



OUR 2021 GENDER PAY GAP REPORT

A FEW WORDS FROM OUR HR DIRECTOR

“ 2021 has continued to challenge us all. Inclusion remains at the heart of our strategy to get the future we want ”

As the pandemic continued through 2021, the engagement and wellbeing of our people has remained of paramount importance.

We recognise the challenges many are still facing during the Covid-19 pandemic; we continue to listen and support our people through our wellbeing programmes, dedicated support groups, employee networks, new inclusive benefits and inclusion campaigns.

Hybrid working is becoming a day-to-day reality at Capgemini. Underpinned by our trust-based culture, we aim to empower everyone to deliver exceptional work and appreciate our team members, contributing to an inclusive and sustainable future for our people, our clients, and society. By harnessing remote and agile working to create more flexibility and opportunities for our people, we are also increasing access to our industry and enabling greater gender parity in caring responsibilities and working patterns.

The past year has shown improvement in our gender balance; we are proud to say it has progressed. We welcomed over 3000 new joiners in 2021, hiring more women – at a level 3 percentage points higher than our existing headcount – and have seen a greater proportion of female promotions at all levels. In 2021, we've seen a mixed picture with our gender pay gap figures: our mean gap has remained stable, alongside a slightly increased median gap.

In these different times, we were delighted to be named as a Times Top 50 Employer for the fifth year running, and no.1 in the Inclusive Top 50 UK Employers 2021/22. We have more to do and are committed to continued efforts for change.



Carolyn Miller, UK HR Director

WORKING TO CLOSE THE GAP

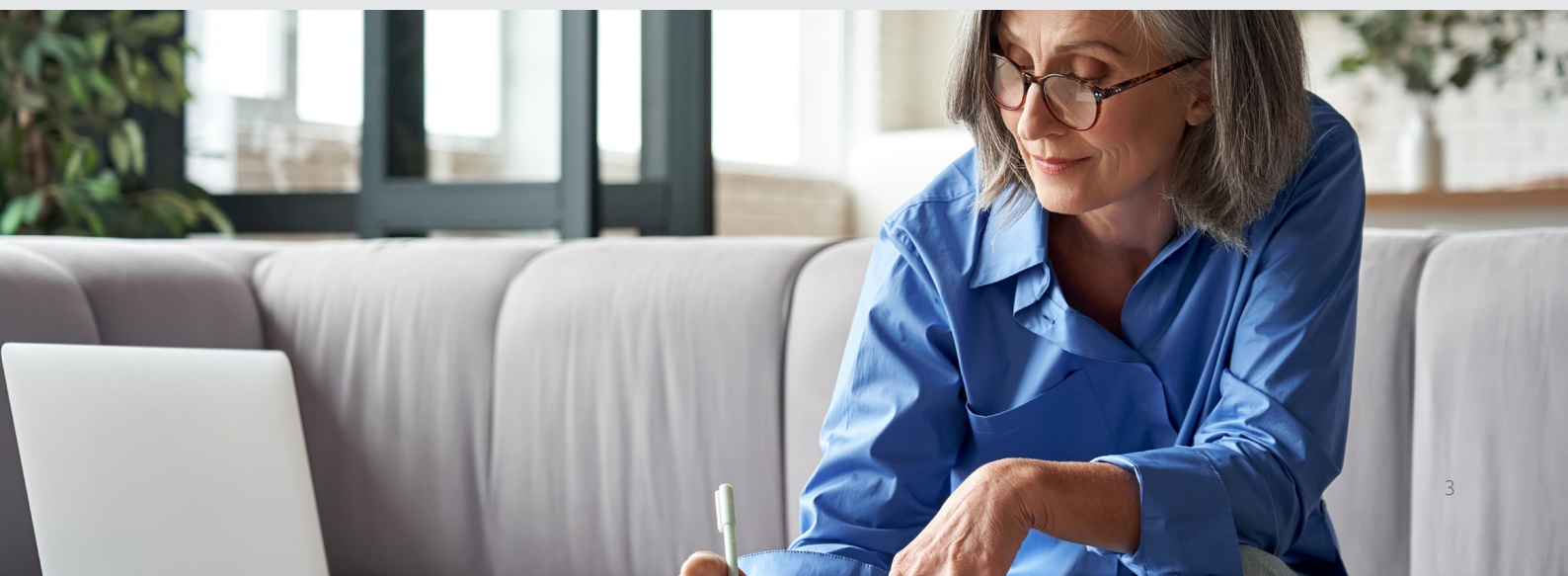
A strategic approach for sustainable change

