



The Other Face of Capgemini

Capgemini Group CSR and Sustainability Report 2007





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Introduction

by **Group Chief Executive Officer (CEO) Paul Hermelin**

For more than 40 years Capgemini has believed that being a responsible business means far more than just legal compliance and philanthropy. It is, and always has been, an integral part of who we are and what we do.

Our culture and business ethics are guided by our seven Group Values. These have existed as long as the Group and they are now second nature to us and are at the very heart of everything we do.

We are determined to fully utilize the talents of all our people as they are the real asset of the company. With our encouragement, together, we can make a real contribution, for our clients, suppliers and business partners, to the communities, for our own wellbeing and for the sustainability of the world in which we live and operate.

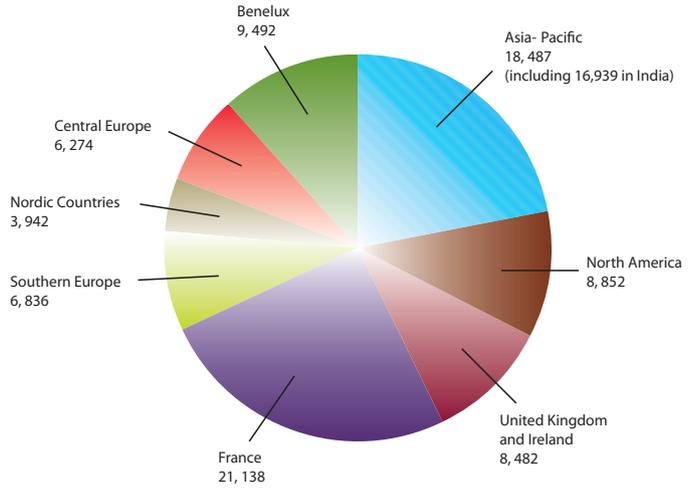
We do this in our own special way through a long tradition of encouraging our employees to have the courage to develop and implement innovative and ingenious solutions to the challenges of all our stakeholders.

In 2004, Capgemini committed to the UN Global Compact and in 2007 as a natural evolution to the way in which we wish to operate, we signed up to the UN Global Compact 'Caring for Climate' initiative and are now prepared to take the next steps.

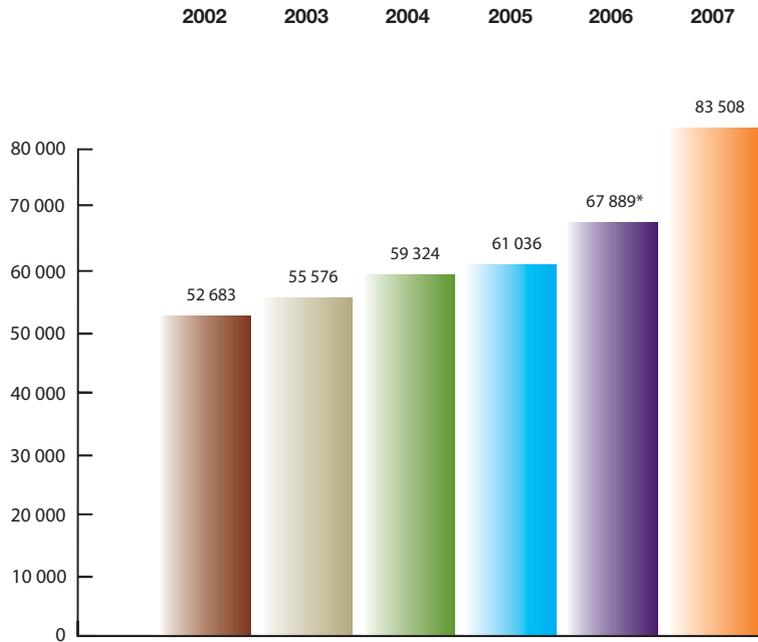
2007 saw a lot of progress on our commitment to CSR & Sustainability. A year-long internal CSR & Sustainability awareness campaign – "The Other Face of Capgemini"- and an increased focus on the various community programs, in India, Norway and at Group level with the Naandi Foundation; Sogeti working with Planet Finance and the UK organization working with the Prince's Trust are just a few highlights of the many activities throughout the year.

We will continue to take our role as a responsible company seriously and encourage our employees, clients, suppliers and partners to all play their part.

Breakdown of the Group Workforce 2007



Workforce Development



* Before incorporation of the Kanbay teams

About Capgemini

Who We Are

Capgemini is a global leader in consulting, technology, outsourcing and local professional services. We are headquartered in Paris, France and operate in more than 34 countries. We are, above all, a people company.

A Global Workforce

As a large and increasingly global organization, Capgemini is aware that its impact as a responsible employer and operator can be significant. Our workforce has grown consistently over the past five years and at the end of 2007 we employed over 83,500 people worldwide. Capgemini has expanded from its original French and European base to operate in North America, South America, Asia and Africa. We are now present in five continents, demonstrating our increasing presence outside our traditional locations. In 2007, our workforce in India grew to almost 17,000 making India our second largest employing country after France.

Our Mission: Enabling Transformation

Capgemini enables its clients to transform and perform through technologies.

Our Vision: Enabling Freedom

Capgemini will lead by providing its clients with insights and capabilities that boost their freedom to achieve superior results.



A Relevant and Broad Skills Set

Many of the projects detailed in this report utilize our unique skills, talents and experience and have a direct impact on the local communities where we operate. Whilst Capgemini's foundations were based on IT and Technology, Business Consultancy, Local Professional Services and Outsourcing have become important areas of expertise. We are committed to ensuring that these skills can continue to be utilized for the benefit of the communities in which we operate ,as well as for our clients.

Encouraging our people in all these disciplines and across all our geographies to act responsibly and sustainably and importantly, to be motivated to develop innovative solutions and activities to support our CSR strategy, is a corporate priority. Some examples include: our Consulting Business utilizing AEs (Accelerated Solutions Environment) to help local charities and NGOs plan and optimize their strategies; our Technology Services using our IT skills to develop and support systems; our Outsourcing Business helping set up IT facilities for local communities; our Local Professional Services (Sogeti) using their Micro Financing skills to support PlanetFinance.

“Our model is based upon ‘controlled decentralization’ and the significant empowerment of individuals who are constantly expected to outperform themselves but also to enjoy themselves and derive personal satisfaction in the process. A genuine ‘Capgemini touch’, a way of working together and mobilizing all our energies to serve our stakeholders. Team spirit, if you will.”

Philippe Grangeon

Group Marketing & Communications Director.

“We apply the three key principles that Serge Kampf set down in 1975, after the merger of Cap, Gemini and Sogeti. First, very strict respect for diversity; second, prioritizing the management of individuals rather than skills; and third, close attention to the personal development of staff members.”

Alain Donzeaud,

General Secretary, Head of HR, CSR Sponsor

Corporate Social Responsibility (CSR) & Sustainability at Capgemini

In today's fast-moving and increasingly unpredictable business environment, the need for ethical, socially responsible and sustainable practices becomes even more critical.



A History of Commitment to Values

Throughout our forty-year history, Capgemini's business has been built on strong ethical values that underpin our current approach to CSR & Sustainability.

Our focus on the professional development and well-being of our people is a constant priority. Our zero tolerance to bribery, corruption and any violation of human rights has been absolute since the company was formed. As has our commitment to work together to contribute to the communities and environment in which we operate. When we joined the UN Global Compact in 2004 and signed the 'Caring for Climate' initiative in 2007, Capgemini took the next steps forward.

CSR & Sustainability is integral to the way in which we have done business in the past, the way we do business today and will remain so in the future.

Today's Challenges

Today, this strong commitment to values and ethics is even more important than ever before and brings with it a new set of challenges and requirements.

Our global growth has increased our geographic footprint especially in the developing world, where CSR & Sustainability is essential. We are determined that growth should not come at the expense of sustainability. We understand that this growth is broadening communities and the range of relevant issues for which we need to produce practical solutions to continue to ensure a positive impact.

The increasing globalization of our business produces challenges to CSR & Sustainability but also provides us with a range of opportunities. We can work collaboratively with our clients to embed sustainability into the way they do business, whether in the way they use technology, in their supply chains or in the business models that they operate. We see this as an area in which opportunities are increasing along with client demand.

An increased geographic footprint also means an increase in locations, data-centers and travel, activities that all have an impact on the environment. Our strong Outsourcing business poses us with the challenge to effectively consolidate our data centers, implement Green IT solutions and create new Green Data Centers in the future. Leveraging new technologies to provide opportunities for virtual working will also enable us to reduce our travel footprint.

Attracting and retaining top talents is increasingly influenced by CSR & Sustainability. Both our existing and future employees want to work for a company that has a strong and vibrant approach, that they can feel proud of and that enables them to be personally involved.

Our Learning and Development, which is a main cornerstone of our Employee Promise and critical to our business, has increased challenges and opportunities. The speed of technology change, the increased geographic footprint, the need to continually learn new topics and ways of working presents both the opportunity and the challenge. The challenge is to make a wide variety of learning events available – either just in time, on the job, online or in the more formal classroom environment. The opportunity is to leverage the assets we currently have within the company and make them easily accessible in multiple modes.

