

A woman with dark curly hair, wearing a yellow textured top, is seen from the side, looking at a laptop. The laptop screen displays a video conference with four participants. She is holding a yellow pen. The setting is a kitchen with a wooden countertop and various items in the background.

Our 2020 **Gender Pay Gap Report**

A few words from our **HR Director**

“ *2020 has been a year of disruption. Inclusion has remained at the heart of our strategy and we are pleased to be making progress through challenging times* ”

In 2020, together, we showed resilience and agility. We know the coronavirus pandemic has impacted our people in different ways, and we have renewed our efforts to form new ways of working, challenge biases and resist stereotypes. We have been listening to our people, delivering to our clients in new ways and evolving our operating model.

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 wellbeing of our people is of paramount importance, and we recognise the challenges we are still facing during the Covid-19 pandemic. Even in these demanding times, 44% of our promotions to Vice President in the UK were female in 2020, and we were delighted to be named as a Times Top 50 Employer for the fourth year running and Best Tech Employer at the Women in Tech Employer Awards 2020 alongside other industry awards.

The past year has shown improvement in our gender balance; we are proud to say it has progressed. We know that the proportion of women at our senior grades has the biggest impact on the hourly pay gap: we have seen an increased proportion of women in our upper pay quartile. We have more to do, and are committed to continued efforts for change.

Frances Duffy, UK HR Director



Working to close the gap

How we're taking action for long-term change

Our analysis shows that when we calculated the overall difference between men and women's earnings, the median gap has decreased from 18% in April 2019 to 17.1% in April 2020 and the mean gap has also decreased from 18.7% in April 2019 to 18.4% in April 2020.

Like many other companies in our industry, our gap is primarily caused by having fewer women in senior grades and highly paid technical roles. We have seen some good movements in the proportion of women across the pay quartiles, particularly an increase in the upper quartile and reduction in the lower quartile which is reflected in our reducing gap.

Within days of lockdown in March 2020, 92% of our UK workforce was working at home (98% by month-end). For some teams, this meant adjusting from 1-2 days at home to 100%, for others (client-facing, or on secure sites), it was entirely new.

In these different circumstances last year, we continued our work to close the gap:

- Ensuring our people feel connected and supported throughout working remotely, especially women coping with caring responsibilities, educational disruption, isolation.
- Uniting our local gender networks together in Women@CapgeminiUK – chaired by one of our Vice Presidents and empowering our communities to support each other, extend event invitations and celebrate individual and collective successes.
- Recognising that we are all guests in each other's homes – fostering respect and empathy through communications sharing individual stories, underpinned by the principles of our Homeworking charter.
- 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.
- Supporting women to be successful during this period of disruption through internal and external professional support.
- Ensuring our recruitment approach is inclusive through actions such as balanced shortlists, advertising roles on diverse hiring job boards, updated hiring manager training.
- Keeping gender balance a focus when succession planning for all key leadership roles.
- Continuing our programme of targeted mentoring opportunities for women.
- Providing opportunities to grow personal networks through virtual events and motivate through inspirational speakers.
- Sharing the stories 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, 2020) and bonus gap pay (based on bonuses paid in the 12 months to April 5, 2020). 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
Hourly pay In April 2020	18.4%	17.1%
Bonus Pay In the 12 months to April 5, 2020	32%	64.7%

