

Living Our Values Through Diversity & Inclusion

Capgemini North America 2013-2015 Report



Leadership Letters

Leadership Letters

Key to Our Culture

Charting Our Journey

2013: Developing Awareness

2014: Investing to Expand

2015 and Beyond:
Integration



Randy Cozzens

*Application Services
North America Global
Sales Officer;
North America Diversity
and Inclusion Executive
Sponsor*

Diversity and Inclusion as a Strategic Business Advantage

Capgemini has grown to become a large and diverse network of exceptional people here in North America and globally, who work collaboratively to bring our clients a wealth of experience and innovative ideas, ultimately providing a superior value proposition and return on their investment.

The source of our innovation, market strength and client results is our people – a workforce that respects diversity of thought because it's inclusive.

The shared goal across Capgemini's North American business units is to build a more diverse workforce with a healthy mix of individuals representing people from every race, gender, belief and philosophy. We leverage that diversity into strong business results through inclusion: finding creative energy and sparking new ideas from the differences among us.

Building a business-rooted diversity and inclusion strategy is critical to attract top talent, support high-performing work teams and offer the best solutions for our clients.



Leadership Letters



Janet Pope

*North America Diversity
and Inclusion Leader*

Living Our Corporate Philosophy

Diversity and inclusion has been a part of Capgemini's core values since our inception. In North America, strengthening our diversity and promoting a more inclusive culture has taken on new urgency, as we recognize its ability to move us forward in a competitive, increasingly global market.

We have concluded a three-year journey to more formally weave diversity and inclusion into our culture. The Capgemini promise, "People Matter, Results Count," comes to life through this focus. The initiatives profiled in this report will allow us to more effectively:

- Pursue business gains in our diverse target markets to accelerate growth.
- Operate more efficiently by cultivating an engaging work environment to continuously improve our retention and mobilization of top talent.
- Transform our workforce and talent systems to utilize individual creativity, empower differences and further develop our cultural competencies.

The Capgemini North America Diversity and Inclusion Working Council is a cross-functional team tasked with guiding our journey to achieve these goals by further advancing our inclusive behaviors. We are committed to cultivating an environment in which diversity of thought is valued and respected as an essential requirement to how we work.

Diversity of thought means acknowledging that our behaviors are not founded in sharing the same skills, perspectives or experiences. As our people more widely embrace this truth, we can build work teams that provide a wide range of perspectives, improving our delivery, sales, brand power and investments.

Working with leaders and advocates in partnership across all of our strategic business units that are a part of Capgemini in North America creates a culture that values and respects our differences—reflecting that our people matter and results count.

Key to Our Culture

Our Values



honesty



boldness



trust



freedom



team spirit



modesty



fun

People Matter: The Importance of D&I

We have reached the end of a three-year North America diversity and inclusion (D&I) journey, one that will benefit all of our people and everyone we serve: our workforce, suppliers, clients, communities and shareholders.

The Capgemini journey was initially cast when we were founded back in 1967. From the beginning, D&I principles have been embedded in our culture and our Code of Business Ethics, and are inherent in many of our global and local policies. Diversity and inclusion is inherent in our core values of honesty, boldness, trust, freedom, team spirit, modesty and fun.

Just as our journey is not truly beginning with this three-year effort, it will not conclude at the end of 2015. If our program achieves its goals, D&I will be intertwined with our culture in new, forward-thinking ways—ensuring that every one of our professionals is valued for his or her unique spirit and spark.

Our holistic definition of diversity extends beyond gender, gender identity, sexual orientation, disability, ethnicity, race, age and religion. Capgemini views diversity as everything that makes us who we are as an organization, including our social background, experiences in life and work, communication styles and personality. These dimensions contribute to the type of diversity we value the most: diversity of thought.

This report represents our first comprehensive effort to outwardly share the goals and business strategies of our D&I program and three-year journey. Assembling our story is one small part of the effort we are undertaking to embrace diversity and continually foster an inclusive culture.