When we calculated the overall difference between men and women's earnings, our analysis shows that the median gap has slightly increased from 17.1% in April 2020 to 17.9% in April 2021 and the mean gap has remained the same at 18.4% in April 2020 and April 2021.

There has been a sustained gender imbalance in the IT industry over the decades, and, like many other companies in our industry, our gap is primarily caused by having fewer women in senior grades and highly paid technical roles.

As we moved into the second and third years of pandemic disruption, we kept focus on our actions and appreciating the values our people were demonstrating. In this context, and as we began to embed our new hybrid ways of working, we continued our work to close the gap:

- Ensuring our team members feel connected and supported throughout working remotely, especially women coping with caring responsibilities, educational disruption, isolation.
- Our Women@CapgeminiUK network continued to grow: chaired by one of our Vice Presidents and empowering our local communities to support each other, extend event invitations and celebrate individual and collective successes
- Establishing rituals for hybrid working – from informal to formal, one-to-one to team gatherings – ensuring these routines are established to reduce proximity bias.
- Investing in external expertise with Women on Boards: supporting 160 women with external training to develop their board leadership skills – to apply in and out of work, and support progression at Capgemini.
- Focusing on women's health and support – we launched Peppy, an app providing personalised medical support for women at different stages provided access to expert support to 270+ our colleagues, including webinar series, group chat, video call with medical practitioners and a suite of other resources.
- Increasing support for different groups – communities connecting and supporting on baby loss, menopause, neurodiversity and young carers.
- Focusing on physical and mental wellbeing – providing support, fostering empowerment to work in a sustainable way; especially through Time4You – our series of virtual events on everything from, parenting, women's health, fitness to favourite records, empowering people to take time out for themselves.
- Recruiting inclusively through actions such as balanced shortlists, advertising roles on diverse hiring job boards, updated hiring manager training.
- Providing opportunities to grow personal networks through virtual events and motivate through inspirational speakers.
- Keeping gender balance a focus when succession planning for leadership roles.
- Continuing our programme of targeted mentoring opportunities for women.
- Sharing the journeys and brilliant work of our [female role models](#) internally and externally.



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 April 5, 2021) and bonus gap pay (based on bonuses paid in the 12 months to April 5, 2021). They also show the proportion of men and women who received a bonus and the proportion of men and women by hourly pay quartile. A big part of supporting our people during the pandemic was showing appreciation through our employee peer-to-peer appreciation portal (Applaud). This means we have seen a significant increase in the 2021 Bonus Median Hourly rate. Our team members have used the portal to share smaller and more frequent recognitions to support morale and engagement, including our first ever (voted-for) Women@CapgeminiUK awards. These are not pre-communicated, performance-related nor anticipated incentives; in the absence of clear guidelines and the spirit of transparency, we have presented both views.

The overall difference between men and women

	Mean	Median
Hourly pay In April 2021	18.4%	17.9%
Bonus Pay In the 12 months to April 5, 2021	39.7%	87.9%
Bonus Pay excluding Applaud appreciation	21.6%	18.1%

