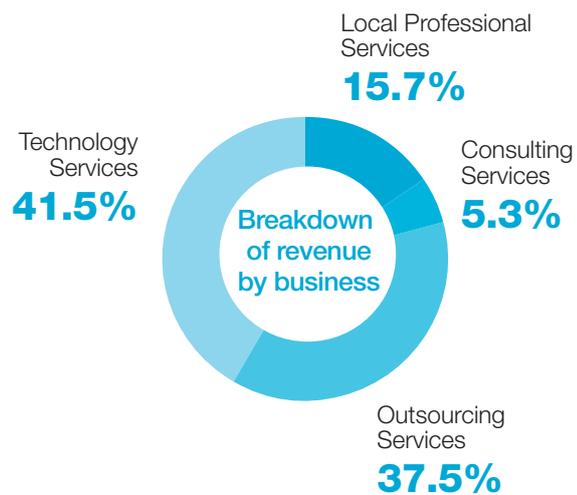
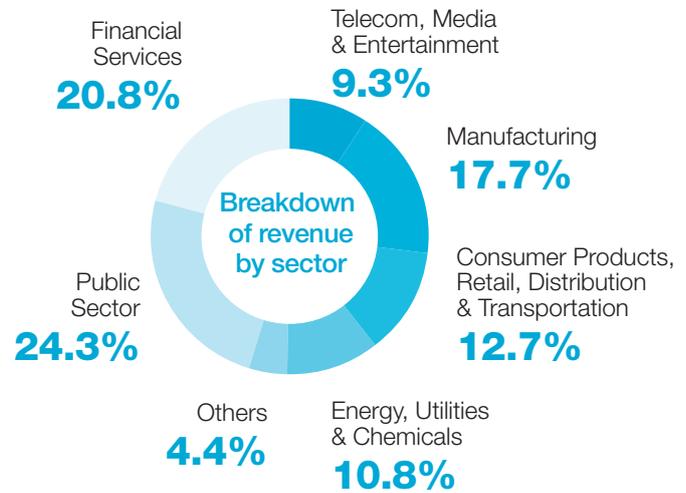
Capgemini UK achieved three National Big Tick awards from Business in the Community (BITC) in three categories: Climate Change, Sustainable Travel (ways2work) and Healthy Workplaces (WorkWell).

Capgemini Poland awarded "Good Company 2010" award by Forum Biznesu

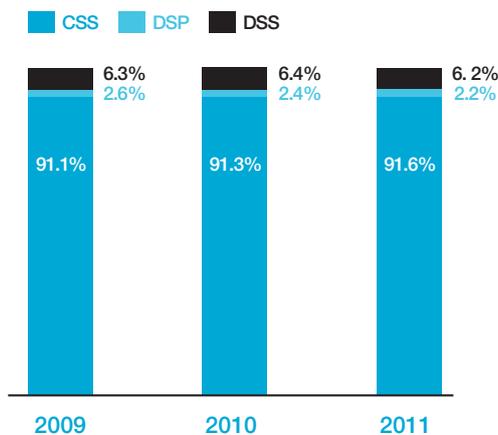
Capgemini Poland has been included in The Ranking of Socially Responsible Companies 2011.

Capgemini listed in the FTSE4Good index

Appendix A – Organizational Structure



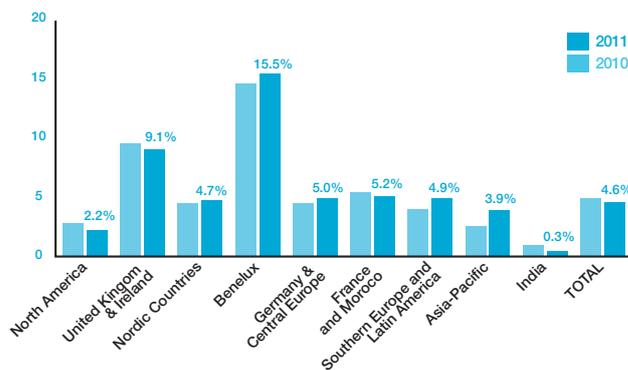
Appendix B – Additional People Data



Breakdown Of Workforce By Category: 2010-2011

The Company's workforce breaks down into three broad categories:

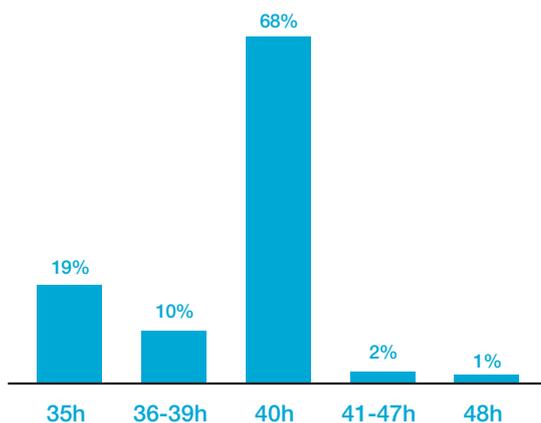
- Client Serving Staff (CSS) who ensure our services with clients are managed correctly and make up the majority of the Group's workforce.
- Dedicated Sales People (DSP) who make up the sales team and are responsible for sales and customer relations management across the full product portfolio.
- Dedicated Support Staff (DSS) who carry out administrative support functions.



