

OUR GENDER PAY GAP REPORT

2022



SOME THOUGHTS FROM OUR HR DIRECTOR, CAROLYN MILLER

“ At Capgemini, we know that diversity, equity, and inclusion is a key driver of innovation and performance. A diverse group of employees generates more creativity and insight – which means more value delivered to our clients and society.

Capgemini UK welcomed nearly 1,300 additional women in 2022, representing 35.5% of our total new hires and increasing female representation by 2.5%.

Continuing this progression remains front and centre for Capgemini as does ensuring all women in our workplace have equal access, participation, contribution, and opportunity.

Capgemini is recognised as a leader of diversity and inclusion in the market. As well as recognition as one of the UK’s Most Inclusive Employers, in the last six years Capgemini has consistently ranked in the Times Top 50 Employers for Women, is one of the UK’s Best Places to Work for Wellbeing, is in the top 75 employers in the Social Mobility Index and is EDGE Assess Certified (gender equity).

However, we recognise the UK labour market has faced a myriad of challenges in recent years and that these changes have made it ever more challenging for organisations to build and maintain a diverse and inclusive workforce. Factors such as hybrid-working, pressures on the economy, the race for talent (especially in STEM-related industries), and an aging UK population and workforce are some of the current factors we are working hard to find progressive and creative solutions to.

Whilst we are reporting a decrease in our gender pay gap (GPG) for 2022, both for hourly rate pay (mean and median) and bonus pay (mean and median) compared to 2021, we know there is more to do to increase representation, equity, inclusion, and opportunity for women. I am confident that our commitment, approach, and broad ranging interventions will give us continued success.

We are committed to being recognised by our current and future workforce, our clients, stakeholders, and the market as a truly inclusive organisation, where broad ranging diversity is highly valued and where everyone is given equal opportunity to thrive and succeed.



CAROLYN MILLER
UK HR Director

OUR GENDER PAY GAP HEADLINES

The tables below show 2022 figures and compare 2021 and 2022 figures

Gender pay gap

There has been a slight improvement in the median hourly rate gender pay gap, which decreased from 17.9% in 2021 to 17.3% in 2022. Similarly, there has been a slight decrease in the mean hourly rate gender pay gap, from 18.4% to 18.3% in 2022.

Bonus pay gap

Last year, 5.3% higher proportion of men received bonuses than women, so this year we are encouraged that slightly more women received bonuses and that we are approaching parity in this area. We also saw a significant drop in the median bonus pay gap, from 87.9% in 2021 to 36.9% in 2022.

We note that this decrease was positively impacted by a standalone incentive payment for our top performers in two global grades in March 2022. Note, our bonus pay gap data for 2021 and 2022 cannot be compared like-for-like due to this one-off payment in 2022.

Our peer-to-peer appreciation scheme, Applaud, enables team members to share smaller, more frequent financial recognitions to support morale and engagement. The Applaud scheme was a major factor contributing to our high median bonus pay gap in 2021. It remained a contributing factor in 2022. However, due to the standalone incentive payment in March 2022, the impact of the Applaud scheme on our overall bonus pay gap was greatly reduced this year.

When we look at representation, we see modest increases in women represented in Lower Middle, Upper Middle and Upper Quartile positions compared with 2021. This is a welcome sign of progress and goes some way to explaining the 2022 mean and median hourly pay figures which remain broadly the same as 2021.