Proportion receiving bonus pay in the 12 months to April 5, 2021



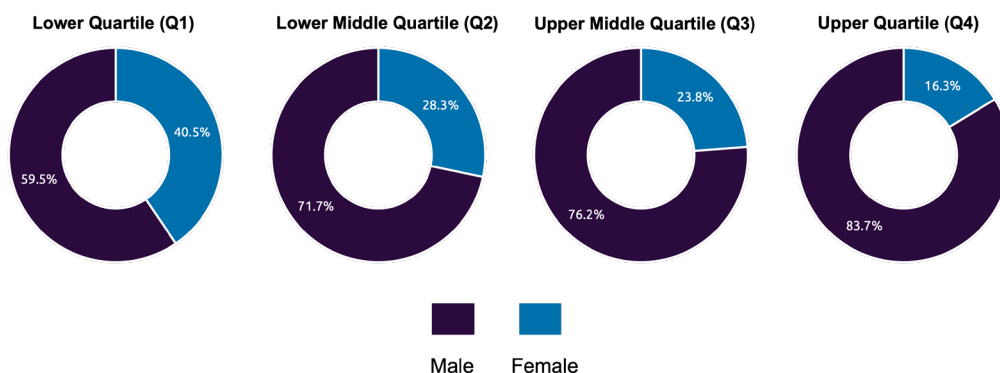
58.5%
of women



63.8%
of men

Gender proportion in each pay quartiles

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



Based on hourly pay in April 2021, the proportion of men and women in each pay quartile.

We strive to be truly diverse and inclusive organisation where every employee feels able to build the inclusive future we all want.

2021 saw us named as the number 1 Top Inclusive Employer 2021/22 and named as a Times Top 50 Employer for Women for the fifth year in a row.

Our '[Active Inclusion](#)' programme, sponsored by the UK Country Board, is deliberately named to focus on intentional inclusion. The programme has moved the conversation beyond diversity to focus on inclusion, with the overall aim of making a positive difference to our people, our clients, our organisation and society.

In 2021, we led the largest ever Capgemini survey, our Global D&I Pulse Survey, across 48 countries and over 280,000 employees. The feedback has driven our strategy – for example, supporting the intersection of gender and age, through menopause guidance, training and support.

We are a signatory of BITC's Race at Work Charter; in 2020 we listened to our people and stepped up our activity to foster a culture of anti-racism. We built on this in 2021 through our anti-racism toolkit for facilitated conversations, and reverse mentoring.

Working closely with mental health charity Mind, we boosted our existing 135-strong community of Wellbeing

Champions again in 2021 with 50 additional Champions trained (virtually) to listen and signpost to support (e.g. 24/7/365 Employee Assistance Programme, free access to the NHS-endorsed Thrive app to help prevent and manage stress). In the absence of office conversations, our internally-developed 'Chat With A Champ' app made contacts with a Wellbeing Champion easier.

Key achievements in 2021 include:

- Being recognised at #1 in the Top 50 Inclusive UK Employers list in the second time of entering.
- Shortlisted for Best for Returners at the WMPeople Top Employer awards 2022
- Hiring our 50th new joiner through our partnership with Code Your Future
- First Women@CapgeminiUK awards – over 130 nominations, 600 voters chose our fifteen winners and runners-up
- Climbing 8 places up to no.25 in the Social Mobility Employer Index Top 75 2021
- Over 55 Wellbeing sessions delivered to 1000s of employees through Time 4 You
- Over 2,500 attended The Art of Brilliance sessions, supporting our people to be their best brilliant selves.

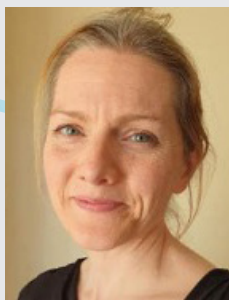


ARMED FORCES
COVENANT





RETURNEES @CAPGEMINI SHARE THEIR EXPERIENCES



Nikki Sugden, Content Designer

Joined Capgemini in 2019

After maternity leave unexpectedly turned into an eleven year career break, a friend recommended Capgemini's Relaunch programme to me and sent across the date of the next Relaunch event.

I went along without any expectations but came away keen to join having found a role I was really interested in. The coaching we received at the event and the resources on the

Relaunch website really helped with the interview.

As part of the Relaunch programme, I received six months of regular coaching sessions covering work life balance, prioritizing, goal setting, and ways to describe your career and communicate your leadership to colleagues.

It has made returning to work such a positive process - I am so glad I took the plunge!