Part Time And Fixed Working Hours

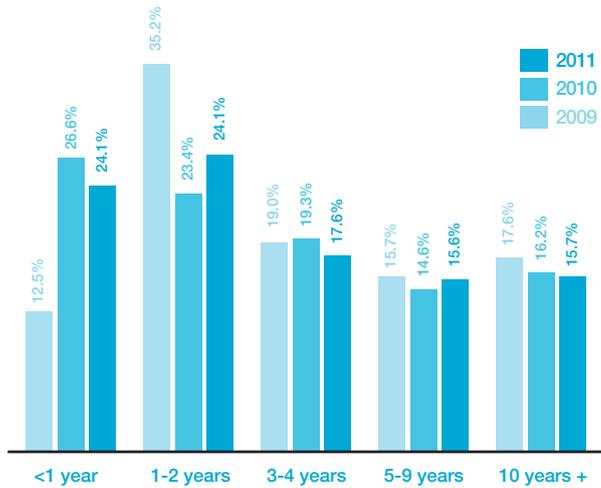
*The data covers 94.2% of year-end headcount.

The number of part-time employees in the Group decreased by 0.3 points compared with 2010, to 4.6% of the headcount in 2011. The figures show significant variation between regions and remained relatively stable over the last three years.



More than two thirds of our employees have a 40-hour working week, mainly in Europe (except the UK, Finland, and Denmark with 37 hours and France with 35 hours). In North America and India, the Group offers an attractive 40-hour week, with the legal maximum working week being 48 hours. South American countries vary from a base of 44 hours per week in Guatemala, Brazil and Chile to 48 hours in Argentina.

*The data covers 91.6% of year-end headcount.



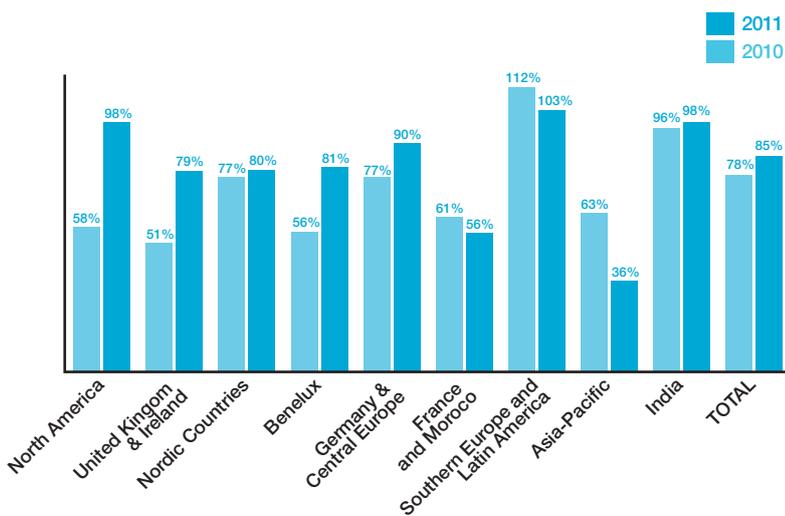
Breakdown Of Workforce By Length Of Service: 2009-2011

*the data 97% of year-end headcount (including CPM Braxis data).

The average length of service in the Company is down 0.4 years compared with 2010 at 4.5 years, due to the high number of recruitments in 2010 and 2011. This varies according to the geographical area, ranging from just over 1.7 years for India to more than 9 years in the Benelux countries.