Our focus on diversity and in particular, increasing the number of women in senior management, continues to be a priority and a challenge.

Finally, we have over 83,500 people who can be strong ambassadors for our ambitions.

To meet these challenges, Capgemini has drawn on its long-held corporate values, honesty, boldness, trust, freedom, team spirit, modesty and fun. Our values are human values that stand for the completeness of quality of life, and not just the pursuit of profit.



The Importance of a Strategic Approach to CSR & Sustainability

Our approach to business is to provide top-down leadership and strategic vision, and to ensure we create the right environment for our people to be able to individually apply their creativity, experience and expertise to developing innovative and effective solutions that work for their areas of work and influence.

Our approach to CSR & Sustainability is exactly the same; strategic vision and leadership combined with individual commitment and passion. We believe it is important to ensure that all audiences and activities are properly aligned and considered and to ensure that activity is anchored in a proper framework and program for implementation. In this report we present you our current CSR & Sustainability strategy and the planned objectives for 2008 and beyond.

“Social responsibility is today a strong commitment for the Group. It forms a global approach for taking on board the principles of sustainable development both at the level of corporate strategy and commercial practice.”

Alain Donzeaud, Group General Secretary and Head of HR

“We are capitalizing on well-established practices. Any company that claims to be socially responsible must respect a framework of both internal and external values, standards and commitments - commitments which have always left their mark on Group history. Moreover, we will uphold such commitments in all our basic procedures.”

Carolyn Nimmy, Group CSR Director



The Six Strategic Pillars

Our strategy has been developed around Six Strategic Pillars that underpin all aspects of our business.

Each Strategic Pillar has its own strategic goals and plans. Under each pillar, we have identified the key areas that are material to our business, areas in which Capgemini has an impact and that are important to our stakeholders. We have set objectives for each pillar in order to improve our internal reporting processes and monitor our performance. Continuing to ensure a positive impact delivering on these pillars is our main objective for 2008.

We are keen to ensure that CSR & Sustainability performance delivers the same high standards and commitment to our values across all areas of our activity and ensure the further sustainability of our business. For the detailed Strategic Pillars, please refer to the back of this report.

- 
- 1. Leadership, Values & Ethics**
 - 2. Our People**
 - 3. Clients**
 - 4. Community**
 - 5. Suppliers & Business Partners**
 - 6. Environment**

“The Other Face of Capgemini”

In 2007 the Group experienced a mobilization around an internal CSR & Sustainability Communication Campaign coordinated by Group Internal Communications - through Talent, the Group Internal News & Information platform.

The intention was to convey the Group’s commitment to CSR, increase awareness around the six strategic pillars, and examine existing global and local best practices and to allow individual employees to illustrate their passion for and involvement in CSR & Sustainability related initiatives. The aim was to enable every person in the Capgemini Group to have the opportunity to be in some way involved in a socially responsible initiative.

Case study: “The Other Face of Capgemini”

The campaign highlighted Capgemini’s commitment to the six strategic pillars of CSR & Sustainability, accompanied by many featured articles with interviews from top management and members of the Group Executive Committee. Hundreds of employees responded with individual stories from the field or participated in the monthly quizzes and downloaded the promotional posters and brochures for further distribution.

A Commitments Program

A program initiated at the beginning of 2007 encouraged entities to commit to one or several CSR-related initiatives, such as purchasing environmentally friendly greeting cards, or having end-of-year celebration in support of a

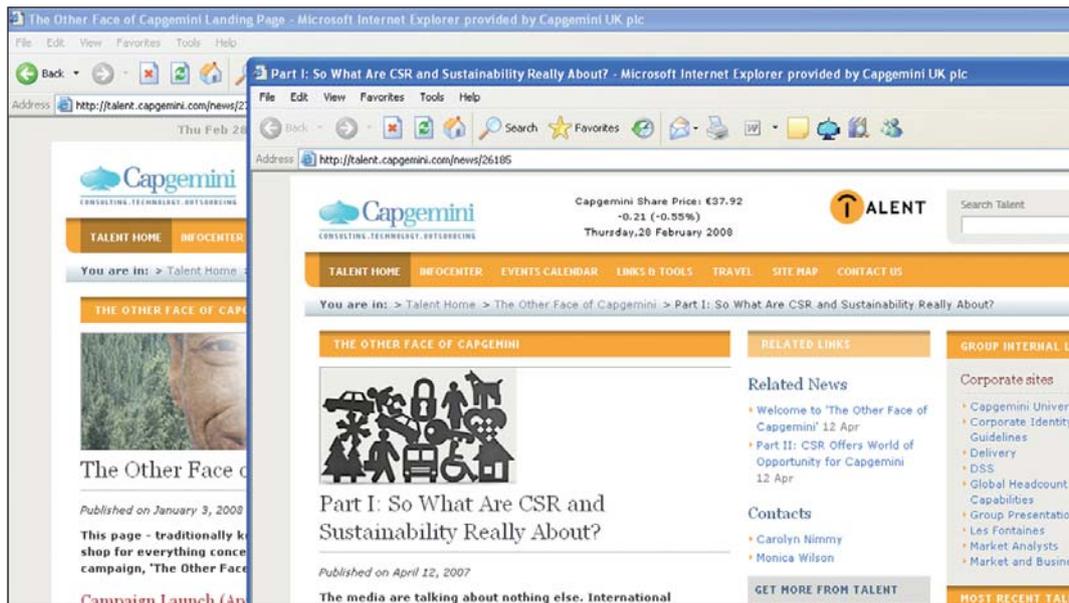
charity. The Marketing and Communications Community pledged to use environmentally-friendly paper for all their brochures and for the 50,000 Capgemini 40th Anniversary books.

Other Outputs

E-Card Platform: Talent developed an e-Card platform for employees to send their seasons greetings, for festivals including, Thanksgiving, Diwali, Christmas, New Year and Chinese New Year. For every 1,000 Talent e-cards sent through the Platform, Capgemini committed to sponsoring the education of one child, over 75,000 e-cards were sent through the platform.

Carbon Footprint Calculator: In order to understand the impact of our own travel and thus make an effort to reduce and offset the

impact we have, the Carbon Footprint Tool was created in 2007. It allows our employees to calculate and understand the environmental impact of their travel, as well as register for a business events in which participants can submit their carbon footprint data.



“The Other Face of Capgemini has really helped us put CSR & Sustainability on the map – and the response from our people has been great. I have received lots of positive feedback and new ideas. The CSR network and distribution list for the CSR & Sustainability monthly newsletter grows everyday – this is a topic that we can all engage in.”

Laurent Delattre, Head of Group Internal Communications

Turning Strategy into Reality

As a truly global business, Capgemini is keen to ensure that its CSR & Sustainability impact has global reach and relevance. In order to do so we need to ensure top management commitment and local delivery and participation.

Management of CSR & Sustainability

Since 2003 the Group has formalized its CSR & Sustainability strategy under the responsibility of the Senior Management, coordinated by the Group's General Secretary.

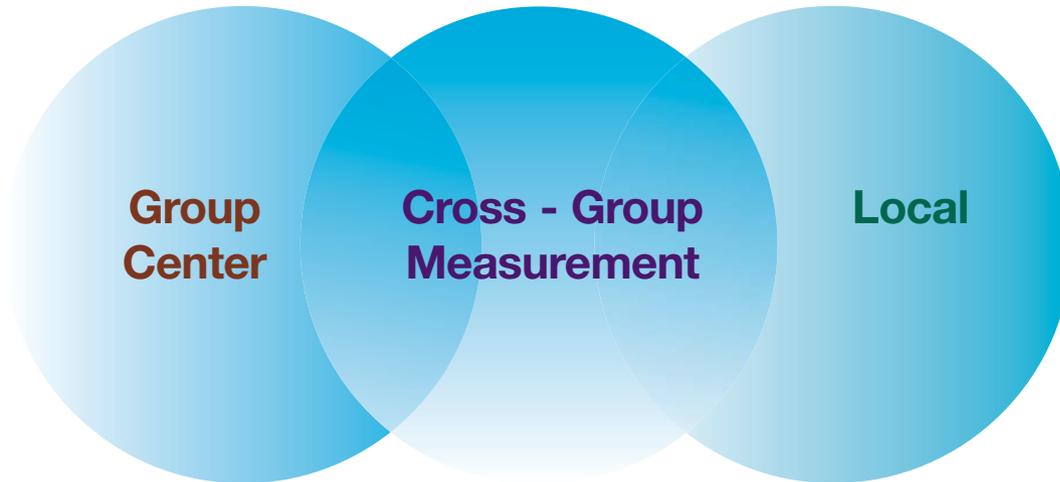
In the second half of 2006, at Group Board level an Ethics & Governance Committee was set up. The Committee is tasked with verifying that, in all activities and in all subsidiaries under its control, the Group's seven core values are correctly applied and adhered to as well as overseeing the application of good corporate governance rules. In 2007, the Committee was presented with the Six Strategic Pillars and their respective targets and action plans.

A Framework for Ensuring Top-Down Leadership and Local Delivery

The clear framework within the Group and the top management commitment support processes to ensure maximum delivery and progress in CSR & Sustainability.