Proportion receiving bonus pay in the 12 months to April 5, 2020



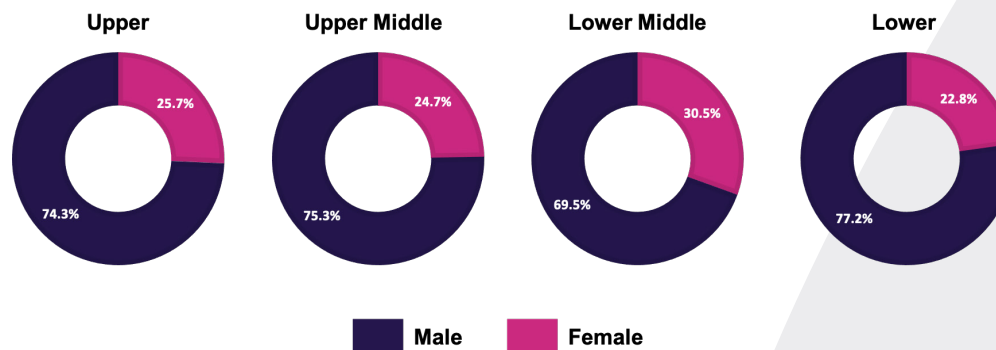
57.3%
of women



62.8%
of men

Pay Quartiles

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



Based on hourly pay in April 2020, 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.**

2020 saw us named a Times Top 50 Employer for Women for the fourth year in a row and recognised in the top ten per cent of organisations within the list over the last decade.

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.

To better understand the diversity of our people, in 2020 we ran our "**Include Yourself**" programme, asking employees to answer four questions to improve our data. The updated questions provide more inclusive options for ethnicity, disability, sexual orientation, and social mobility and will enable deeper intersectional analysis to guide our Active Inclusion strategy.

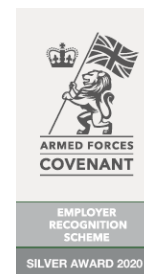
We are a signatory of BITC's Race at Work Charter; in 2020 we listened to our people and stepped up our activity to foster a culture of **anti-racism**. Our team members have shared lived experiences of racism in articles, videos, and an all-UK live event to mark Black History Month. 90% of our most senior leaders also attended 'Creating A Culture of Anti-Racism' training with a leading expert on modern racism and micro-incivilities.

We have continued the conversation on behaviours at work with our **Respectfully Us** campaign and education: encouraging our people to be upstanders and not bystanders in creating a respectful and inclusive workplace. We have updated the campaign for working in a virtual environment and are working with clients on this topic, sharing our approach and facilitating workshops.

Working closely with mental health charity Mind, we boosted our existing 100-strong community of **Mental Health Champions** with 35 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, we also internally developed a 'Chat With A Champ' app to make contact with a Mental Health Champion easier.

Key achievements in 2020 include:

- Now You See Me: a year-long campaign raising awareness of invisible disabilities: sharing employee stories, supporting the sunflower scheme and signposting to resources.
- Being recognised at #18 in the Top 50 Inclusive UK Employers list in the first time of entering.
- Moving our work experience to virtual during the pandemic – we hosted 60 young people (56% female) across our cyber, legal and consulting teams.
- Our #Learnathon series: providing one-hour webinars for students in and beyond year 11, covering market trends, key employability skills and career insights.
- Helping our charity partners navigate a virtual world: supporting them to offer their services online, providing mentors virtually for Code Your Future and The Prince's Trust.



Returners@Capgemini share their experiences

Nikki Sugden, Content Designer
Joined Capgemini 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! ”

Krystine Pittman, Senior Business Analyst
Joined Capgemini in 2018



After a 15 year career break focusing on family, I wanted to return to a career – not just a job.

As well as having had a long career break, I believed I was a lot older than most applicants would be; these factors meant I had very little confidence in my ability to land a position, and to do the job to a level I would be happy with.

Despite my reservations, I persevered in my search and found Return@Capgemini. I was blown away: this was the company I wanted to work for.

The transition back into work has been seamless. I realised that while the work environment had changed, the fundamentals of the work itself hadn't. It felt like I had never been away. And worrying about my age? It just hasn't been a problem.

As a returner, I have come back to work with a huge sense of commitment and enthusiasm for my work. It's the work I want to be doing, the Capgemini team is supportive and I continue to learn.