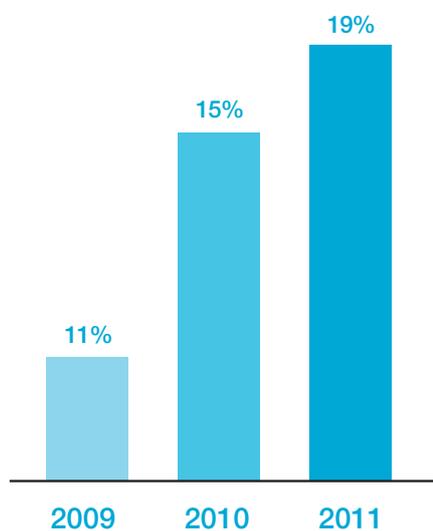
Learning and Development

Percentage Of Individual Employees Trained 2011

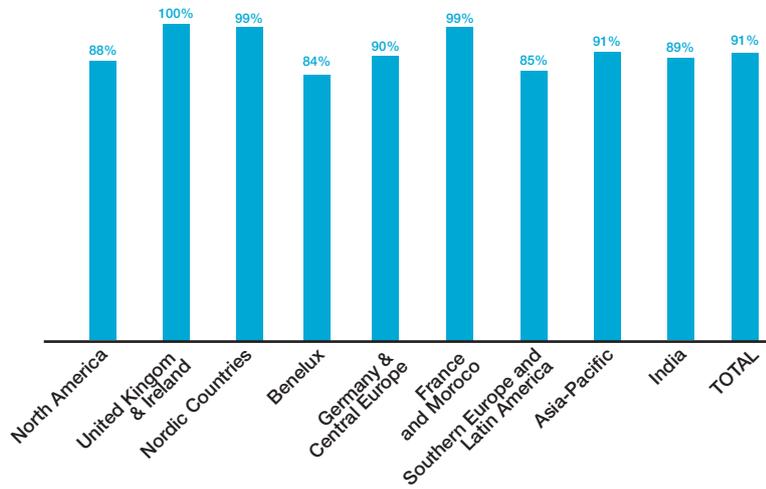


Overall, more than 101,000 employees were trained in 2011, up 21% compared with the previous year taking the total volume of training hours to 3.87 million. Employees use MyLearning for informal and just-in-time learning but also register for more formal, structured learning events. Nearly 1,800 project managers, 541 architects, 4,241 software engineers and 311 network engineers had either obtained or reconfirmed an internal certification by end-2011.

Percentage Of E-Learning Training Completed 2011



In 2011 we continued to develop our on-line training courses using the Group University's e-learning resources; 19% of training took place on-line.

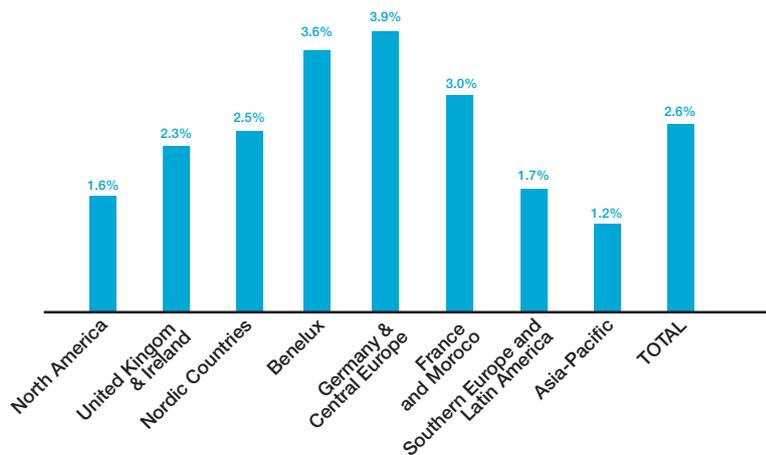


Performance reviews and Workforce Profile

Percentage of employees having had a performance and career review in 2011

*the data covers 94.2% of year-end headcount (including CPM Braxis data).

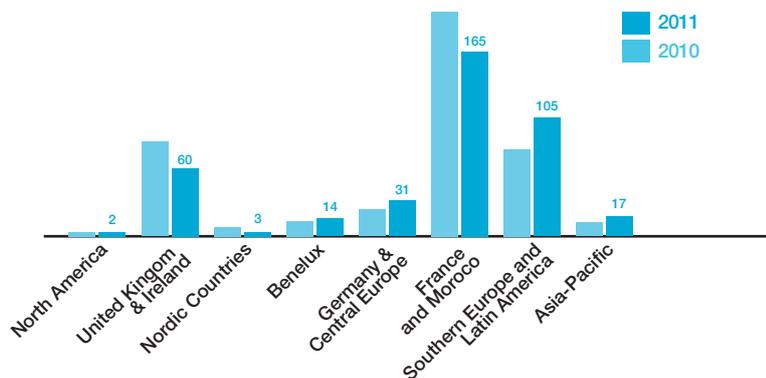
By establishing a clear framework based on a set of clearly defined and explained criteria to guide the appraisal process, we can ensure the professional development and promotion of all employees and respect for equal opportunities. In 2011, 91% of the workforce concerned had undergone an annual performance review.