Corporate Direction Input - Output



Group Center: Input

- Sets top-down agenda and strategic priorities setting
- Encourages participation
- Embeds CSR in career appraisal and development

Group Center: Output

- A coherent vision
- Visible leadership
- CSR and Sustainability embedded in the Group's corporate plans and performance
- Environment created for local delivery

Cross - Group Measurement: Input

- Sets metrics
- Implements Reporting systems
- Assesses understanding

Cross - Group Measurement: Output

- A systematic method of measuring progress against goals
- Transparent reporting
- Track understanding

Local: Input

- Think and act sustainable
- Apply expertise
- Apply to client business
- Apply to community
- Be innovative
- Work as a team

Local: Output

- Embed in local day-to-day operation
- Utilize expertise corporate and individual
- Offer clients CSR and Sustainable solutions
- Create a real difference to local communities
- Make innovative solutions work at a local level
- Make a difference with local teams

A Dedicated Network of Capgemini Professionals

In each of our locations there are people with CSR & Sustainability responsibilities and in several of our main locations we have appointed CSR & Sustainability leads. These key people and our dozens of professionals in the CSR & Sustainability network ensure that CSR & Sustainability is delivered locally and that progress is made within the respective locations. A strong and vibrant network connects colleagues with both an internal and client-facing CSR & Sustainability role, as well as allowing those individuals with strong personal passions and commitments on the topic to connect. Regular newsletters and a specialized team room are available to the community.



Our Leadership, Values & Ethics

We say what we do and do what we say. We embrace our core values of honesty, boldness, trust, freedom, team-spirit, modesty and fun. We have a strong code of ethics underpinning all of our business practices.

Our Values

Within the professional services industry, success is powered as much by shared values as by employee skills. Seven values have been at the heart of Capgemini since our formation and guide our culture and business practice.

Honesty

Boldness

Trust

Freedom

Team spirit

Modesty

Fun

Blue Book: Group Fundamentals, Guidelines and Policies

In our largely decentralized and entrepreneurial organization, it is critical to have a set of common guidelines, procedures and policies which govern our fundamental operation as a Group. The Group “Blue Book”- originally created in 1989 as a managers’ rulebook and blue in color - provides the overarching common framework for every employee and every part of the business to work effectively as one Group.

All parts of the business in every country must embed the fundamentals of the Blue Book in their local policies, procedures and guidelines while respecting any local legal requirements or specificities. Respecting these guidelines forms a part of our Internal Audit Process. The Blue Book is accessible online to all Group employees. Our ethical policies, our procurement policies, our environmental policies and our commitments to our people are all available externally on our website.

Our Code of Ethics

Within an ever-changing and complex environment, we recognize the need to continually adapt our business model, enabling a sustainable and ethical economic performance while focusing on the development of our key asset – Our People. We are committed to sound ethical conduct and principles based upon our values and outlined in our Code of Ethics.

The principles in our Code of Ethics consists of several parts, including an Ethical Charter based upon a number of core issues such as respect for culture differences and human rights, the environment, freedom of association, the promotion of diversity, the wellbeing of our employees and health & safety. Our Code of Ethics also covers Bribery and Corruption, Conflict of Interest, Confidential Information, Insider Trading and Business Gifts and Entertainment.



Capgemini Group Headquarters, Paris.

Case study: Capgemini's Commitment to Rugby is More Than Just a Sponsorship Program

Capgemini's sponsorship of the 2007 Rugby World Cup was the culmination of a relationship with rugby that has been an important part of instilling our Group Values and the importance of playing by the rules. Our Chairman and Founder, Serge Kampf, recognized the common ground between the rugby pitch and the boardroom early on in his career. For Mr. Kampf, rugby is a unifying force and with the aim of giving each of his colleagues the same sense of pride that players feel to be wearing the jersey for club or country, he built the Capgemini Group on the foundation of solid clear values.

In our Outsourcing Services business in France we have used rugby as a focus and have developed the France Rugby Experience program using rugby coaching amongst kids in deprived urban areas to help them develop a framework of values and self respect to help them get the best out of their future. Many of our people from Capgemini France regularly give up their time to train young people from Saint Denis just outside Paris. This initiative has been successful as rugby has proved effective at teaching life skills such as respect for others whether they are team mates or opponents. Indeed this is why

Capgemini has always been associated with Rugby. Serge Kampf remains an enthusiastic patron of the sport and it is fitting that in the Group's Fortieth year Rugby should be both the focus for the Group's sponsorship and an important area of CSR activity.



Our People

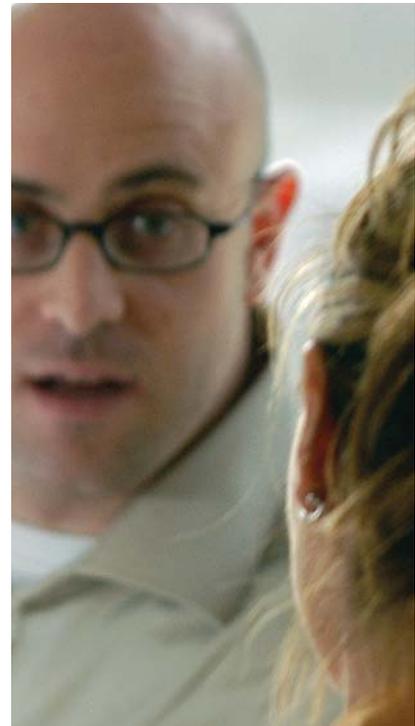
We are committed to being a responsible employer whom people choose to work for. We strive to ensure that both the physical working environment and our business practices are safe and allow our people to develop and deliver their best. As a people-oriented business, our focus is on the professional development and wellbeing of all our employees. We have a culture where we respect and make best use of the diversity of our people as individuals.

At Capgemini we recognize that people are our key asset. Our priorities to our employees include career development, motivation, learning & development and health, safety and wellbeing. We do our utmost to ensure that all our employees develop rewarding careers with us and that we continue to develop a workforce that thrives on differences.

The Capgemini People Charter aims to bring consistency in the way we recruit, motivate and develop our talent. We make every effort to create a working culture and environment that inspires our people to stay with us.

The People Charter sets out firm commitments to respect differences and promote diversity, ensure a fair performance management process, provide career flexibility, learning and development opportunities and rewards and recognition, ensure the health, safety and wellbeing of our employees as well as setting up professional interest communities and creating an environment in which the free exchange of ideas is encouraged.

With our growing portfolio of offshore deals comes a number of social issues such as retaining or redeploying staff, relations with trade unions as well as the impact on local communities. Managing these issues has led to the creation of the concept of Responsible Rightshore®. Within this concept, Capgemini understands and manages the right balance between a company's financial, operational and social aspects and provides the right service, at the right place, at the right time, while balancing the interests of the client, the local communities and the employees involved.



Personalized Career Management

Competency Model

Our employees' professional development is supported by a competency model which forms the basis for performance appraisals and personal career advancement. The model, rooted in shared values, is tailored to take into account the specific needs of each of the Group's businesses, for example specific knowledge or expertise for each discipline.

Personal Development and Appraisals

One of the key challenges for a services company is to guarantee a consistent and transparent process of individual performance assessment, based on clearly defined and explained criteria. It is only with such a framework that it is possible to ensure the professional development and promotion of all employees, as skills assessment is the best way of respecting equal opportunities.

To allow this, the Group has a performance appraisal system based on regular evaluations generally conducted in relation to client projects and involving personal interviews with employees.

Mentoring systems have been set up to allow employees to benefit throughout their career from an outside view and career management advice from more experienced colleagues.

Mobility

Geographical mobility, whether within a country or internationally, is supported by the Group and often corresponds to employee requests. To facilitate mobility within each country, intranet sites indicate available positions to give every opportunity for roles to be filled by existing employees prior to being advertised externally. Likewise, for professionals involved in overseas assignments and who are considering an international career, useful information can be found on company intranets together with relevant rules and procedures.

At the same time, in order to ensure the physical safety of its employees, travel to potentially high-risk countries is subject to strict rules and must be approved in advance. If trouble breaks out in a country where the Group's employees are present, Capgemini has set up a repatriation procedure with specific insurance cover in order to limit the risks faced by its people as far as possible.

In 2007, Capgemini Netherlands won the "Effectory Employer of 2006 Award" for "Fastest Growth in Motivation" in large organizations.



In a survey conducted jointly by International Data Corporation (IDC) and Data Quest, a leading IT magazine, Capgemini India ranked no.6 as the "Best Employer" among leading IT companies. It came in the top 5 in the following rankings:

- Employee Satisfaction
- This is my Dream
- I Love it Here
- Company Image

Learning & Development

The value of a consulting and IT services company lies in the quality of its intellectual capital. In an industry characterized by rapid technological change, and changing patterns of work, it is essential for employees to keep their knowledge and skills up-to-date in line with client and market needs. Likewise, recruits join the Group keen to leverage and build on their knowledge and to gain rewarding professional experience. Personalized development plans are therefore designed at the time of the annual performance interview and reviewed at least once a year. Furthermore, operating units undertake a systematic and iterative review of both the capabilities required for their businesses and their portfolios of training offerings to keep apace with current and future market needs.