Charting Our Journey

Leadership Letters

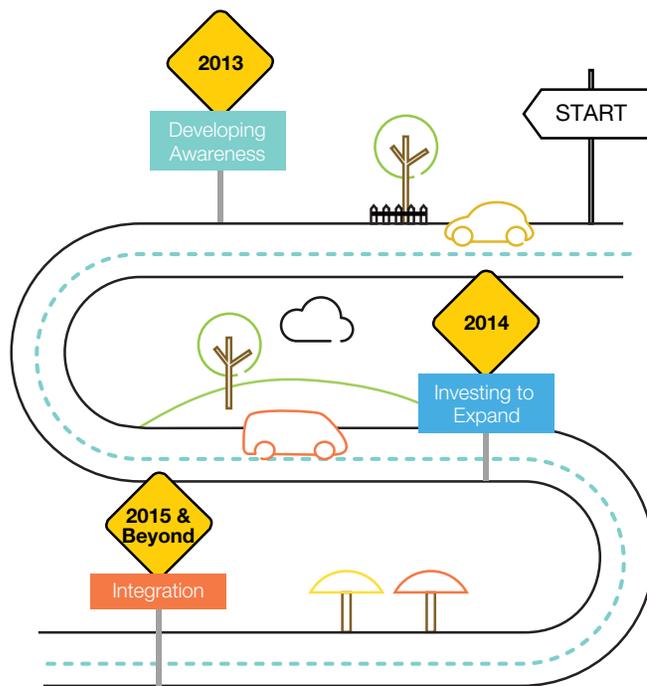
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D&I Goals and Strategy

Promoting diversity is not just morally correct, it enhances our business activities. As the world shrinks, technology connects us in new and innovative ways, and people cross oceans for new opportunities while beliefs become increasingly personal and varied. Inclusion is the glue that holds our diverse world together.

At Capgemini, an inclusive culture is what ensures our teams not only thrive comfortably, but push new boundaries with bold, creative thinking. A diverse workforce is one that reflects what we see in our clients. A diverse workforce grows increasingly productive in the midst of a quest for the best talent.

Our three-year journey is a commitment to results. It is a movement to deliver better work and increase business value. Innovation is at the heart of everything we do. To spur our ability to think in bold new ways, we set out to cultivate a more diverse set of employees and to help them thrive alongside each other.

We also recognized that, as we spoke of diversity, people diverged on its meaning. Race? Gender? What about age, religion, disability, veteran status and other aspects of diversity? We recognized the need to encourage a common understanding. Thus, we created a definition for D&I that stretched beyond traditional concepts, pushing the boundaries of what it means to have a diverse and inclusive workforce.

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People perform better when they are empowered to be their authentic self at work and feel included in our working approach.”

To launch our journey, we drafted a charter:

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

Our goals were broad, business focused and holistic. Our three-year journey aims to:

- **Support market excellence**
In a relationship-based business, D&I can help us expand our reach, forge new partnerships, and drive market and solution innovation. This goal is focused on top-line growth.
- **Drive business efficiencies**
An inclusive culture is one that thrives, which helps not only to attract and retain talent but equips people to perform their best work. A high-performance culture reduces operational inefficiencies. This is a bottom-line goal.
- **Expand our workforce**
As we build an even more diverse, culturally rich workforce, we drive creativity and innovation, which in turn drives workforce, process, and systems expansion to help develop and enable highly future-thinking leaders. This goal is transformation.

By meshing D&I into our day-to-day core processes, we will be able to truly transform our business. And our workforce will transform—and expand—alongside it.



2013: Developing Awareness

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Capgemini views diversity as everything that makes us who we are as an organization.”

Starting from a Position of Strength

Our journey began from a position of strength. Our aim in 2013 was to crystallize what was already inherent in our culture.

Our challenge is common among all corporate diversity initiatives: We were challenged to get everyone, everywhere in the organization to share a common view and definition of what D&I means and how it can positively affect our business and value.

So, we created a common language around diversity. We knew from the start we wanted our effort to be bigger, more comprehensive and more intrinsic to our culture. Thus, our definition pushes beyond typical boundaries to encompass a more classical concept of diversity.