Rate Of Absenteeism 2011

*The data for this study covers 61.8% of year-end headcount.

This percentage is relatively low due to the fact that some countries such as India (which represents nearly 30% of our workforce) do not collect data on the number of days of sick leave in the strict sense. In 2011, the rate of absenteeism for sickness in the sample was 2.6%. The highest rate is observed in Poland (4.8%), followed by Benelux (3.6%). France, at 2.9%, was ranked just above our Group average.

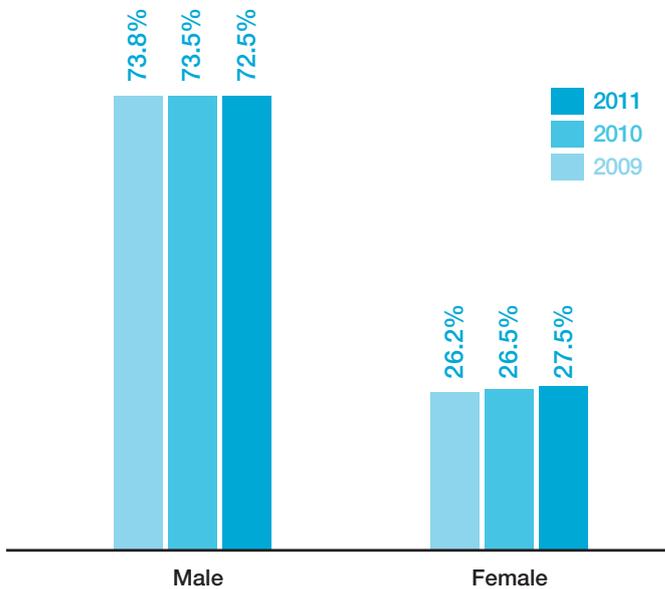


Well being

Number of work-related accidents 2010-2011

*The coverage interval for the above data is 58.9%.

This % is relatively low due to the fact that some countries such as India (which represents nearly 30% of our workforce) do not collect this type of data. In 2011, the Group recorded 402 work-related accidents, of which 40% were in France on account of the regulations in force relating to the reporting of information. The majority of these work-related accidents were accidents during the home/workplace journey. No work-related death occurred in the Group in 2011.



Diversity

Breakdown of workforce by gender: 2009-2011

*The coverage interval for the data below is 95.8% of year-end headcount (including CPM Braxis data).

The % of females continued to rise in 2011 reaching 27.5% of the headcount at year end, due to strong growth in our BPO business. BPO has successfully developed into countries where the male/female ratio is 76/24 (especially in India). In 58% of our countries the % of females has increased at a constant rate, with India (+1.3%) and Guatemala being particularly noteworthy. The overall gender breakdown is a reflection of the information technology sector as a whole, which tends to attract engineering graduates who are predominantly male.

Recruits	2010 % of female	2011 % of female
North America	23.3	28.4
UK & Ireland	28.0	24.0
Nordic countries	26.9	32.9
Benelux	20.9	20.5
Germany & Central Europe	45.2	45.8
France & Morocco	20.9	22.3
Southern Europe and Latin America	40.6	41.1
Asia-Pacific	26.6	27.7
TOTAL	28.1	29.7

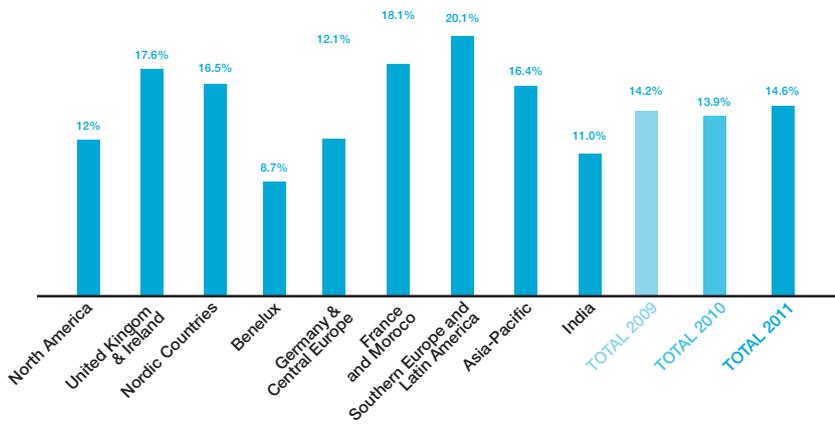
Female Recruitment Rates 2010 & 2011

* Data covers 90.7% in 2011 and 92.2% in 2010

Recruits	2010 % of female	2011 % of female
North America	15.2	12.6
UK & Ireland	11.0	9.6
Nordic countries	15.6	18.2
Benelux	8.7	13.6
Germany & Central Europe	17.4	23.6
France & Morocco	8.2	13.0
Southern Europe and Latin America	14.2	17.3
Asia-Pacific	24.8	23.6
TOTAL	15.9	18.3

