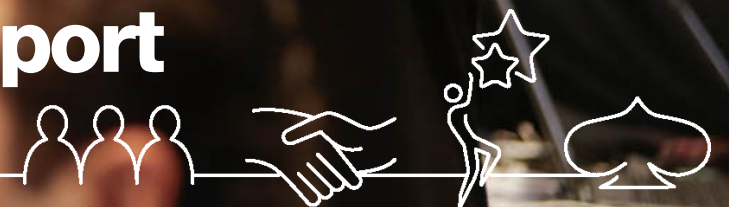


# Our 2017 Gender Pay Gap Report



People matter, results count.

# A FEW WORDS FROM OUR HR DIRECTOR



“ **We aim to be a diverse and inclusive organisation where everybody feels valued, included and empowered.** ”

As a Times Top 50 Employer for Women and winner of ‘Business of the Year’ at the First Women Awards 2017, we welcome the government’s introduction of the gender pay gap reporting legislation.

Operating in an industry that has long struggled with its diversity, Capgemini UK is aiming to make a real and sustainable difference with our diversity and inclusion programme: ‘Active Inclusion’. The programme was born from a desire to ensure that all of our team members feel valued, included, empowered and able to be their authentic self at work.

Gender has been a key focus for Active Inclusion. While our journey is far from over, we have made significant progress – from boosting our UK Board of Directors to 43% women to welcoming in our first 50% female graduate intake in July 2016 – and becoming EDGE-certified, a leading global standard that recognises our commitment to improving and measuring gender equality.

Through our comprehensive programme of actions – including being one of the first to release our gender pay gap ahead of the new legislation – we will continue to embed the spirit of diversity and inclusion at the very heart of our organisation.

Frances Duffy, UK HR Director

## KEY ACHIEVEMENTS



# WORKING TO CLOSE THE GAP

While we have a way to go, we are making good progress.

Our analysis shows that the overall difference between men and women's earnings is 19.4% (mean) or 17% (median), based on hourly rates of pay at the snapshot date of 5 April, 2017.

Like many other companies in our industry, our gap is primarily caused by having fewer women in senior grades and highly paid technical roles. When we compare pay for equal or similar work across our organisation, the gap is significantly lower at 1.6%.

Our aim is to achieve year on year improvement in our gender pay gap. We are confident that as we make progress towards achieving greater gender balance in our senior roles and technical roles, our gender pay gap will reduce.

Some of our work towards closing the gap includes...

- Improving opportunities for flexible working through our work-life harmony policy
- Refreshing recruitment processes to ensure an inclusive approach to hiring
- Taking gender into consideration when succession planning for all key leadership roles
- Rolling out inclusion education for our vice presidents, hiring managers, recruitment and HR teams
- Promoting our female role models both internally and externally
- Introducing a returnships programme in 2017 to support women to return to work after longer-term career breaks

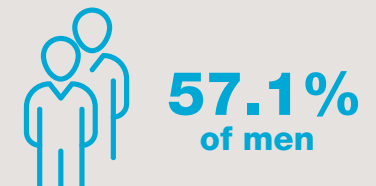
## A quick look at the headlines

Our headlines confirm our median and mean gender pay gap (based on hourly rates of pay at the snapshot date of 5 April 2017) and bonus pay gap (based on bonuses paid in the 12 months to 5 April 2017). They also show the proportion of men and women who received a bonus and the proportion of men and women by hourly pay quartile.

### The overall difference between men and women

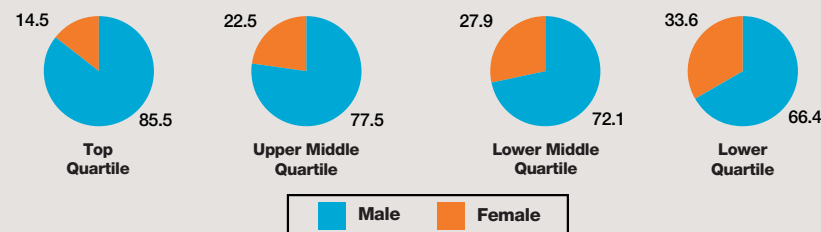
	Mean	Median
<b>Hourly Pay</b> In April 2017	19.4%	17.0%
<b>Bonus Pay</b> In the 12 months to 5 April 2017	37.1%	45.6%

### Proportion receiving bonus pay in the 12 months to 5 April, 2017



### Pay Quartiles

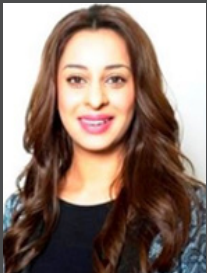
This illustrates the gender distribution at Capgemini across four equally sized quartiles.