Vijyeta Gaur Tripathi, PMO Analyst

Joined Capgemini in 2021

I joined Capgemini in Spring 2021, as a PMO Analyst through the 'Relaunch' programme, for people returning to work after a career break.

Prior to having my children, I worked full time in Digital Marketing, and balancing career and family was a challenge. I decided to take a step back and focus on myself and my family. In 2018 I knew I wanted to get back to work, but the

Digital Marketing jobs I applied for, although resulting in interview, didn't result in offers. I felt deflated, and decided to look at IT, an area where I had passion and experience.

I was interviewed for a Project Management role at Capgemini in early 2020, but then the pandemic hit, and the job was shelved. Disappointed but unhindered, I used lockdown as a means to study gaining Agile Practitioner certification.

I became aware of Capgemini's Relaunch programme via LinkedIn, and from point of application, the whole experience has been like a dream come true! As well as developing and learning as an PMO Analyst, I've been able to do other things, like mentoring, for example. Starting during the pandemic has meant I have only worked at home but have been able to learn and network virtually. I'm now looking forwards to actually meeting colleagues face to face and getting dressed up for work again!

It feels like a rebirth. I'm really excited and I cannot thank Capgemini enough.

WOMEN AT CAPGEMINI SHARE THEIR EXPERIENCES



Harriet Taylor, Senior Solution Architect

Joined Capgemini in 2019

I'm a Senior Solution Architect, currently working as the technical lead of an API Factory for a client in the automotive industry.

I work on innovative technology solutions with some really talented colleagues, who inspire and motivate each other and always embrace new challenges. There is a real sense of camaraderie; whenever I face an issue there is someone to help. Capgemini provides a really strong support network.

I've been given some great opportunities that have enabled me to progress my career, it's one of the best things about working at Capgemini! I'm an alumni of the Future Leaders programme, designed to develop the next generation of our leadership team, and I am very active in the Capgemini Women's Network, too, as well as actively mentoring and coaching several colleagues. There's also lots of opportunities for technical development, through our own Capgemini Architect Certification programme, as well as a range of external certification opportunities offered.

Ultimately, I want to be an inspirational role model to young women interested in pursuing technical career paths, using my own experience as an example of what can be achieved.



Adriana Ciocoiu Costache, Senior Applications Consultant

Joined Capgemini in 2018

I'm the Lead SAP Transformation - Data Migration SME at Capgemini, and Winner of Software Engineer of the Year at the Women in Tech Excellence Awards 2021 alongside an internal accolade for delivery excellence.

For both these nominations I'm incredibly proud, and they are recognition for an incredible amount of work during one of the biggest projects of my career, all during the early months of the COVID pandemic and subsequent lockdown.

I've had fantastic support from senior management through my career, but also am lucky to have a brilliant team – so I very much see the Awards as 'ours'!



Priyal Bhanderi, Degree Apprentice

Joined Capgemini in 2017

While studying for an honours degree in Digital and Technological Solutions, my role within Capgemini is as a Business Analyst, capturing requirements from the client, liaising with the development teams and managing stakeholders. Coming from the Asian community where university is the most 'accepted' path to further education, it was a tough decision to break the norms.

Capgemini provides an opportunity to get exposure to the best people in the field, learning first-hand from them, and seeking their guidance to further develop yourself and your skillset. Team members are really supportive and keen to hear innovative ideas. There are more women now than ever studying STEM subjects – change is coming – and our [female role models](#) here within Capgemini help to provide the inspiration, drive and confidence to pursue future aspirations.

My advice to young people looking to join Capgemini is that it is a great business to kick-start your career.



Amanda Gosling, Vice President

Joined Capgemini in 2020

I lead the Telco, Media, Hi-Tech and Services business for Capgemini Invent – the digital and consulting arm of Capgemini. From my first 12 months in my role, I would say that our core values really form the very foundation of our culture. Capgemini is truly a 'person-first' environment. We are focused on driving a more inclusive environment with gender and race at the centre of our team building for the future.