Our priority is to develop and retain a highly skilled, collaborative and agile workforce capable of creative thinking and exceptional performance. Cultivating our talents and capabilities enables us to stay aligned with present and future market needs. We achieve this by providing, for example:

- Highly focused learning and networking opportunities at the Group University and training available for all.
- A formal training path integrated into each employee's Personal Development Plan, aligned with the role, career path and overall needs of the local entity and the Group.
- Certification programs that give individuals the scope to develop their professional skills and expertise.
- Online learning with access to over 3,000 courses and 13,000 books.
- Networking and partnerships opportunities with external experts and academics.



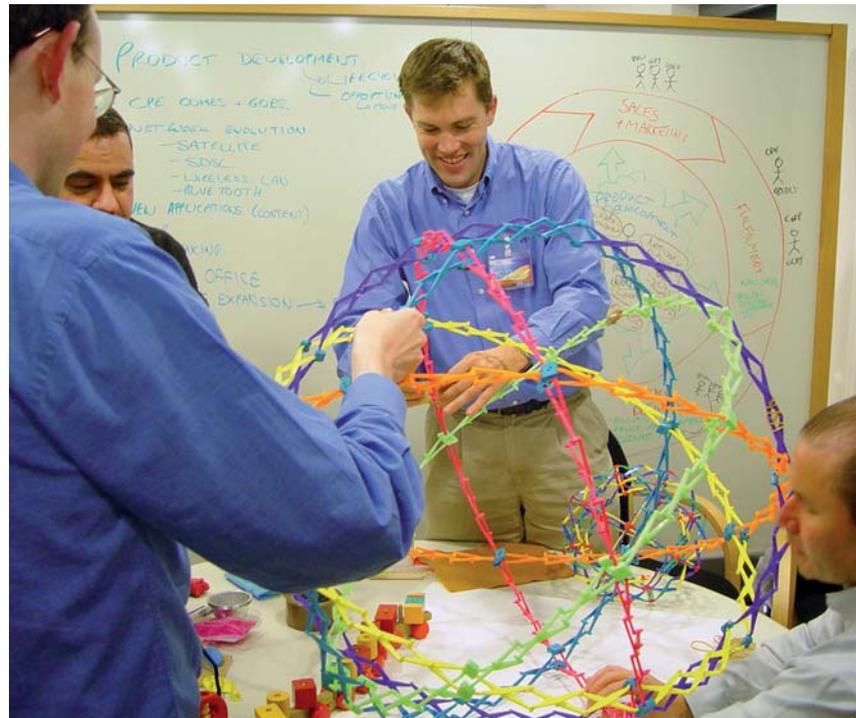
Resources are devoted to providing training both locally and at Group level. The Group's on-line learning management system 'MyLearning', which is open to all employees, was used by over 41,000 employees in 2007, and overall usage of the e-courses and online books saw another big jump in 2007 with employees using MyLearning for informal and just in time learning as well as for registering on more formal structured learning events.

MyLearning contains all Group programs and, for many regions, local curricula. The catalog of courses includes a range of training options to suit different learning styles including over 3,000 e-learning courses, on-line mentoring, test-preps, more than 13,000 books, online examinations, language courses, live virtual training and meeting sessions, and classroom teaching. Classroom instruction is provided either at local training centers, through external suppliers or within the Group University. 2007 saw another increase in the development of our own e-content, with the acquisition of Kanbay we acquired over 30 e-learning specialists to enable us to have our own in-house e-learning development capability.

The Group University continues to play a major role both as a learning centre and as a conduit for the Group's strategy and evolution. The University is the connection point for the Disciplines, the Businesses and the Group to deliver learning experiences that align our people to the Group's strategy and our client's needs.

It is where the Group "Feeling and Spirit" comes to life for our people. The University mission is to:

- Develop the professional competencies and capabilities of our people
- Drive consistent learning content to ensure the successful execution of our business
- Design, host and drive the global curriculum
- Innovate and ensure the principle of design once, build once, deliver many
- Deliver high quality Capgemini tailored program content and methods
- Animate and incubate networking within and across the disciplines and communities



In 2007, the Group's University grew by almost 29% and reached over 8,941 participants in 2007 compared to 6,940 in 2006. This growth came from increases in both central and regional delivery. Central delivery grew at Les Fontaines in Chantilly, France as well as with the launch of the new facilities in Hyderabad, India. Regional Delivery grew mainly in India and Europe through the Consulting, Technology and Outsourcing Schools. The University is now equivalent in size to the executive education activities of many leading business schools. Overall satisfaction with the courses remains high with an average of 4.3 out of 5.

In November 2007, the Group's University won awards for Best Mature Corporate University and Best Innovative Corporate University at the International Quality and Productivity Center (IQPC)'s 9th Annual Corporate University Week.



Case study: The Capgemini Consulting Trophy for Innovation and Sustainable Development

Capgemini is keen to encourage innovative solutions to the challenges presented by implementing sustainable development. It recognizes that take-up of effective sustainable programs by business, will require strong innovation. Capgemini Consulting decided to launch a collaborative program involving students, professors, consultants and business experts in order to anticipate the new demands of a sustainable economy. In 2005 it launched the first Trophy in partnership with the prestigious European and French Grandes Ecoles (AgroParisTech, Ecole

Centrale Paris, ESCP-EAP, Sciences Po) and sponsored by the Collège des Hautes Etudes de l'Environnement et du Développement Durable, renowned as a think-tank dedicated to sustainable development issues.

Teams of students were set to work on innovative projects with academics and consultants. By the third year of this competition for the Capgemini Consulting Trophy, teams are working on a wide range of projects ranging from sustainable energy to “clean technologies” and new financial approach.

Leading French business daily, La

Tribune, provided sponsorship of the event and prominent coverage in the newspaper and website, helping to raise the profile of this issue.

“Globalization and new regulations are boosting new markets such as “clean technologies” and are offering them major opportunities for rethinking and testing new practices. By interacting in a multicultural ecosystem, this Trophy has proved invaluable in contributing to make further breakthrough in these social and economic critical issues”

Anne Jourdain, Director at the Energy, Utilities & Chemicals Sector, Capgemini Consulting.

La Tribune

SciencesPo.

AgroParisTech

CENTRALE

CHEE&DD

ESCP-EAP
LONDON PARIS BERLIN
MADRID TORINO
European School of Management

Capgemini Consulting

Diversity

Having over 83,500 employees across 34 countries speaking more than 100 different languages gives us a wealth of cultural diversity. To Capgemini, diversity encompasses many dimensions, such as gender, disability, ethnicity, age, sexual orientation, religion and lifestyle and we view our diversity as both a strategic advantage and an ongoing challenge. Our differences are a source of innovation and inspiration; they enable us to generate new ideas, anticipate market trends and be thought leaders in our chosen markets. Having a diverse workforce equips us to understand today's global marketplace, creates an international platform and helps us understand and adapt to the communities in which we operate.



Gender Diversity

Capgemini actively promotes Gender diversity and the established Women's Councils play an important role in ensuring that the Group's commitment to Gender Diversity is met on the ground. Women's councils have been set up this year in North America, India and the UK.

As the Group's second largest country in terms of workforce, female representation in India is crucial, especially as Capgemini India is planning to increase its female workforce to be above the industry average, Capgemini India is determined to get women to reach 35% of the workforce, and make it an even better career option for women.

Other initiatives include, the set-up of a "Connect in Circles" program in the Netherlands in which women meet up in groups of ten, with a senior male or female mentor to discuss chosen subjects over two-hour sessions. This thought-provoking program raises real questions about the challenges faced by women in the Netherlands.

Capgemini UK has recently been honored with a Gold rating from Opportunity Now and has been included in The Times newspaper, Top 50 Places where Women Want to Work.



Case study: The Group Gets Behind International Women's Day

Whilst local initiatives are important and make a strong impact on local communities, as a Global organization, Capgemini is keen to leverage the whole Group to make a concerted impact on key issues and campaigns. This coordinated effort can often create a greater result than a series of local actions.

In March 2007 the Group saw its first ever mobilization around International Women's Day (IWD). This provided a catalyst for initiatives across the world in our various locations. It has led to

the reinforcement and setting up of Women's Councils in UK, North America and India, as well as activities in many other countries.

The International Women's Day event was kicked off with 2 conference calls, featuring senior board members talking about diversity in the Group: Group CEO Paul Hermelin in the morning and Global Outsourcing lead Paul Spence in the afternoon. "I was very impressed that Paul Hermelin took the time to address this topic; in my 20-plus years of working for

corporations, this was the first company to do so" a Capgemini IWD Conference Call Respondent.

Capgemini's commitment to support gender diversity has had widespread support across the Group. A survey sent to all participants on the International Women Day conference calls of 8 March 2007 indicated strong support for the initiative, with 79% of respondents reporting increased confidence in the Group's commitment to gender diversity.

Case study: India Sets Up Woman's Council

"Our growth in India over the last two years has been huge and our ambitions to have a diverse and inclusive workplace are paramount.

Building a women-friendly work place, enriching the Talent pool with gender diversity, empowering women employees and helping women to

realize their full potential at work are our main goals for the India Women's Council which we set up in 2007".