Our holistic definition extends beyond gender, gender identity, sexual orientation, disability, ethnicity, race, age and religion. Capgemini views diversity as everything that makes us who we are as an organization. This includes our social background, experiences in life and work, communication styles and even our personalities. These dimensions contribute to the type of diversity we value the most: diversity of thought.

We aimed to build an inclusive culture that values invisible attributes more than appearances. For Capgemini, inclusion means having a working culture where uniqueness is valued. Combined with a diverse workforce that assembles a rich variety of skills, experiences and perspectives, our D&I efforts will propel our workers toward being thought leaders in our markets.

With this in mind, we defined our D&I initiative as an aim to cultivate a work culture of mutual respect for differences, enabling team members to collaboratively deliver powerful, forward-thinking, innovative solutions.

Definition in hand, we worked to instill the language and vision within every one of our associates throughout North America, at all levels of the organization. We needed people to understand and embrace this common concept of D&I. We needed people to value diversity as a business asset.



2013: Developing Awareness

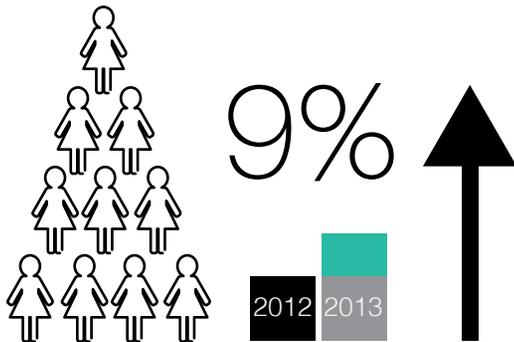
Digital Transformation at the Wellesley Centers for Women

One of the ways Capgemini leaders support our Employee Resource Groups is through the sponsorship of pro bono work. For example, our Millennial Innovation Council, a group dedicated to strengthening cross-generational collaboration and to fostering innovation, is helping the Wellesley Centers for Women redesign its website. A program of Wellesley College, the center's mission is to advance gender equality, social justice, and human wellbeing through high quality research, theory, and action programs. The redesigned website is anticipated to help the organization more effectively disseminate its work across new technology platforms to an ever-growing audience, while also complementing and strengthening its brand identity.

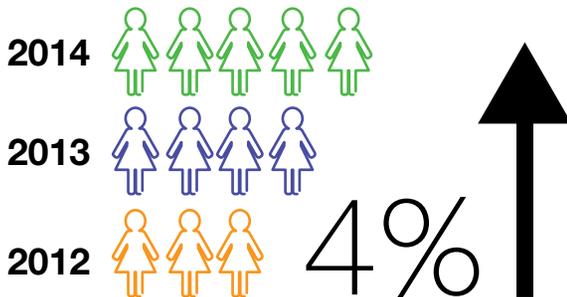
To accomplish our goals we:

- Ensured a common understanding of our D&I definition in order to embed the initiative firmly in the realm of business strategy.
- Demonstrated to our leaders that a well-established D&I program is a business asset, and established accountability among leadership by establishing metrics. Our leaders supported our vision and sponsored development programs, Employee Resource Groups (ERGs) and other critical initiatives (see side bar).
- Established recruiting goals and engaged in diversity-focused career fairs, including those held by the National Society of Hispanic MBAs and LatPro. We also expanded our efforts at historically black colleges and universities, and LGBT-focused events for recent college graduates into our campus recruiting strategy.
- Introduced unconscious bias training through the Culture, Bias, Brain Leadership Development Program, which created new levels of self awareness that doubled the percentage of associates who felt they were accountable to Capgemini's D&I agenda and believed their personal efforts around D&I had business value.
- Launched a supplier diversity program in 2012 to support and promote diverse providers. In 2013, 11 percent of our total spend went to these suppliers.

2014: Investing to Expand



Women promoted in our largest business unit increased



From 2012-2014, overall retention of women increased

Broadening Scope and Results

We entered 2014 set to build on the awareness generated in 2013. Our focus for year two shifted to build greater leadership investment in our efforts, meaning both financial investment and—perhaps more importantly—time.