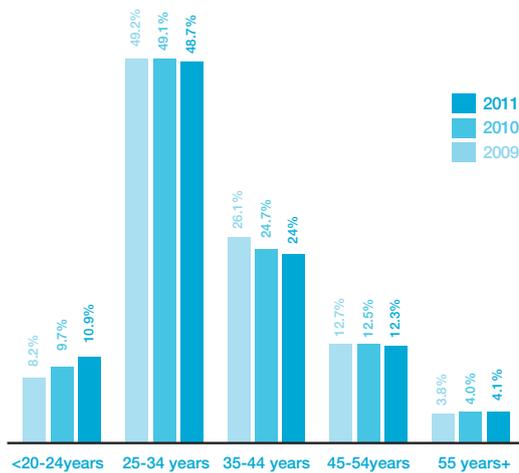
Female Turnover Rates 2010 & 2011

Data covers 90.7% in 2011 and 92.2% in 2010



Proportion Of Women In Top Executive Positions Per Operating Unit

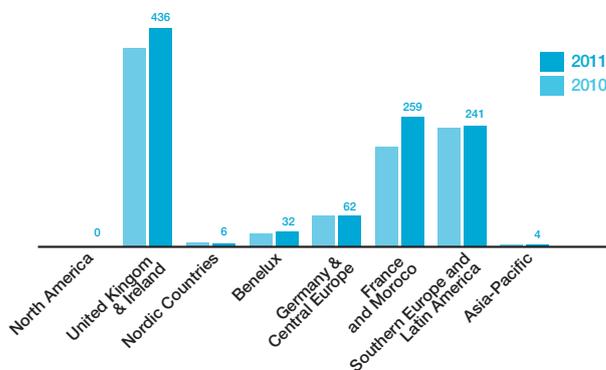
Following a decline in the proportion of females in the highest executive grades in 2010, this indicator has returned to growth by 0.3% in 2011. However, it remains lower than the total % of females in all grades across the Group. At the end of 2011, 18.2% of employees who had been promoted to the role of “Vice-President” were female, a percentage which has risen by more than 2% compared with 2010.



Breakdown Of Workforce By Age: 2009-2011

*The coverage interval for the data below is 96.6% of year-end headcount (including CPM Braxis data).

The average age of employees decreased in 2011 to 34.5 years compared with 35.1 years in 2010, mostly due to a strong growth in the hiring of young graduates (accounted for 42% of recruitment in 2011).



Number Of People In The Group With A Disability 2010-2011

*the data above is 60% of year-end headcount.

This percentage is relatively low due to the fact that some countries such as India and North America do not collect this type of data. In 2011, data indicated that the Group employed 1,046 people with a disability, of which 42% were in the UK and 25% in France. This was 160 people more in 2011 than in 2010.

Appendix C – Additional Environmental Data

The following table shows the total emissions figure of 273,071 tons of CO₂ distributed according to the Scopes 1 (Gas and Diesel), 2 (Electricity) and 3 (Travel and Waste) definitions as set out by the Global Reporting Initiative (GRI), which is a global reporting standard seeking to standardize sustainability reporting across organizations.

The last table below shows Capgemini's consumption of energy together with paper consumption, waste and recycling rates. Energy figures as measured in kilowatt hours, includes the use of electricity across our operations. Currently the use of paper and recycling is measured using different metrics in different countries. Consequently data is provided in terms of the weight of paper purchased, paper consumed and paper recycled. Finally, the table provides details of the weight of waste generated and the percentage of waste recycled.

Capgemini has neither been subject to sanctions for noncompliance with environmental laws and regulations, nor has it been notified of any fines in this field in the last ten years.

Scope	Emissions in tons (CO ₂ e)					
	Gas	Diesel	Data centre electricity	Office electricity	Business Travel	Waste
Scope 1	2,231	244	-	-	-	-
Scope 2	-	-	53,071	59,915	-	-
Scope 3	-	-	-	-	156,886	724

Country/Region	Energy (Kw H)	Paper (T)			Waste(T)	
		Purchased	Consumed	Recycled	Hazardous + Non Hazardous	% Waste Recycled
India	26,994,205	23	23	na	25	na
France	55,943,716	151	149	na	43	na
United Kingdom	67,982,949	47	64	177	394	71%
Netherlands	24,258,435	na	66	na	436	9%
North America	36,551,465	na	na	502	452	11%
Sub Total - Targets Operations	211,730,770	221	302	679	1,350	6%
Other Europe	19,620,995	53	46	17	183	40%
Asia & Australia	1,498,719	6	0.25	0.22	2	11%
Latin America	19,987,319	58	56	27	54	17%
Sogeti (France, Netherlands, United Kingdom)	14,997,192	112	111	na	32	na
Sub Total - Other Operations	56,104,225	229	213	44	271	34%
Grand Total - All Operations	267,834,995	450	515	723	1,621	7%

na: denotes areas where activities occur but data is currently unavailable

Appendix D – GRI G3.1 Content Index

For this 2011 Corporate Responsibility and Sustainability Report, our company has self declared a level C against the GRI 3.1 Guidelines.