	Mean	Median
Hourly Pay in April 2022	18.3%	17.3%
Bonus Pay in the 12 months to April 5, 2022	36.7%	36.9%

Table 1 – Our 2022 figures

	2021		2022	
	Mean	Median	Mean	Median
Hourly Pay in April 2022	18.4%	17.9%	18.3%	17.3%
Bonus Pay in the 12 months to April 5, 2022	39.7%	87.9%	36.7%	36.9%

Table 2 – Our 2022 figures compared to 2021

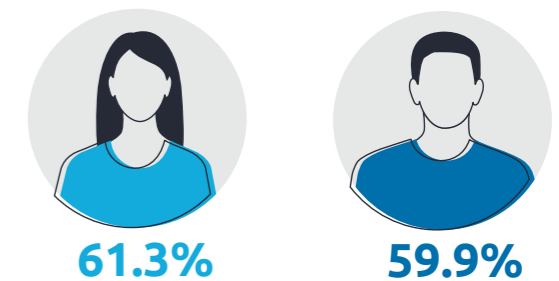


Figure 1 – Proportion receiving bonus pay in 12 months to April 5, 2022

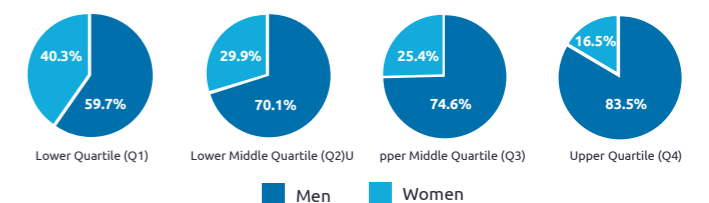


Figure 2 – Gender proportion in each pay quartile

GOING BEYOND THE GAP

Equal work for equal pay



Gender Pay Gap refers to the difference in average pay between men and women in a workplace, industry, or country. It is calculated by comparing the median hourly earnings of all men and women in a workforce or specific sector, therefore measuring the disparity in earnings between men and women, irrespective of their job roles, qualifications, or any other factor.

What Gender Pay Gap does not do is test the principle and indeed, legal right, that men and women who perform the same job or work of equal value should receive the same pay.

As part of our EDGE (equity) accreditation we undertook a pay analysis in 2022 using a series of standard data inputs and parameters. We will continue to refine this practice to enable us to get a clear and accurate picture of pay equity and any gaps across our grades at a more granular level.

As well as monitoring and continually improving the promotion rates for women across our global grades, we also have a key focus on reducing the percentage representation gap of women between our foundation and senior grades which will ensure we have a strong pipeline of female talent coming through to senior leadership.

Building a pipeline of talent beyond Capgemini UK

We know that representation of women in Upper Middle and Upper Quartile roles has a significant impact on the gender pay gap calculation, that women are significantly underrepresented in STEM-related fields, and that this is a systemic issue in the labour market.

Whilst there are many career paths that do not require a STEM background in Capgemini, we continue our work to address this imbalance in the technology sector.

Change is a long-term, gradual process and at Capgemini, we focus on the whole pipeline of female talent, from school and college outreach programmes that encourage more females to consider a career in STEM through to our Relaunch programme.

In 2022, as part of our early years outreach programmes for schools, we interacted with 28,000 students, 49% of whom were female. For the campus outreach programme we interacted with 40,000 individuals, 50% of whom were female, and our wider digital inclusion initiatives reached 29 young women.

Building a pipeline of talent within Capgemini UK

In 2022 we increased female representation in Capgemini by 2.5% across the UK, a 1.1% percentage increase on our 2021 increase. We closely monitor representation of women across all our grades in the UK and as well as working to continually improve this, we are focused on decreasing the representation gap between our foundation and senior global grades.

We are pleased to report that in 2022 we increased the number of women in each of our global grades in the UK and reduced the gap between all but one global grade. We remain focused on improving these measures to ensure we are building a strong pipeline of future female talent.

Of the 1,300 women who joined as new hires in 2022, 299 were women in their early careers, of which 243 were graduates. These figures represent 45% of all early career joiners and 45% of graduate joiners, so we are proud to be recruiting at almost gender parity in this area.

RELAUNCH YOUR CAREER



Our award-winning programme for those returning to work



We recognise that people need different routes into employment as shaped by their life experience and access to opportunities. We work hard to provide alternative, progressive access to work.