Chandra Sripada
VP, HR Capgemini India

Taking a Holistic Approach to Health, Safety and Wellbeing

Health and Safety in the workplace is an important feature of human resources and facilities management. Fortunately, the Group's businesses do not involve high-risk activities. Health and Safety processes are taken very seriously and the company has specific processes in place. At minimum across the Group we abide by all local Health and Safety legal requirements. Through our risk management procedures, the Capgemini Group is selective on which countries or location our employees can work. In countries where there are greater risks for our employees, Capgemini has steps in place to protect them, including emergency repatriation.

We want all our people to lead a healthy life with a good work-life balance and feel that they have great opportunities to develop worthwhile and rewarding careers at Capgemini. We recognize that this requires a holistic approach as our people need to feel confident and healthy to contribute their best. All of our local organizations are encouraged to develop initiatives to improve the wellbeing of their people.

Case study: Free Health Check-Ups in Germany

Since autumn 2006, Capgemini Germany has offered all its employees over 40 years old, free health check-ups.

The check-ups are very thorough and include ultrasonic tests of the organs and arteries with state-of-the-art equipment.

Case study: Work-life Balance in India

Capgemini is committed to increasing the number of women in its workforce. In doing so, it recognizes that it needs to ensure that its people enjoy a healthy work-life balance and that they have time to enjoy family life.

Capgemini is particularly keen to create a woman-friendly work place where people work the right hours and take proper vacation time. To help its people deal with stress in a positive way, Capgemini India has

recently introduced a free-of-charge counselling service available to all.

Jayashree Laxmeshwar of OS team, Bangalore.

"Whether the primary source of stress lies within or outside the organization, Capgemini India ensures, our staff has somewhere to turn to, when life's pressures start to build up. Research indicates that whatever the cause of stress personal or professional, it has a huge impact on employee's

productivity. Counseling seeks to provide an early resolution to the cause of worry and distraction and facilitates a rapid return to productivity. The provision of free professional counselling through Employee Assistance Programme (EAP), demonstrates the company's concern and commitment towards employees, not only in their physical, but mental wellbeing as well.

Case study: Personal e-trainers and Step Competitions in Sweden

Like many other Capgemini locations, the Swedish office subsidizes gym memberships to encourage employees to maintain an active lifestyle. Going one step further, it is now encouraging its people to adopt a healthy lifestyle. In 2006, an online

personal e-trainer was developed and provides information about eating a balanced diet and exercising tips. Since the launch, it has been a great success with about 60% of staff signing up. To encourage staff to take more

exercise, Capgemini Sweden organizes annual “step” competitions. Everyone is given a pedometer and the person with the highest reading wins. Over 40% of staff regularly take part and the results are very encouraging.

Dialogue with International Works Councils

Capgemini upholds the laws of representation and recognizes the importance of a two-way dialogue with employees in shaping key management decisions. Since 2001, the International Works Council (IWC) has acted as a representative body which meets four times a year. It enables employee representatives to bring employee interests directly to the attention of Group management and in return to be actively informed by management about developments. By opening IWC meetings up to members from non-European countries, including North America and India, we have gone beyond the dictates of European legislation to create a truly global representative body.

The Employee Survey

Each year, every employee is invited to take part in our employee survey. This is a vital chance for every person in Capgemini to make their voice heard and shape improvement to the way we operate. The Executive and management teams are committed to listening to the views aired and, where possible, to making changes to address any concerns.

Employee Survey Statistics: Total Participation Rate: 64.5%

We are proud of: Client focus - I feel personally responsible for my client satisfaction, 90% said yes.
People focus - My manager treats me with respect, 85% said yes.

Results for ‘Enjoy my work’ and ‘collaboration within my team’ are high. For ‘professional development’ and ‘reward and recognition’ we need to improve our results – while good they are not good enough. All countries have set action plans and at a Group level we have increased our investment in our Global Learning Management Systems to address the focus on Professional development.

Collaborating with Our Clients

We engage to understand our clients real business needs and deliver long-lasting value with tangible results. We take customer dialogue and feedback very seriously. We also look to embed CSR & Sustainability considerations into our consulting and technology offers.

Collaborative Business Experience (CBE)

At Capgemini, we work jointly with our clients to target and create value, mitigate risk, optimize client capabilities, and align the organization. We call this the Collaborative Business Experience, a concrete promise by which we work together toward client success. The Collaborative Business Experience is designed to help clients achieve better, faster more sustainable results through seamless access to our network of world-leading technology partners and our collaboration-focused methods and tools.



The OTACE Client Satisfaction Policy

Capgemini has developed a client relationship management process for its own use. Our aim is to deliver our service 'On Time and Above Client Expectation' (OTACE).

Clients are asked early in the engagement to indicate their main expectations from our services based on a set of relevant indicators related to the type of service provided, the nature of the working relationship, knowledge sharing and qualitative factors. OTACE ensures that we understand our clients' aims and objectives; it provides feedback throughout an engagement on those areas where we are doing well and, just as importantly on those areas where we need to apply improvements. Capgemini intends to increasingly take into account the CSR & Sustainability impacts of any projects carried out with clients. Considerations will be embedded into the process of project assessment.

Our Client Satisfaction Scores in 2007:

98% Delivered on Time
 96% Delivered Above Customer or to Customer Expectation
 Over 3,900 Engagements Tracked
 Average Client Satisfaction Score of 4.06 out of 5

Sustainable Product Offerings & Consulting

Through our consulting on CSR & Sustainability, we help our clients to tailor strategies and translate them into practice by, for example, designing a sustainable development strategy; devising and deploying sustainable products, identifying technological developments that may affect competitiveness, assessing necessary changes based on existing regulations or forecasts, building reporting tools to better grasp what is at stake and monitor progress.

A few examples of Capgemini embedding the principles of CSR & Sustainability include:

- Green IT Opportunities: such as Client devices, Server-Side Computing, Technologies that help reduce waste, better Asset Management, Optimization of Server Farms
- Developments in Green Datacenters: including IT infrastructure virtualization and consolidation, working with specialized companies to develop state-of-the art data centers, reusing waste heat, procuring energy efficient product replacements
- ASE facilitation for consumer product retailers in order to identify sustainability issues and solutions that will determine the design of the future value chain
- Business Models and Sustainable Energy Offering
- Several CSR Consulting Services (CS) product offering, such as CSR in Supply Chain Management, Carbon Footprint Reduction Tool, CSR as part of performance management

Range of Capgemini Publications:

Capgemini has engaged in various researches for client projects and thought leadership. Several include CSR & Sustainability themes:

- “Future Consumer: How Shopper Needs and Behavior Will Impact Tomorrow’s Value Chain”. Capgemini reveals growing importance of health, sustainability and other rising customer expectations that will guide future consumer preferences and buying behavior
- “Cars Online 07/08”. Capgemini identifies changing buying habits driven by growing web sophistication, emerging online tools and “green” issues
- “European Energy Markets Observatory (EEMO) Report”. Capgemini launches 9th EEMO Report; the result of this report highlights the security of supply issues impacting the European Energy markets, including the security of future electricity supply in relations to Europe’s CO₂ emission targets

All publications can be downloaded from <http://www.capgemini.com>



Capgemini in the Community

Capgemini wants to ensure a positive impact on the communities in which we live and operate. As a major global employer we work on both national and international levels with local authorities and organizations on community projects. We encourage the involvement of our employees in community development.

Our Focus

Joining forces to help others strengthens team spirit, improves communication skills and gives us a better understanding of the communities around us. Capgemini actively encourages employees at all levels to get involved in the communities in which we live and work, and to donate time, energy and creativity. Our community activities range from partnerships with various foundations, to fundraising drives and direct financial contributions to a wide range of volunteer projects. Our focus around community projects is very much aligned to our corporate purpose and values. Our main community projects are currently around three core themes:

- 1) **Education:** Our conviction is that education is the key to help countries and communities develop, our focus is to help build “Skills for the Future”.
- 2) **Diversity:** Diversity is a source of richness and competitive advantage and our aim is to support diversity and nurture future talent in all its forms.
- 3) **Growth:** Our growth across the developing world brings with it specific duties and is especially relevant for our current strategy in India.



“I think that, together, we can and will make a significant change to this world”.

Dibyaroop Ghosh, (India)

“....while our competitors may do many of the things we do, I haven’t met many people whose company supports them actively in their volunteer activities as Capgemini does”.

Gert Kollenhoven (Canada)

“In Sichuan Province, we created a fund to help orphans, donated to the School of Hope in remote areas and besides being actively involved in CSR activities, we proactively persuaded our business partners to embed CSR activities into their corporate strategy.”

Chen Bo, CEO of Capgemini (China)

Case study: Providing Help Where It's Needed - Rebuilding a Primary School after the Tsunami in Indonesia

Capgemini UK provided £72,315 of the £97,000 total cost of completely rebuilding SD Lam Gue'ue Primary School after it was destroyed by the Tsunami on December 26, 2004.