Extent Reported = Fully, Partially, Not Reported

GRI G3.1 Content Index

Profile: 1. Strategy & Analysis

No.	Indicator Description	Extent Reported	Location / Comment
1.1	Statement from the most senior decision-maker of the organization.	Fully	Pg 6 of the CEO Statement
1.2	Description of key impacts, risks, and opportunities.	Fully	'Our Approach Section'

Profile: 2. Organizational Profile

No.	Indicator Description	Extent Reported	Location / Comment
2.1	Name of the organization	Fully	Title page and Page 7 of the Introduction
2.2	Primary brands, products, and/or services.	Fully	Page 7 of the Introduction
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Org chart page 7 See also pages 27, 28, 41 and 42 in the Annual Report http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-INST_EN.pdf
2.4	Location of organization's headquarters.	Fully	Page 7
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	statement added to page 7 next to the map. See also Page 27 of the Annual Report http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-INST_EN.pdf
2.6	Nature of ownership and legal form.	Fully	Page 7 See also page 28 of the Annual Report http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-INST_EN.pdf
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Section 2.4 page 13 of the reference document. Ref added to Page 8 Page 25 of the Annual Report http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-

Profile: 2. Organizational Profile

No.	Indicator Description	Extent Reported	Location / Comment
2.8	Scale of the reporting organization.	Fully	Pages 27 and 28 http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-INST_EN.pdf Page 7, 13 14 of the Annual reference document http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-DDR_EN.pdf
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	No significant changes to our CSR approach has been brought about by acquisitions during 2011 as stated on page 7 . The acquisitions are detailed on pages 29 and 30 of the annual report http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-INST_EN.pdf Page 5 of the Reference Document http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-DDR_EN.pdf
2.10	Awards received in the reporting period.	Fully	p. 32 Awards and recognition

Profile: 3. Report Parameters

No.	Indicator Description	Extent Reported	Location / Comment
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	Page 7
3.2	Date of most recent previous report (if any).	Fully	Page.3 2011 This report is the first report based on GRI
3.3	Reporting cycle (annual, biennial, etc.)	Fully	Annually (Page 7)
3.4	Contact point for questions regarding the report or its contents.	Fully	Back Cover (Page 50)
3.5	Process for defining report content.	Fully???	Page 8
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully???	Comment added to Page 7 explaining the global nature of our operations and limitations of the sustainability data. Section 4 of the Environmental data gives more detail surrounding the entities included See also Page 23 of the Reference document http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-DDR_EN.pdf

Profile: 3. Report Parameters

No.	Indicator Description	Extent Reported	Location / Comment
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	Page 8 gives a high level explanation of limitations with more detail to be found in Section 4 surrounding the availability and boundaries of the environmental data
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	<p>This report covers our global operations where data is available. As our carbon accounting and reporting matures across our operations, more countries will be added to our data suite</p> <p>Page 23 and 24 of the Reference Document details our subsidiaries</p> <p>http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-DDR_EN.pdf</p>
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	Page 24 Data sections explain scope, techniques and limitations of data
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g.mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	Page 8 explains that this is the first GRI styled report
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	Page 8 explains that this is the first GRI styled report
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	As per this GRI table
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	The report is not currently externally assurance

Profile: 4. Governance, Commitments and Engagement

No.	Indicator Description	Extent Reported	Location / Comment
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Please see pages 18-24 and 41 in the Annual report http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-INST_EN.pdf Also see Pages 23 and 24 of the 2011 Reference document (p age 44 shown breakdown of gender in top executive positions) http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-DDR_EN.pdf
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.		Page 18 of the Annual Report http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-INST_EN.pdf
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.		Page 18 of the Annual Report http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-INST_EN.pdf
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.		Pages 52 and 110 of the Reference Document gives details of the Investor and analyst meetings http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-DDR_EN.pdf
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Not Reported	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Not Reported	
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Not Reported	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	Page 14 Global Charter for Diversity and Inclusion, p.21 Environmental Policy Statement, Page 31 Sustainable Procurement Principles
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Not Reported	