Based on hourly pay in April 2017, the proportion of men and women in each pay quartile

# WOMEN AT CAPGEMINI SHARE THEIR EXPERIENCES >>

What's it like to work for our organisation? Four women at different career stages share their experiences of life at Capgemini.



**Roopa Nandha, Security Consultant**

Joined Capgemini in 2006

I joined Capgemini through the graduate programme in 2006. I wanted to thrive from the onset, but I wasn't sure which direction I was heading.

I was fortunate enough to have some amazing people around me to point out my strong qualities, which led me to take an opportunity in a completely new area – offering both more independence and greater consequences for failure. Taking this step gave me the ability to grasp and shape my own goals and vision for my career.

Ten years on, I am an expert in Export Controls and Sanctions – a field I had no experience in when I first started on my career path at Capgemini.

I've learned that it's not about your gender, it's about what you can achieve and your own mind set. So my advice is, be proud of your unique qualities no matter what your gender identity, own it, and be yourself!

***“Be true to yourself and grab new opportunities with both hands”***



**Priscilla Li, Head of Applied Digital Innovation**

Joined Capgemini in 2016

Growing up without digital technology and then having to thrive with it put me under its spell at an early age. The degree of uncertainty, ambiguity and speed of change is humbling and exciting. This is what I love about technology – it changes people more than things.

This is also why I am at Capgemini. In the Applied Innovation Exchange, we want to inspire people and organisations to change the world. We aren't afraid to lean into what we don't know, because we are confident in our people, our process and our purpose to uncover and build new areas of understanding.

Whether it's starting-up my own art recognition company, helping to merge two airlines or launching voice or video over the first high speed connection, it's been an interesting journey. The ability to work with different industries and sectors has only widened the telescope of possibility and the support of talented individuals at Capgemini make those uncharted waters ahead all the more ready to explore!

***“We want to inspire people and organisations to change the world”***



# WOMEN AT CAPGEMINI SHARE THEIR EXPERIENCES >>



**Renee Blanchard, Software Engineer**

Joined Capgemini in 2013

When I was 17, I decided I didn't want to go to university and came across the opportunity to apply for Capgemini's apprenticeship scheme.

I joined through the Higher Apprenticeship programme in 2013 and have since merged onto the Degree Apprenticeship. This has allowed me to study for a BSc in Digital and Technology Solutions while working for Capgemini as a business analyst.

Since joining Capgemini, I have had the opportunity to work on a wide variety of projects with a number of new and interesting people. I have learnt and grown so much.

On International Women's Day, one of my co-workers nominated me as their female role model. It's really gratifying to know I am inspiring other young women in the organisation.

***"My Degree Apprenticeship allows me to study while earning"***



**Adele Every, Account Director**

Joined Capgemini in 2005

This year, I celebrated my twelfth anniversary at Capgemini. During my time here, I've progressed from Relationship Manager to Account Director, become one of Capgemini's top Automation experts on Expert Connect - and had two children.

I'm often asked how I juggle it all.

The answer? Flexibility. Capgemini allows me to fit my working hours around my childcare requirements and work from home when I need to. The trust and flexibility afforded to me by the company has enabled me to balance my work and home life - and in return, I feel an immense loyalty to the organisation.

Bringing up children and progressing your career are not mutually exclusive: you can do both. Be open, honest and authentic about any challenges you face, seek flexibility in your working arrangements, work hard - and see the rewards.

***"It is eminently do-able to have a family and succeed at work"***

## A few words from our UK Chairman, **Christine Hodgson**



Christine Hodgson (Chairman, Capgemini UK) pictured with local students at a Women's Business Network Event

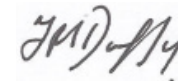
“*For us, investing in and developing people from a wide and diverse talent pool, both internally and externally, is a business imperative. While we know we have a way to go, we have seen real, impactful change since the launch of Active Inclusion in 2016 - and I am confident that we will continue to go from strength to strength.*”

## DECLARATION

We confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Christine Hodgson,**  
Capgemini UK Chairman



**Frances Duffy,**  
UK HR Director