Along with the school, most of the local district of Aceh in Indonesia was crippled and only a fraction of its residents survived the disaster. Of the original 102 students only 31 remained in the village and only 6 of the 10 teachers survived. The community had largely been left out of the relief and reconstruction efforts due to the total destruction of the village and lack of survivors, when



Plan Indonesia with Capgemini's assistance stepped in to help.

To ensure that the new school reflected the needs of the local people, workshops were held with children, teachers, the principal, the head of the village, parents and community representatives to discuss and plan the rebuilding of the school. The school was constructed with disabled access and the interior was painted in colors chosen by the children.

On the July 18, 2006 the school was opened in a ceremony attended by representatives of Plan Indonesia and Capgemini.



“After the success in Indonesia we have maintained close contact with Plan UK and provided advice and assistance with new business plans to enable Schools Linking, a cross-government initiative involving UK schools having a formal link with schools in Malawi, Sierra Leone and Kenya. We ran a very successful ASE for key participants in Woking and the scheme is up and running now. Capgemini will continue to help where we can and to provide support for “our” school in Indonesia”

Jean Ward, Vice President UK.

Using our Knowledge and Expertise to make a difference

At Capgemini we are always keen to find new applications for our expertise that can give real value to our CSR & Sustainability agenda. Effective application enables us to provide far greater value than financial donations alone. Capgemini encourages its employees to use their knowledge and expertise to make a difference.

Case study: The Sogeti and PlanetFinance Partnership



SOGETI

Sogeti, our Professional Services entity has a 10 year relationship with PlanetFinance, a partnership that has made a significant contribution to alleviating poverty in some of the world's poorest communities. PlanetFinance is an international non-profit organization that contributes to the development of micro-credit as a means to create economic

opportunities for the world's poor. We played an important role in PlanetFinance's success from the start. In fact, Sogeti provided the technical support to set up the organization. Since 2005 it has managed PlanetFinance's computer system via the hosting of computer applications including intranet, emails and on-line training as well as providing the services of its human resources. "Even more than mastering information technologies, taking action and

providing services are what Sogeti does best. This willingness to act is incorporated at the deepest level in every Sogeti employee. Given this way of working, the meeting of Sogeti and PlanetFinance seems natural and obvious."

Luc-Francois Salvador, CEO of Sogeti.



Case study: Capgemini Employees' Individual Talents



Many Capgemini people contribute amazing talent to solving the challenges of CSR &

Sustainability. One of the most outstanding is Francois Bordes, Capgemini France who co-founded HumanVillage. This is a web portal that connects people who want to contribute to or run projects in ecology and society. Francois started this

project 7 years ago with a group of friends with the belief that anybody can contribute to ecological and societal challenges and make a real difference. Participating Organizations include CARE, WildAid, International Rescue Committee, SOS Children's Village, Friends of the Earth International, HIV Connect and Treehugger. "We build bridges between people, between those who are aware of the matters about the

planet and who want to play a part ..."

Francois Bordes, Capgemini France & Co-Founder of HumanVillage.



Case study: Caring for Our Local Communities - The Prince's Trust in the UK

There are over a million young people in the UK not in any education, employment or training. Many face significant barriers in life. The Prince's Trust provides training, mentoring and financial assistance that has helped more than half a million people over the past 30 years. Everyday 100 more people are helped by The Prince's Trust.

Over the past four years Capgemini UK has been actively involved in helping The Trust achieve its objectives. Over 200 employees have been involved in a wide range of projects including business and personal mentoring, International and UK Challenge Events, Enterprise Projects and pro-bono consulting. Their involvement with the Trust is co-ordinated by Richard Pink, the Prince's Trust Partnership Manager – who works collaboratively with the Trust to brief, guide and coach every Capgemini volunteer. “The Trust provides a wide range of channels for us to help young people repair their lives, whilst providing the opportunity for supporters to develop themselves, exercise creativity and innovation, and work collaboratively in the process – and that’s why I am so energized about my role.”

To date the total funds raised from Challenges and other events exceeds £450,000 and in June 2007 Group CEO Paul Hermelin opened a new Prince's Trust office in Telford. David Boulter, CEO of Capgemini's

ASPIRE and Executive Sponsor of the Prince's Trust, is keen to continue developing our relationship by encouraging staff to get involved through active participation. In 2007 the inaugural Capgemini Wild UK Challenge was held. This event provided opportunities for clients and business partners to enter joint teams with their Capgemini colleagues in a coast to coast race across the UK using feet, bicycles, kayaks and a compass – the event raised over £126,000. Capgemini is continuing its support of this unique event for the next three years.

Capgemini is a Patron and Committee member of the Technology Leadership Group, and a Patron of the Women's Leadership Group - these leadership groups are unique networking forums for business leaders who want to make a real difference to the lives of young people in the UK. The Technology Leadership Group has already raised significant funds to support the Trust's work. Capgemini Consulting undertook a four-week pro bono work to produce the report “Analysis of Challenges and Future Opportunities” looking at the future of the Trust's Challenge Events Program which has enabled a future strategy to be put into place. In Scotland 3 senior Capgemini employees helped the Trust develop a clearer vision of how it should develop its impact with some of



Scotland's hardest to reach young people. In 2007 Monica Wilson was awarded the Prince's Trust Volunteer of the Year award and Marlon Richardson received an award for Outstanding Development Through Fundraising.

These, and other innovative initiatives are part of a new three year partnership with the Trust designed to deliver £1 million worth of benefit to the Prince's Trust.



Case study: Providing New Beginnings – Capgemini and the Naandi Foundation

Both Capgemini India and Norway are working with The Naandi Foundation to help eradicate child poverty in India. For the past 10 years, Naandi has been working with both the private and public sectors to help tackle the huge challenge of helping India's poor, that make up nearly one fourth of the total population, to have a better way of life.

"Naandi" means "dawn or new beginning" in Sanskrit and in partnership with the Indian state governments, the Foundation aims to help those it works with make a fresh start. Led by prominent Indian business people and thinkers, it is now a high profile NGO operating in eight states.

An important future partnership for Capgemini India, Norway and Sweden

Capgemini India is working with the Foundation on the "Nanhi Kali" project that focuses on supporting the education of girls in Maharashtra. Many employees have pledged their

time to ensure the success of this project.

This program provides holistic support to ensure that many girls from the poorest backgrounds can take advantage of the opportunities that a good education will provide them. This support includes not just teachers and academics but a range of material support such as uniforms, books and exam fees so the girls' families do not feel the economic pressure of keeping their daughters in school.

Capgemini Norway has helped set up a new NGO, Naandi Norway. Naandi Norway is the first Naandi Foundation outside of India. Naandi Norway has launched a voluntary contribution program for employees who wish to support the Foundation; over 2000 girl children in India are already supported through the program. A Norwegian delegation has already visited the Naandi kitchen in India that feeds over 100,000 children a day with a nutritious midday meal.

Anders Lier head of our Outsourcing Business in Norway

recognized that making Rightshore® between Norway and India work, a 'one team' approach was needed. Working with his counterpart in the Indian practice, Anil Gupta, they formed a powerful team not only to deliver the business results but also to have an impact on under privileged girl children in India. Using the power of this collaboration together they set up Naandi Norway.

"The Norwegian program involves a voluntary donation from employees to the charity. All employees are invited to donate from their monthly salary and they can choose between different amounts. Capgemini in Sweden also donates directly to the Naandi foundation.



“Naandi Foundation’s values are very much in line with Capgemini India’s strategy concerning Corporate Social Responsibility and the Group’s core values and Code of Ethics. We look forward to a long-term and fruitful partnership”.

Salil Parekh, Executive Chairman Capgemini India

“For me it was an easy decision. I feel extremely privileged to be in the frontline of globalization. It creates new dimensions, you learn new things, get inspired and get filled with energy. It then feels right to help others to get a good start in life. What I have seen of Naandi Foundation so far has really impressed me.”

Jan-Erik Karlsson, CEO Capgemini Sweden

“Each and every one of us needs to ask ourselves this question – what have we done and what can we do for society? Only then can you create a better tomorrow, a better world for your children to inherit”

Dr. K. Anji Reddy, Chairman The Naandi Foundation

Working with Our Suppliers & Business Partners

Working with our suppliers and business partners and committing to sound and sustainable procurement procedures, as well as taking steps to ensure that our suppliers and business partners adhere to the same principles as we do.

Our commitment and ethical supplier relations are reflected in our comprehensive set of guidelines on the ethics of purchasing and the selection of suppliers. Our procurement procedures involve treating suppliers fairly, providing justifiable and transparent selection decisions, risk management of suppliers, ensuring contracts with suppliers have relevant ethical purchasing clauses, ensuring confidentiality of supplier information and maintaining an arm's length relationship.

Capgemini Group suppliers must comply, at least with the following principles:

- No use of forced labor or child labor
- No discriminatory practices
- Freedom of association
- Compliance with local laws and regulations, particularly relating to working conditions and health & safety

These principles are a subset of our CSR & Sustainability Procurement Principles which we expect our suppliers to uphold. In 2007 Capgemini developed and implemented a Sustainable Procurement Program where we worked with our suppliers towards ensuring their compliance.