Profile: 4. Governance, Commitments and Engagement

No.	Indicator Description	Extent Reported	Location / Comment
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Not Reported	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Not Reported	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Not Reported	
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	Page.7 Capgemini is signatory to the UN Global Compact Caring for Initiative and signatory to the Women's Empowerment Principles.
4.14	List of stakeholder groups engaged by the organization.	Fully	Page. 7 identifies stakeholders who include customers, shareholders, investors, business partners, suppliers, employees, the community and the environment.
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	<p>We are actively engaged with our key stakeholders through a number of activities as detailed in Page 56, 61, 136 and 182 of the 2011 Reference Report.</p> <p>Historically, we have engaged with our key stakeholders on an informal and periodic basis. Our key stakeholders have typically included clients, investors and employees, and we are currently reviewing our stakeholder engagement process.</p> <p>http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-DDR_EN.pdf</p>
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Not Reported	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Not Reported	

Performance Indicators: Economic

No.	Indicator Description	Extent Reported	Location / Comment
-----	-----------------------	-----------------	--------------------

Disclosure of Management Approach

Economic Performance

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	Pages 7 and 29 of this report give details of Group revenue and community investments Pages 131 and 172 of the Reference Document gives details of operating costs and employee (group Management) compensation http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-DDR_EN.pdf See also the Annual Report http://www.capgemini.com/annual-report/2011/en/download/Capgemini-RA2011-INST_EN.pdf
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Partially	Environment Section
EC3	Coverage of the organization's defined benefit plan obligations.	Not Reported	
EC4	Significant financial assistance received from government.	Not Reported	

Market Presence

EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Not Reported	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Not Reported	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Not Reported	

Indirect Economic Impacts

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Not Reported	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Not Reported	

Performance Indicators: Environment

No.	Indicator Description	Extent Reported	Location / Comment
	Disclosure of Management Approach	Fully	Page 20 (addresses compliance, and emissions, ISO14001 certified), p.21 environmental policy which covers GHG emissions, energy consumption, business travel, waste, procurement, products
Materials			
EN1	Materials used by weight or volume.	Not reported	
EN2	Percentage of materials used that are recycled input materials.	Not Reported	
Energy			
EN3	Direct energy consumption by primary energy source.	Partially Reported	Page 39 energy consumption
EN4	Indirect energy consumption by primary source.	Not Reported	
EN5	Energy saved due to conservation and efficiency improvements.	Partially	Page 23 states that Capgemini's carbon accounting has enabled significant energy and cost savings
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Not Reported	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Not Reported	
Water			
EN8	Total water withdrawal by source.	Not reported	Not a material aspect
EN9	Water sources significantly affected by withdrawal of water.	Not reported	Not a material aspect
EN10	Percentage and total volume of water recycled and reused.	Not reported	Not a material aspect
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not reported	Not a material aspect

Performance Indicators: Environment

No.	Indicator Description	Extent Reported	Location / Comment
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not reported	Not a material aspect
EN13	Habitats protected or restored.	Not reported	Not a material aspect
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not reported	Not a material aspect
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not reported	Not a material aspect
Emissions, Effluents and Waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	Page 24, 25, 39 (Scope 1 2 and 3 emissions)
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	Page 39
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Not Reported	
EN19	Emissions of ozone-depleting substances by weight.	Not Reported	
EN20	NO _x , SO _x , and other significant air emissions by type and weight.	Not Reported	
EN21	Total water discharge by quality and destination.	Not Reported	Not a material aspect
EN22	Total weight of waste by type and disposal method.	Partially	Page 39
EN23	Total number and volume of significant spills.	Not Reported	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not Reported	

Performance Indicators: Environment

No.	Indicator Description	Extent Reported	Location / Comment
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not Reported	Not a material aspect

Products and Services

EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Partially	Page 17 Examples in Client section
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Fully	Capgemini does not manufacture any product

Compliance

EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	Page 39
------	--	-------	---------

Transport

EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	Page 22
------	---	-------	---------

Other

EN30	Total environmental protection expenditures and investments by type.	Not Reported	
------	--	--------------	--

Performance Indicators: Social: Labor Practices and Decent Work

No.	Indicator Description	Extent Reported	Location / Comment
	Disclosure of Management Approach	Fully	Page 12 and 14 - Charter of diversity and Inclusion.