I am also extremely proud to be part of a company that has supported so many initiatives that have been, and will continue to be, critical for the future of the United Kingdom – from supporting the [Scottish government's test and protect COVID response](#) with data and analytics, through to several large engagements with the central UK government that supported efforts throughout the pandemic for citizens, through to helping prepare for a successful Brexit.

This is truly meaningful work that enhances people's lives.

A FEW WORDS FROM PAUL MARGETTS, MANAGING DIRECTOR, UK BUSINESS UNIT

"I'm proud of the inclusive culture we are fostering at Capgemini at all levels: our drive to continue to improve, be aware and take action goes on. Over the last two years, we have shown resilience and agility while continuing to drive our inclusion strategy, listening and engaging to mitigate the longer-term impact of the pandemic on our people. Sustainable change takes time, and we are focussed on our goal."

DECLARATION

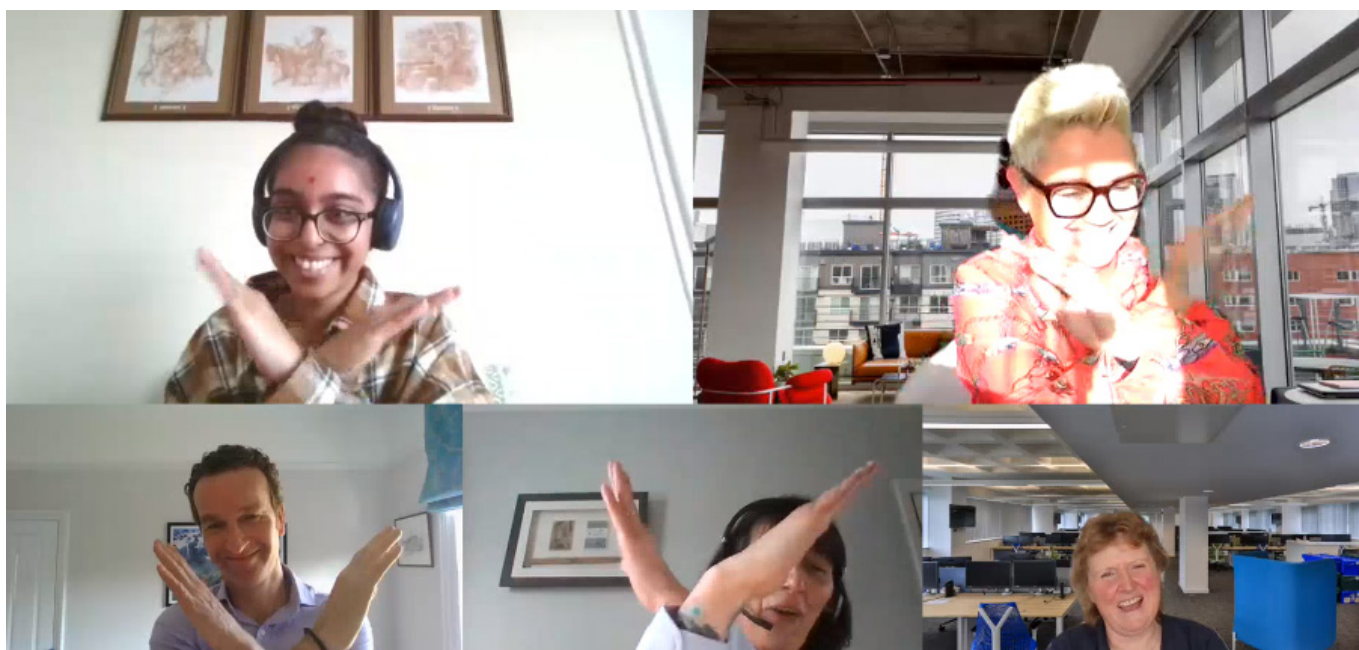
We confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2018.



Paul Margetts
Managing Director,
UK Business Unit



Carolyn Miller
UK HR Director



Panellists on our #BreakTheBias Inclusion Live webinar for International Women's Day 2022



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FUTURE
YOU WANT