We measured our senior leaders' cultural competency—their ability to work effectively across cultures. This exercise led to our senior leaders' greater personal investment in the mission. We gained more executive sponsors for our ERGs and each group was more active than ever before.

We infused an existing effort, People Culture Week, with a broader, more comprehensive scope. Originally focused on women and geared around International Women's Day, the 2014 program showcased diversity efforts from across North America and around the world. We hosted a Twitter panel with external expert Joe Gerstandt to foster a richer social presence and engage with our external communities.

For the second year in a row, Capgemini received a score of 90 on the Corporate Equality Index, a national benchmarking survey administered by the Human Rights Campaign to advance LGBT equality in the workplace (see sidebar on next page).

We also made important statistical gains:

- From 2012 to 2013, the percentage of women promoted in our Application Services business unit increased nine percent.
- From 2012 to 2014, overall retention for women in the U.S. increased by four percent.
- In 2012, 100 employees were participating across three ERGs. By 2014, over 800 employees participated in our 10 groups supporting veteran, women, LGBTQA, millennial, Hispanic/Latino, East Asian, and African and African American team members, community engagement and mentoring initiatives, and employees with disabilities.
- In 2014, total volunteer hours increased by 300 percent over 2013.

2014: Investing to Expand

Corporate Equality Index Recognizes Capgemini's D&I Initiatives

For the second year in a row, Capgemini received a score of 90 (out of 100) on the 2015 Corporate Equality Index (CEI), a national benchmarking survey and report on corporate policies and practices relating to lesbian, gay, bisexual and transgender workplace equality administered by the Human Rights Campaign Foundation.

The 2015 CEI rated a total of 934 businesses, evaluating their LGBT-related policies and practices including non-discrimination workplace protections, domestic partner benefits, transgender-inclusive health care benefits, competency programs and public engagement with the LGBT community.

The scoring took into account a number of improvements we made in 2014, including an update to our equal employment opportunity policy, our involvement in the Business Coalition for Workplace Fairness and increased community engagement through OUTfront, our Employee Resource Group that supports the professional growth of LGBT individuals by fostering a safe environment within Capgemini for individuals to be authentic in the workplace.

We pushed our efforts deeper toward business value, teaming with our clients where we have common ERGs, delivering multicultural and bias training to joint project teams and, in certain locations, teaming with clients to sponsor community events. For example, in 2014 we:

- Formalized our D&I reporting based on defined metrics. We set talent development goals to cultivate greater diversity and inclusiveness across our service lines and locations, touching on sales, delivery, cost efficiencies and branding.
- Attended the Colorado Diversity Council's 2014 Women in Leadership Symposium with clients and partners, and co-sponsored the event.
- Created a Veterans Employee Resource Group to leverage the skills, experience, talent and dedication of our current veteran employees, grow the number of veterans in our workforce, as well as provide opportunities to interested parties and families of veterans as a tribute to their service.
- Won Consulting Magazine's Excellence in Social & Community Investment Award for Capgemini Consulting's pro bono work with Smile Train, the largest charity providing corrective surgery for children with cleft lips and palates.
- Secured recognition as one of Greater Toronto's Top Employers and among Canada's Best Diversity Employers by Mediacorp Canada Inc.

Our framework to drive D&I activities throughout the organization and with our 10 ERGs was adapted from the 4C Model developed by Robert Rodriguez, president of DRR Advisors LLC:

- **Culture:** Building cultural competencies to recognize differences and cross cultures to create a more inclusive workplace.
- **Commerce:** Adding business value through go-to-market support, supporting client relationships and providing insights that drive better client connections.
- **Careers:** Attracting, developing and retaining a broader talent pool.
- **Community:** Identifying and executing joint opportunities with external partners (e.g., charities, alliance partners, local networks). See example on next page.