Through our award-winning Relaunch programme, we support women, and men, to return to the tech industry after career breaks of up to 10 years. The programme provides tailored learning and development and dedicated coaching support over a six-month period to refresh and update existing skills. In 2022, 84% of Relaunch participants were women and Capgemini was recognised as one of the best companies for building bridges into employment by WM People's Top Employer Awards, where we were shortlisted as Best for Returners.

Below, Krystine & Pru share their experiences of Relaunch:

“ What have I learned?

- *Keep the faith, take the next step*
- *If you can do the work, career breaks and age are irrelevant. It's like riding a bike, the fundamental skills and knowledge don't change*
- *Returners come back to work with a huge sense of commitment and enthusiasm for their work – we mustn't waste this*
- *You can have a family and a successful career – and with returners programmes they don't have to be at the same time*



KRYSTINE PITTMANN

Senior Business Analyst
[Click here](#) to read Krystine's story

“ I would whole heartedly recommend anyone looking to go back into work after a career break to apply. Yes, it did make me doubt my ability and I did question my confidence, but your success is Capgemini's success, so everyone is rooting for you to do well.

The only person standing in your way is yourself and you can do this. Have courage in your convictions and you will go far.



PRU MCCARNEY

PMO
[Click here](#) to read Pru's story

DEVELOPING OUR WOMEN

Ensuring equal access to development opportunities

Ensuring women have equal access to participate in appropriate career development opportunities is critical to supporting women achieve higher grades and thus reduce the gender pay gap. For this reason, we continue to invest in women's leadership skills. In 2022, we also became a signatory of the Women in Defence Charter and continued updating our hybrid working policies to ensure development opportunities are not affected by proximity bias or physical location. Capgemini Group hosts several leadership and learning programmes annually, to support our colleagues through key stages in their careers. In 2022 more than 40% of UK places available were taken by women and we will continue to ensure high representation on global and local programmes.

In 2021 we collaborated with [Women on Boards](#), a network of women that exists to support their members into the boardroom by equipping them to take on non-executive and trustee board roles. This collaboration provides dedicated training to enhance and develop women's leadership skills and in 2022, we supported 82 women to undertake this training, enhancing their progression and development both inside and outside the workplace.

In 2022, we also ran a sister programme (called Ethnicity on Boards) to support employees, male and female, from minority ethnic backgrounds. This supported 175 diverse employees to develop their board leadership skills.

We strive to ensure all our women are supported in both their leadership development journey and their functional/industry skills journey. An example of this for 2022 is our signing of the [Women in Defence Charter](#), committing us to supporting the progression of women into senior roles in the defence sector. We're also a platinum sponsor of the 2023 Defence Women's Network Conference.



I've gained huge benefits from both the Women on Boards programme and taking on a board role at Koestler Arts. Women on Boards helped me understand more about what a board role entails and how I can shape my experience in a way which would appeal to board roles. They helped me shape my personal brand and understand the value of my digital transformation skills for board roles. I also gained knowledge on how to approach the interview process and the prep call with Women on Boards was essential to securing a role.



JASMIN BOOTH

Managing Business Analyst and Trustee of Koestler Arts

OUR INCLUSIVE ENVIRONMENT

Active networks promoting inclusive dialogues



Whilst the Gender Pay Gap is an important measure of gender equity, we also choose to take an intersectional lens to considering progress in this area, as women may also face equity challenges due to other aspects of their identity. As well as pay being an important measure of equity, we recognise the link with transparent progressive people processes and an inclusive culture that strongly influences how equitable the employee journey is for women.

Continuing to have an open dialogue with our colleagues at Capgemini UK is critical to our ability to offer enhanced and progressive support tailored to different stages and choices of women during their working lives. Capgemini UK has a strong and active Women's Employee Network, keeping us true and keeping us moving forward.