Employment

LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	Pages 12, 34 and 37
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	Page 37, page 38 Female recruitment rates are reported on page 37.
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not Reported	
LA15	Return to work and retention rates after parental leave, by gender.	Not Reported	

Labor Management Relations

LA4	Percentage of employees covered by collective bargaining agreements.	Not Reported	
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Not Reported	

Occupational Health and Safety

LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Not Reported	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Partially	Page 39 Number of work-related accidents and rate of absenteeism is reported
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Not Reported	
LA9	Health and safety topics covered in formal agreements with trade unions.	Not Reported	

Performance Indicators: Social: Labor Practices and Decent Work

No.	Indicator Description	Extent Reported	Location / Comment
Training and Education			
LA10	Average hours of training per year per employee by gender, and by employee category.	Partially	Page 35 illustrates percentage of individual employees trained in 2011 by region
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Partially	Page 13 outlines professional development programmes in place.
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Partially	Page 36 illustrates percentage of employees who had a performance and career review in 2011, broken down by region.
Diversity and Equal Opportunity			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	Page 37 provides an overview of proportion of women in top executive positions per operating unit. Total workforce by gender, age, people with disabilities are also supplied on pages 37-38.
Equal Remuneration for Women and Men			
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Not Reported	
LA15	Return to work and retention rates after parental leave, by gender.	Not Reported	

Performance Indicators: Human Rights

No.	Indicator Description	Extent Reported	Location / Comment
	Disclosure of Management Approach	Partially	Page 31 outlines sustainable procurement principles which cover non-discrimination, child labour, freedom of association, prevention of forced/compulsory labour, security practices, health and safety etc.

Investment and Procurement Practices

HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Not Reported	
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Partially	Page 31
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Partially	Page 11

Non-discrimination

HR4	Total number of incidents of discrimination and corrective actions taken.	Not Reported	
-----	---	--------------	--

Freedom of Association and Collective Bargaining

HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Not Reported	
-----	--	--------------	--

Child Labor

HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Not Reported	
-----	--	--------------	--

Performance Indicators: Human Rights

No.	Indicator Description	Extent Reported	Location / Comment
-----	-----------------------	-----------------	--------------------

Prevention of forced and compulsory labor

HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Not Reported	
-----	---	--------------	--

Security Practices

HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not Reported	
-----	---	--------------	--

Indigenous Rights

HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not Reported	
-----	--	--------------	--

Assessment

HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Not Reported	
------	---	--------------	--

Remediation

HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Not Reported	
------	---	--------------	--

Performance Indicators: Social: Society

No.	Indicator Description	Extent Reported	Location / Comment
	Disclosure of Management Approach	Fully	Page 10 (competition legislation and corruption),page 26
Local Communities			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Partially	Local Community engagement is reported through community initiatives in the Community Section
SO9	Operations with significant potential or actual negative impacts on local communities.	Not Reported	
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Not Reported	
Corruption			
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Not Reported	
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	Page 11 - Ethics Section
SO4	Actions taken in response to incidents of corruption.	Not Reported	
Public Policy			
SO5	Public policy positions and participation in public policy development and lobbying.	Not Reported	
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	We do not support political parties Page 29 Community Section provides an overview of charitable donations
Anti-competitive behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Not Reported	
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Not Reported	

Performance Indicators: Social:Product Responsibility

No.	Indicator Description	Extent Reported	Location / Comment
	Disclosure of Management Approach	Partially	Page 16
Customer Health & Safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Not Reported	
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Not Reported	
Product and Service Labelling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Not Reported	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not Reported	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	Page 19 OTACE Scores
Marketing Communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Not Reported	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Not Reported	
Customer Privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Not Reported	
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Not Reported	



Server racks at our Merlin data center

Appendix E - UN Global Compact Reference Table

Performance Indicators: Social/Product Responsibility

No.	Indicator Description	Extent Reported	Location / Comment
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Fully	Page 11
Human Rights	Principle 2: make sure that they are not complicit in human rights abuses.	Fully	Page 11
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Fully	Page 11
Labour	Principle 4: the elimination of all forms of forced and compulsory labour;	Fully	Page 11
Labour	Principle 5: the effective abolition of child labour; and	Fully	Page 11
Labour	Principle 6: the elimination of discrimination in respect of employment and occupation.	Fully	Page 11
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges;	Fully	Page 20 (addresses compliance, and emissions, ISO14001 certified), Page.21 environmental policy which covers GHG emissions, energy consumption, business travel, waste, procurement, products
Environment	Principle 8: undertake initiatives to promote greater environmental responsibility; and	Fully	Page 21
Environment	Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Fully	Page 18 Client section
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Fully	Page 11

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

Contact Details:

James Robey, Group Corporate Responsibility & Sustainability Director
Capgemini Group, Place de l'Étoile, 11 rue de Tilsitt, 75017, Paris, France



About Capgemini

With almost 120,000 people in 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2011 global revenues of EUR 9.7 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.