Sustainable Procurement Program

We are currently undertaking an 18-month Sustainable and Ethical Procurement review to further embed our CSR & Sustainability practices into our supply chain, working through a period of supplier assessment, evaluation, and where necessary collaborate with them on action should any major risks or concerns be identified. We are also reassessing our supplier diversity through this program.

http://www.capgemini.com/about/corporateresponsibility/supplier_relations/

Working with Our Business Partners

We are working with several of our business partners on projects to address CSR & Sustainability concerns, particularly around the area of Green IT. The projects involve working on solutions to reduce the impacts of IT on the environment through energy efficiency, virtualization of datacenters and IT asset reuse and disposal.

Case study: Smart Energy Alliance (SME) Created Energy Conservation Tool.

In Canada, Capgemini worked together with Bell Canada and the other partners in the Smart Energy Alliance (SEA) and have created a tool to enable and empower consumers with the information they need to make the right conservation choices. The toolbox of easy-to-use solutions

can help consumers conserve energy; once the program is installed consumers can create, monitor and change power consumption profiles through their home computer, remotely over the internet or with their telephones.



“Trading in an ethical and socially aware way is essential for Capgemini and our clients in the 21st century. Our ethical principles have been explicitly incorporated in all of our procurement, procedures and documentation for some time now, and remain a pre-requisite for business with Capgemini.

Our supply chain processes and supply contracts will continue to be uplifted in the coming 12 months to fully address all other corporate and social responsibility aspects, thus ensuring that Capgemini and its suppliers are world-class in every respect.”

Wendy Irvin, Chief Procurement Officer.



Our Environmental Impact

Capgemini recognizes that we have an impact on the environment and are striving to reduce the negative environmental impact in the areas most relevant to our business. Long term sustainability is the key and we strive to increase employee awareness, reduce our impact and increase our positive contribution.

As a service provider, Capgemini is recognized as having a low impact on the environment, yet we still recognize our responsibility to safeguard the environment and are taking steps to minimize our impact. The key features of our current Group environmental policy include:

- Compliance with local and international environmental legislations
- Taking environmental impacts into account in CSR training programs and raising employee awareness of these issues
- Using, in Capgemini's sphere of influence, the best practices available in this area
- Setting up indicators to monitor progress

Our environmental initiatives focus on four key areas: Energy Consumption, Business Travel, Waste management including IT Assets and Paper Management.



Energy Consumption

In a world of finite natural resources, energy use is an issue of increasing importance. By consuming less, we can help to reduce the environmental impacts associated with CO2 and other emissions. Since 2006 Capgemini has disclosed its emissions through the Carbon Disclosure Project (CDP). We are taking action around the Group to ensure that our facilities have a low impact on the environment through active monitoring of power consumption, with a view to reduction, advanced energy-saving systems such as automatic switch-off lights, energy-saving computer monitors, use of materials from renewable resources, non-toxic materials, recyclable items and training in environmental compliance for facilities managers. All parts of our business are increasingly expected to:

- Streamline existing office space to the optimum required for headcount
- Monitor power consumption and where possible reduce and optimize
- Adopt energy-saving systems when opening new office buildings
- Ensure that no toxic or hazardous materials are introduced into the workplace without workplace controls being in place
- Provide appropriate training for facilities managers in environmental compliance

Capgemini understands that our datacenters can have an impact on the environment. We are systematically implementing Green IT solutions and consolidating our datacenters in order to reduce our impact. In 2008 the new datacenters we bring on board will be designed as 'Green'.



‘By taking a comprehensive review of our data centre portfolio we have been able to reduce the number of centers, closing those that have inefficient infrastructure, whilst opening new centers using the latest technology for efficient power and heat management. With our planned growth in datacenter management in 2008, a key element will be the way we use technology to reduce the environmental impacts.

We have also worked hard to extend our service offerings to incorporate the latest consolidation and virtualization techniques, which coupled with our highly flexible utility computing pricing models further enables our clients to address their own CSR needs.”

Gary Sullivan, VP, Global Head of Data Center Services

Case study: Capgemini Netherlands – Leading The Way in Reducing Our Environmental Impact

When Capgemini in the Netherlands decided to move into a new office, they paid special attention to the detail of developing environmental-friendly innovations. The building is equipped with motion detectors in every office and an absence of more than 10 minutes automatically switches off room lights. Also, special daylight intensity measures adjust all lighting to automatically reach 400 LUX to ensure that there is just the right amount of light in each room. Research shows that these innovations alone can save up to 70% of lighting energy costs. Heat and cold pumps and underground storage systems are utilized to pump heat out of the building in summer months, which is then stored under high pressure in an underground well. During winter this heat is used to heat the building, with cold air taken out of the office and stored to cool it in the summer. This results in a saving of nearly 70% of fossil fuels and about 535 metric tonnes of CO₂.

The Netherlands team did not stop there, they are determined to save as much energy as possible on a daily basis. Waste separation and recycling are expected from everybody. Plastic bins are collected on every floor and recycled. After operating this policy for the last 3 years, Capgemini has been keen to extend energy saving beyond the office. Hybrid company cars are being encouraged. “New Driving” training days have given drivers tips in energy saving driving techniques and at the end of every April every company car driver is given a report of their fuel usage versus the year before to track their fuel savings. To encourage our car drivers to get out of their cars, every employee in the Netherlands is provided with an NS Business card provided by the Dutch Railways. Since introduction 1,500 employees have made use of this card, and 750 in the last quarter. Capgemini Netherlands was nominated for a “Computable” award for “Most Corporate Responsible IT Company 2007.



Business Travel

We recognize that traveling is an integral part of our business it can have a significant impact on the environment. Where possible, we are aiming at reducing this impact and are currently working on a number of initiatives in this area. Current examples around the Group include car share schemes, company buses and hybrid lease cars. We also actively encourage our employees to consider options such as video and teleconferencing and other collaborative working tools, as well as giving them the opportunity to actively manage their diaries through flexible working hours and teleworking.



IT Asset Management and Waste Management

We are aiming to be responsible about our use of resources as well as reducing our waste. This is achieved where possible by making full use of our reduce, reuse and recycle approach. We are aiming to do this through an IT asset reuse system.

**The new C Port between
Utrecht and Mumbai has
reduced international
travel by 30%**

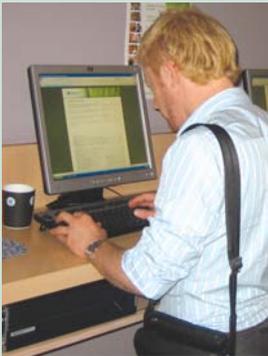
“We encourage and promote the use of video conferencing as this has a triple effect of reducing carbon emission, reducing impact on personal life and last but not least is much cheaper. Our investments in collaborative tools are also paying off as it enables our people to work together virtually.

Our travel policies promote public transport as the preferred way to travel and to use the train rather than the plane whenever possible. We will continue to look for innovative ways to reduce our environmental impact.”

Jérôme Drevon-Barreaux - Global Travel Manager

Case study: Capgemini Consulting Week at Les Fontaines Goes Carbon Neutral

In July 2007, a “Carbon Footprint Initiative”, an awareness campaign highlighting the impact that our travels have on the environment, was organized at the Capgemini University at Les Fontaines. No matter how much we work to reduce our travel impact by improving our virtual working through video, voicemail, e-mail and collaborative online tools, we will still have to undertake some travel to do our jobs. Participating in training at the Capgemini University is a good example of a time where our consultants and employees need to physically come together in one place.



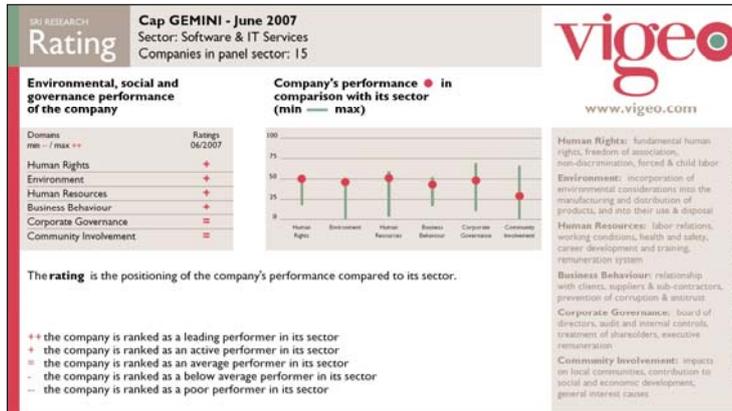
Consultants were asked to participate and help us understand our cumulative Carbon Footprint by visiting a customized website made for the initiative. The website included a carbon footprint calculator and facts on traveling by train or plane for example. At a specialized CSR desk people could ask questions, collect their environmentally-friendly giveaway and receive more information on CSR & Sustainability. Reactions to the initiative were very positive; many participants thought it was a very valuable exercise and a good way to increase the awareness of the impact of traveling. The amount of CO₂ emitted from the travel of our participants was offset into a renewable energy project.



“So called Green IT has a serious place in the corporate agenda today; on one hand corporations are expected to, and must be seen to, play their part in acting responsibly to the challenge; on the other the increasing cost of energy demands attention to making more efficient use and reducing operating costs. Quite simply whether from an environmental or an economic standpoint the topic needs to be addressed at all levels.”