Our Women@Capgemini Network recently celebrated International Women's Day, with the theme of 'Embrace Equity'. Events took place across the business and the UK Diversity and Inclusion team held a virtual panel event on Equity vs Equality. Additionally, we held a virtual ceremony that saw Woman in Innovation, Woman for Sustainability and Woman of Talent awards given to three inspirational women within the business.

In October 2022, we were proud to launch our BlackWomen@Capgemini Network and both networks regularly hold events, bringing communities and allies together as well as spotlighting themes and increasing visibility on topical issues. BlackWomen@Capgemini opened with a powerful theme 'Journey to the Top' with an external executive coach and in December, the theme of their second event was 'The Power of a Focused Network'.



In speaking to my black female colleagues over the past few years, it became clear that it will be beneficial to have a focused space to address the unique needs and challenges that come with the black female working experience. In October 2022, along with an amazing group of black female colleagues, BlackWomen@CapgeminiUK was launched with a clear mission to help make Capgemini UK an even better workplace for black women. Our initial focus was on building a workplace community, raising awareness of intersectionality topics and providing safe discussion forums. We also aim to support the existing company-wide efforts to increase the representation of black women in the UK workforce, especially in more senior grades. So far, the network has received very positive feedback on its initiatives and events from black female colleagues and allies alike.



ANULI OBIENU

PMO Lead and co-founder of Black Women@Capgemini

HEALTH & WELLBEING

A holistic view of our employee's lives

We recognise that everyone's work and life journeys are different, and that wellbeing is an integral part of a person's identity and life experiences. We provide flexible, adaptive, whole person support aligned to each employee's personal experience and stage of life.

Through this approach we are proud to provide multiple levels and channels of support. These include practical solutions and emotional support which collectively help to create an environment where the importance of wellbeing and belonging is tangible.

Focusing on women's health and wellbeing, we have continued to strengthen the support we offer to different groups of women, such as those going through the menopause, those who have experienced baby loss, and those seeking fertility assistance.

I joined Capgemini nearly 25 years ago and my role has significantly developed during this time, resulting in me being given a unique opportunity to step into the role of Employee Wellbeing Lead. Being bold is one of our values and Capgemini have always been ahead of the curve understanding that investing in our people to improve their physical, social, and mental health is not just a strap line, but an overarching priority.

Our wellbeing support includes hosting our menopause café, taking groups of women through kick start programmes, building resilience, relationships, understanding and embracing change, managing mental health through menopause, motherhood, and bereavement. Whilst the focus on wellbeing is open for all to attend, we know that our female employees appreciate the safe spaces created for them.



RACHEL PREECE
Employee Wellbeing Lead

Menopause Support

Capgemini is proud to offer a wide range of support to help women when it's needed. These include flexible working and temporary changes to working patterns, access to Peppy, a healthcare app with menopause experts readily available, and a menopause toolkit from employee benefits leader, Unum. We are also proud signatories of the Menopause Workplace Pledge.

Baby Loss

In 2022, we refreshed our family friendly policies, and introduced up to ten days of paid leave following pregnancy loss. The can be taken up to six months after the loss and is available to all affected employees, whether it happens to them, their partner or their baby's surrogate. We also have wellbeing resources and employee networks to support colleagues and educational materials available to raise awareness.

Fertility Assistance

Whatever the reason for using fertility assistance, we support our colleagues with five days paid leave for each cycle of fertility assistance, up to a limit of three a year. There is also a £20,000 lifetime cash benefit available to eligible members of our Medical Plan following a diagnosis of infertility. We also assist colleagues through internal support structures and provide information on external support.

Other Support

We offer Occupational Health support and Doctor@Hand which connects our people immediately to a GP, wherever they are in the world. Additionally, our Thrive App helps individuals monitor and manage their wellbeing. Our six national Employee Networks such as Women@Capgemini and Talking Heads offer a space to talk to people with similar experiences and share support.

OUR POLICIES & OUR AWARDS

Recognition for our broad and intersectional efforts

Given the changing nature of work and home life, we've made several enhancements to some key policies to maintain and support a diverse workforce with diverse lives.