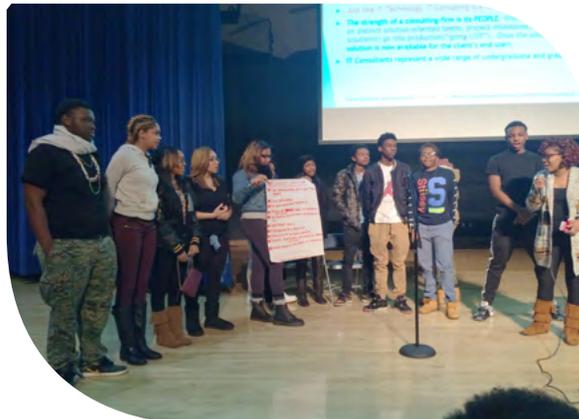
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A³ ERG Volunteers at the Benjamin E. Mays High School

Capgemini's African-American and African (A³) ERG is devoted to advancing D&I and promoting our core values. With an emphasis on the African-American community, the ERG provides networking, mentoring and recruitment support with a focus on supporting cultural awareness and retention.

In 2014, the Atlanta A³ team spent a day at the Benjamin E. Mays High School in Atlanta to mentor students and share career opportunities in technology. The team also engaged the students in a technology-related exercise and expressed the need for African-American representation in the field.

This event reflects the ERGs' dedication to community, an important element of the framework for how the groups drive D&I among their members and the company (see previous page).



2015 and Beyond: Integration

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I believe that women represent a tremendous resource that has produced, and will continue to yield huge returns for organizations and the communities they support.”

Sheryl Chamberlain

Vice President, Global Partner Executive,
Capgemini

Embedding D&I Within Day-to-Day Operations

In 2015 we completed our three-year journey. This phase of our journey at Capgemini in North America culminated with results related to the continuous improvement of processes that support the transformation of our people into a more highly diverse, inclusive and integrated workforce.

As a result, inclusiveness was more firmly rooted as an inherent component of every business process and decision.

We're confident that our well-honed metrics, our formal and informal observations and—now—feedback from our clients will help propel our business forward. D&I will be included in all our standard business planning and reporting, and it will also be reported in delivery quality assessments after engagements.

In 2015 we also built additional and more insightful tools for capturing, reporting and acting on workforce demographics, with one critical addition: We measured not just numbers or demographics, but inclusiveness—our ability to put it all together and create high-functioning teams and outstanding business results.

We sifted through all of our business practices and policies to be sure D&I is advancing all of our activities. And, we continued to drive cultural awareness and inclusion throughout the business.

When we began to plan for this journey, one dimension of it was clear: We will never reach an end “destination.” Rather, we'll attain a milestone. With our existing efforts and intents, Capgemini is well on its way to being a more diverse, inclusive business that values differences and supports individuals in delivering their best work efforts. North America is one of the regions that is leading the way.



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Our Atlanta colleagues participate in a Habitat for Humanity build.

We have made great progress in formalizing everything we already believe about the importance and vitality of every individual—regardless of race, religion, gender, area of expertise, culture or work habits. In the first half of the year, we saw a **12 percent gain in retention** among team members that have completed unconscious bias training.

We will need to leverage our gains and continue to do so on an ongoing basis. We will need to sustain our programs and keep them energetic and results-oriented. We need to turn up the volume for voices across the organization. A new focus on D&I in our sustainability blog will offer a platform for any and all associates to tell their story, to be heard. A revived Mentoring Matters program will ensure ongoing development and advancement for people living our core values across Capgemini. At the end of this journey, we have arrived as a better business. Yet we'll always need to remain vigilant, and to continue promoting D&I efforts across our organization because a D&I journey is one that never truly ends. To learn more about our work in D&I and corporate responsibility and sustainability, please visit: <https://www.capgemini.com/careers/working-at-capgemini/diversity-initiatives/>



Preparing to cook spaghetti for a Ronald McDonald House Charities dinner in Atlanta.



Team members from the Montreal office put a fresh coat of paint on the walls at the Shelter for Hope, a Salvation Army entity.





About Capgemini

With 180,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2014 global revenues of EUR 10.573 billion (about \$14 billion USD at 2014 average rate). Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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