Andy Mulholland – Chief Technology Officer, Capgemini

Ensuring the Group Makes Progress



Third party measurement is taken very seriously and we welcome the measurement of CSR and Sustainability corporate performance by respected third parties. We are pleased to respond to such organizations.

External Ratings

Capgemini was independently assessed according to the FTSE4Good criteria. This is an index run by the FTSE Group, which also runs the UK top stocks index. This particular index has been designed to identify and facilitate investment in companies that meet globally recognized corporate responsibility standards.

Capgemini satisfied the requirement to become a constituent of the FTSE4Good Index Series and is pleased that it is and has been included as a part of this index for a number of years. Capgemini is also included in the ASPI – Advanced Sustainable Performance Indices and the ECPI – Ethical Index Euro Index.

Vigeo, one of Europe's leading corporate responsibility rating agencies, evaluated Capgemini in June 2004, June 2005 and July 2007. We were pleased that our scores show improvement in all areas since 2004.

Case study: Awards and Recognition

The Best Corporate Citizenship in China Award was presented to Capgemini in November 2007 at the third General Assembly of China Citizenship Committee and China's Corporate Citizenship Forum at the Great Hall of the People in Beijing.

This award was in recognition of the way that Capgemini has put CSR into practice and also for its work with the China Citizenship Committee. Chen Bo, chairman and CEO of Capgemini Greater China accepted the award and reinforced

the Group's commitment to CSR by ensuring that it is "deeply rooted in our company's character, morals and customer values system..."

Awards and Recognition

Employer Awards

- In 2007 Capgemini UK was listed in The Times Top 50 Places Where Women Want to Work for the second year running.
- Capgemini Netherlands won the Effortory Employer of 2006 Award for fastest Growth in Motivation in large organizations.
- Capgemini UK is listed in the Times Top 100 Graduate Employers 2007.
- Capgemini in Poland received the Silver Medal for Employer of the Year 2006.
- Capgemini was recently awarded the title “Top Employer 2008 in Belgium”. Capgemini has made this list for the 4th year in a row.
- Capgemini India was ranked in 6th place as “Best Employer” among the Top 10 IT Employers in India. Other areas in the survey ranked the following positions:
 - Employee Satisfaction: Ranked 5th
 - The Dream Company: Ranked 7th
 - This is my Dream, I love it here: Ranked 5th
 - Company Image: Ranked 5th
 - Organizational Culture: Ranked 8th
- Capgemini India was honored with the “Organization that Creates Fun and Joy at Work” by the Hindustan Times Human Resources Excellence Awards.
- Capgemini Portugal was recognized as the 15th Best Company in Portugal to work in, in a national study, promoted by the most relevant magazine in management and by Heidrick & Struggles.
- Capgemini in Germany was awarded Top Employer in 2006 for the second year running.
- Capgemini Spain was chosen as one of the 2007 Top Companies to work for by CRF. Companies were chosen based on working conditions, work environment, working culture, engagement with society, talent development and innovation commitment.
- Capgemini UK was awarded a Gold rating in the Opportunity Now annual benchmarking.

Community Awards

- Capgemini China received “The Best Corporate Citizenship in China” Award at the 3rd General Assembly of the China Corporate Citizenship Committee (CCCC) and China’s Corporate Citizenship Forum.
- Capgemini UK CSR Lead was recognized as “Volunteer of the Year” at the Prince’s Trust & Royal Bank of Scotland Celebrate Success Awards 2007. Capgemini UK support the Prince’s Trust in various projects.
- Capgemini Australia received the “Blue Gum Award 2007” recognizing their services following a long-term highly successful pro-bono project with Good Beginnings Australia (GBA).
- In 2007, Capgemini Australia was recognized for sponsoring Tania Quast who raised over AU\$10,000 for the Royal Society for the Blind and was selected as South Australia’s Young Business Leader of the Year and Fundraiser of the Year.
- IBM Beacon Award - Outstanding Corporate Citizenship won by Sogeti for the work it is doing with PlanetFinance.
- Capgemini UK recognized as being in the Sunday Times and Business in the Community top 100 Companies that Count – recognizing our commitment and

progress in CSR.

Supplier Diversity Awards in North America

- SCMBDC Corporate Leadership Award.
- Women’s Business Council Southwest Corporate Challenge Award Winner.
- TXU Gold Star Award (Multi-Year).
- North Texas Commission Mentor/ Entrepreneur Outstanding Match Award Recipient (Multi Year).
- Minority Enterprise Development Dollar Roundtable Winner (Multi-Year).

University Awards

- Annual Corporate University Best in Class Awards 2007 (CUBIC awards presented by the International Quality and Productivity Centre (IQPC).
- Won - Best Mature Corporate University.
- Won - Best Innovative Corporate University.

Outsourcing Awards

- Capgemini included in the 2007 Global Services 100, a listing of the World’s Top IT Outsourcing and BPO Service Providers.
- Capgemini has been ranked the no.2 Outsourcing Provider worldwide by the International Association of Outsourcing Professionals (IAOP).
- June ’07 Capgemini ranked the No. 1 Global Outsourcing Vendor according to “Black Book of Outsourcing” average survey position 2004-2007. Capgemini also Ranks No. 1 for F&A Outsourcing for the third consecutive year, and No. 2 among “Top 50 Best Managed Outsourcing Vendors,” up 13 spots from 2006.

The Six Strategic Pillars in Detail

At Capgemini our commitment to CSR & Sustainability should be more than just words. We set ourselves a range of transparent targets and measurements.

Following are the main goals and activities for each of the strategic pillars that together form the basis of the way we work. Our plans include setting targets, reporting on progress and creating the right incentives and guidelines to ensure continued progress across all parts of Capgemini.

Pillar Objectives

Leadership & Ethics

Values & Business Ethics

- Uphold 7 corporate values
- Commitment to CSR & Sustainability is visible throughout Group
- Promotion and monitoring of our Business Code of Conduct
- Zero tolerance on bribery and corruption

Governance

- Clear and visible governance structures
- Clear Group and local level management responsibility for CSR & Sustainability
- Performance Reporting internally and externally
- CSR report reviewed by Board Ethics and Governance Committee
- CSR report available to shareholders

Our People

The Employee Promise

- Consistent and robust Capgemini HR approach - The Employee Promise

- Proactive career management in all disciplines and geographies
- Responsible Rightshore®

Career Management

- Our employees have the ability to maximize their career opportunities
- All employees have Personal Development Plans and Annual Performance reviews
- Robust opportunities for Learning and Development across the Group for all employees

Remuneration, Recognition and Rewards

- Communication of our Remuneration, Recognition and Reward system
- Equal pay for comparable roles and responsibilities

Diversity

- Strong and diverse workforce and an inclusive working environment.
- HR processes in place to monitor the diversity in recruitment, performance management, promotion and retention.

Health, Safety and Wellbeing

- Health and safety policies and processes in each country are

- actively promoted and tracked.
- Countries and business units promote Wellbeing and Work Life Balance and have programs in place to support the business environment and the needs of our employees.
- Each country has programs in place to promote our "Fun" value

Retention and Employee Engagement

- Retention rates that are equal or above our sector
- Maintain a 60% or above participation rate in the employee survey

Communications and Social Dialogue

- Strong social dialogue
- International Works Council (IWC) with representatives from across the Capgemini world

Clients

Collaborative Business Experience (CBE)

- CBE is upheld in practice
- Group does not engage in anti-trust or monopoly practices

Client Satisfaction

- Effective and proper implementation of Client Satisfaction Survey OTACE – On Time and Above Customer Expectations
- Transparency and availability of OTACE survey results

Embed CSR & Sustainability in Service Offerings

- Development of CSR & Sustainability dimensions into our service offerings
- Make significant progress in developing Green IT offerings

Community

Community Themes

- Clear Group guidelines/policies around community themes and actions
- Measure and report expenditures on Community actions
- Measure and report donations across the Group

Community Action

- Clear policy guidelines for Community Actions
- Promote Community Actions to all employees
- Encourage employees to utilize

their skills and talents to best effect

- Link participation with career development opportunities

Suppliers & Business Partners

Supplier Selection Criteria

- Implementation of Ethical and Sustainable Procurement Program
- Process for Risk Management of Suppliers
- Ensure reasonable level of Supplier Diversity

Supplier Contract Clauses

- Contract clauses for ethical and environmental compliance are embedded in all future and renewed contracts

Environment

Energy Consumption

- Continue and increase coverage of energy measurement across the Group
- Ensure relevant ambitions in place for all geographies. Firm targets cannot be set for some areas as the base lines for measurement change as the result of an

Outsourcing Deal.

- Green Data Center Energy management
- Regular review of owned or self-managed offices and facilities for potential energy efficiencies.

Business Travel

- Coverage of travel measurements
- Reduction targets in place across the Group
- Encourage use of public transport
- Increase development and take up of virtual working tools (video conferencing, collaborative online tools)

IT Asset Management

- WEEE & RoHS regulations
- Efficient use and re-use of IT assets
- Use of systems management tools for energy efficiency

Paper Management

- Measure and report usage and progress to reduce wastage
- Maximize the uptake of sustainable/recycled paper.



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