Shared Family Leave Policy

Parents welcoming a child into their family are now eligible for up to 52 weeks leave, regardless of whether they are the primary caregiver or the partner. Primary caregivers will also be eligible for up to 26 weeks paid leave at 100% of their average earnings, and those partners wishing to take Shared Parental Leave will be eligible for up to 24 weeks paid leave at 100% of their average earnings in addition to taking paid partner leave.

Flexible Working Policy

Our fair and inclusive policy enables us to support colleagues to work flexibly through both informal local arrangements and more formally agreed changes. Having a Flexible Working Policy that is in itself flexible in how it is applied means that our colleagues have the best opportunity to fit their work around their other responsibilities.

Our combined broad and intersectional efforts have been recognised with the following awards:

- EDGE Assess & EDGEplus certification
- Times Top 50 Employer for Women
- Included in Bloomberg Gender-Equality Index
- 20th in the Best Workplaces for Women (Super Large Organisations) 2022 rankings, according to Great Place to Work™
- 2nd in the Inclusive Top 50 UK Employers 2022/23
- Silver Employer Status from Stonewall UK
- Disability Confident Employer
- Shortlisted in WM People's 'Best for Returners' Top Employer Award 2022
- Named in the 2022 Social Mobility Top 75 Employer Index
- Placed in the Top 50 Glassdoor Best Places to Work 2022
- 8th in the Best Workplaces in Tech (Super Large Organisations) 2022 rankings, according to Great Place to Work™
- 19th in the Best Workplaces for Wellbeing (Super Large Organisations) 2022 rankings, according to Great Place to Work™



2022 also saw our people being recognised for their contributions to the tech industry.

The Women in Tech Excellence Awards celebrates top-performing women from across the technology industry and provides inspiration for younger women looking to build a career in this area. Capgemini UK were an official sponsor of the event that saw us fortunate enough to have nineteen Capgemini employees recognised as finalists.

The Black Tech Achievement Awards celebrate the achievements of black talent, and the amazing contributions of allies, as well as great work by companies to progress diversity, equity and inclusion. This year we were an official sponsor for the first time, and were proud that three of our colleagues were nominated as finalists, with two women nominated for the Rising Star award for professionals under 30 and our Managing Director, Paul Margetts, being nominated for Ally of the Year.

CLOSING COMMENTS FROM PAUL MARGETTS

Managing Director, UK Business Unit

I am pleased to see the positive progress we have made in 2022, both in terms of our reported figures for Gender Pay and Bonus Gap and in several other areas that are crucial to further reducing the gaps.

Our increase in female representation across all grades in the UK and our increased promotion rates is a positive sign that we are both promoting more women at each grade compared to 2021 and that we are focused on decreasing the percentage representation gap between our foundation and senior global grades, thus building a stronger pipeline of female talent for the future.

The wide range of accreditations, awards, programmes and supporting resources we have showcased in this report are testament to our commitment to continued progress and to always looking for creative and progressive ways to build equity in the workplace.

I believe we all have a role to play in building and supporting a Capgemini environment where everyone has impartial access, participation, contribution, and opportunity and where everyone can thrive. That's why embedding diversity and inclusion into daily work is on the agenda from the Boardroom through to employee onboarding.

There's more to be done, but I'm pleased to see the positive progress we have made in 2022 and welcome continued progress in the year ahead.



PAUL MARGETTS

Chairman of the UK Country Board / Managing
Director UK BU

DECLARATION:

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

A handwritten signature in black ink, appearing to read 'P. Margetts', written over a dotted line.

PAUL MARGETTS

Managing Director
UK Business Unit

A handwritten signature in black ink, appearing to read 'Carolyn Miller', written over a dotted line.

CAROLYN MILLER

UK HR Director

GET THE
FUTURE
YOU WANT



About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 360,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2022 global revenues of €22 billion.

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