“ I continue to be impressed with the calibre of people working for Capgemini and I feel very lucky and privileged to be part of that ”

Women at Capgemini share their experiences

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** ”

Women at Capgemini share their experiences

Adele Churchill, Degree Apprentice
Joined Capgemini in 2016



I chose to do a Degree Apprenticeship at Capgemini because I wanted to learn and put my new skills into practice at the same time.

The experience has lived up to expectations: as a Software Engineer, I have the opportunity to be creative and work on innovative products every day that are making a real impact for Capgemini's clients (and winning industry awards!).

At Capgemini, I've never met anyone who's said: 'You can't do that'. I'm surrounded by people who support me and encourage me to push myself – including my manager who nominated me for the Apprentice Award at the 2020 FDM Everywoman in Tech Awards. It was a shock but an honour when I ended up being shortlisted for the Software Engineer Award instead and won against senior competitors.

“ I'm now using the award as a platform to show that regardless of age, experience or gender, there is a role in the technology sector for everyone. ”

Aghogho Akponah, Innovation Consultant
Joined Capgemini in 2016



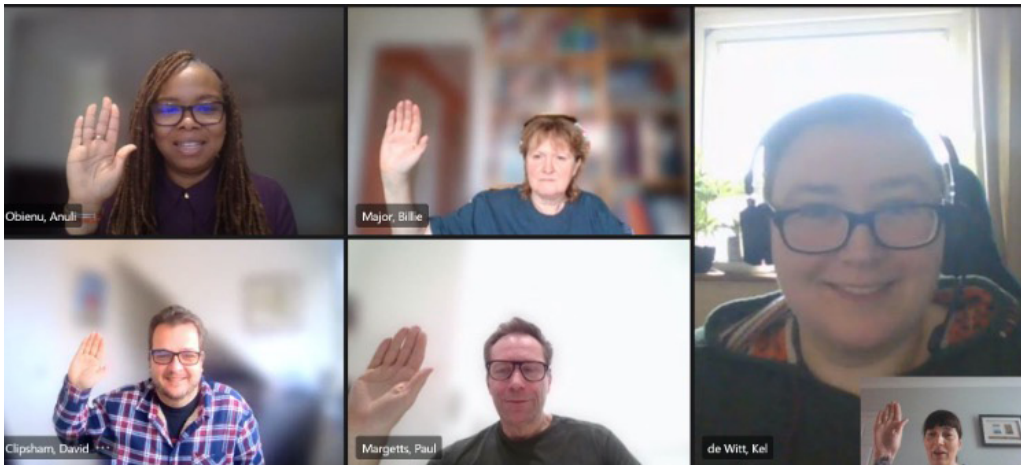
I work in Capgemini's Applied Innovation Exchange (AIE): a remarkably exciting place to be! Passionate about emerging technologies and human centricity, our team drives value for clients at pace in a nimble, agile environment.

Alongside the AIE, my highlights at Capgemini include launching an inter-company network to develop future leaders; developing an Artificial Intelligence-powered application during a global open banking hackathon; and being a discussion panel member at our Capgemini Black, Asian, Minority Ethnic Network launch event, speaking about my experiences as a young black woman in business and technology.

I also feel incredibly fortunate for the brilliant mentors I have here! They have been driving forces behind my career and personal growth.

“ A remarkably exciting place to be! ”

A few words from **Paul Margetts, Managing Director, UK Business Unit**



Panellists on our #ChooseToChallenge Inclusion Live webinar for International Women's Day 2021

“*At Capgemini, we have delivered to our clients in new ways during 2020 and worked strategically to address the enhanced impact that COVID-19 was-and-is having on our people. Through this disruption, we are making progress toward closing the gender pay gap; listening and engaging to mitigate the longer-term impact of the pandemic on our people. Sustainable change takes time: with Active Inclusion and our people at the heart of our business, I am confident that together, we will reach our goal in this different normal.*”

DECLARATION

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



Paul Margetts
Managing Director,
UK Business Unit



Frances Duffy,
UK HR Director