

Our Gender Pay Gap Report 2024





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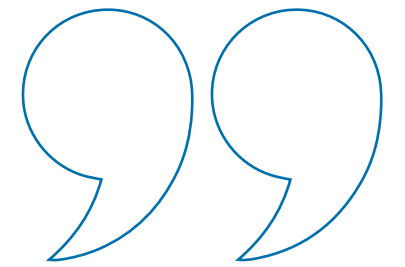
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A few words from Our HR Director



At Capgemini, we are committed to progressing gender equality: steadily increasing the number of women in the IT sector, providing development opportunities and pay equity for all. By integrating inclusion across our business, we empower all our colleagues to thrive.



We are making steady progress in female representation year-on-year. Capgemini UK hired 569 women in 2024, making up 36.9% of new hires and raising female representation to 32.4%, exceeding industry averages.

We continue to drive toward our ambition of organically and sustainably decreasing our GPG by building a strong pipeline of female talent at every grade level. In 2024, 53% of our graduate cohort were women and we promoted above the female headcount at every grade level. We are confident our strong pipeline of female talent in lower grades will reduce the gender pay gap in future as they progress within our organisation. We have also seen an increase in the proportion of women in the top pay quartile, from 16.3% in 2021 to 18.8% in 2024, highlighting our success in developing and advancing women. Notably, we have seen a record number of promotions across all grades of women, driven by participation in talent development programs and mentoring.

In 2024, the strong equity framework of our systems and processes were assessed and confirmed by the EDGE Foundation, for progressing gender equality and inclusion in the workplace. The rigorous certification process included a comprehensive evaluation of

internal policies, practices, work culture, pay equity, and an employee survey. The UK played a key role: Capgemini Group is currently the only global organisation in the technology industry to be both EDGEplus and EDGE Move certified.

One highlight of the Edge Move audit was that hybrid working continues to bring increased flexibility and opportunities for our workforce. Men and women increasingly value being empowered to work flexibly in different ways. 79% of men and 76% of women note they make use of flexible working in Capgemini, demonstrating a move towards gender parity in caring responsibilities and working patterns.

We are advancing our efforts to close the gender pay gap and ensure all team members have access to opportunities, feel included, and can thrive at work. Our inclusive culture remains a priority, and we recognise there is more to do. We are proud that our actions have been recognised externally, as one of the Times Top 50 Employers for Gender Equality 2024. We have retained our place on Glassdoor's Best Places to Work 2025 list for Capgemini UK, based on employee feedback, and received certification from Great Place to Work™. We are committed to continuing our efforts for long-term change.



Carolyn Miller

UK HR Director



Taking a look at the Headlines

What is the gender pay gap?

The Gender Pay Gap is the difference in average pay between men and women in a workplace, industry, or country. It is calculated by comparing the average hourly earnings of all men and women in an organisation, irrespective of job roles, qualifications, or any other factor. The gap highlights the underrepresentation of women; the IT industry is one area that has seen a sustained gender imbalance over the decades.

The gender pay gap is not the same as paying a man and a woman differently for doing identical work. Equal pay is a legal requirement in the UK. We monitor equal pay through annual pay audits, using pay regression analysis and a continuous review of reward packages.

Gender pay gap

The median pay gap decreased from 18.2% to 18.1%, indicating a slight but meaningful improvement. This reduction reflects our ongoing efforts to create a more balanced and inclusive workplace.

The mean hourly rate saw a marginal increase, rising from 18.1% to 18.2%. This change was primarily driven by the intake of women at lower grades. While this influx has slightly raised the overall mean pay gap, it also highlights our commitment to bringing more women into the organisation and tackling occupational segregation in the tech industry.

Bonus pay gap

Similar proportions of men and women received bonus pay (including individual Applaud recognition awards) in the 12 months leading up to 2024. The proportion of women in each pay quartile has also increased, which reflects our sustained increase in female headcount at all levels over the past three years. However, despite the growth in representation of women we have seen in 2024, the mean bonus pay gap increased to 38.9% from 34.7%, and similarly, the median bonus pay gap rose to 91.3% from 88.8%.

Our peer-to-peer appreciation scheme, Applaud, enables and empowers team members to nominate and receive smaller, more frequent financial recognition for brilliant work. The Applaud scheme is the major factor contributing to our high median bonus pay gap this year as it did in 2023. The Applaud awards are not pre-communicated, performance-related nor anticipated incentives; in the spirit of transparency, we have presented both views.

| Mean and median pay and bonus in the 12 months to April , 2024 | | |
|--|-------|--------|
| | Mean | Median |
| Hourly pay | 18.2% | 18.1% |
| Bonus pay | 38.9% | 91.3% |
| Bonus pay excluding applaud | 18.8% | 25.6% |

Table 1 – Our 2024 gender pay gap figures

| Proportion receiving bonus pay | |
|--------------------------------|-------|
| Women | Men |
| 74.3% | 74.6% |

Table 2 – Our bonus pay figures in the 12 months to April 5, 2024



Gender proportion in each pay quartile

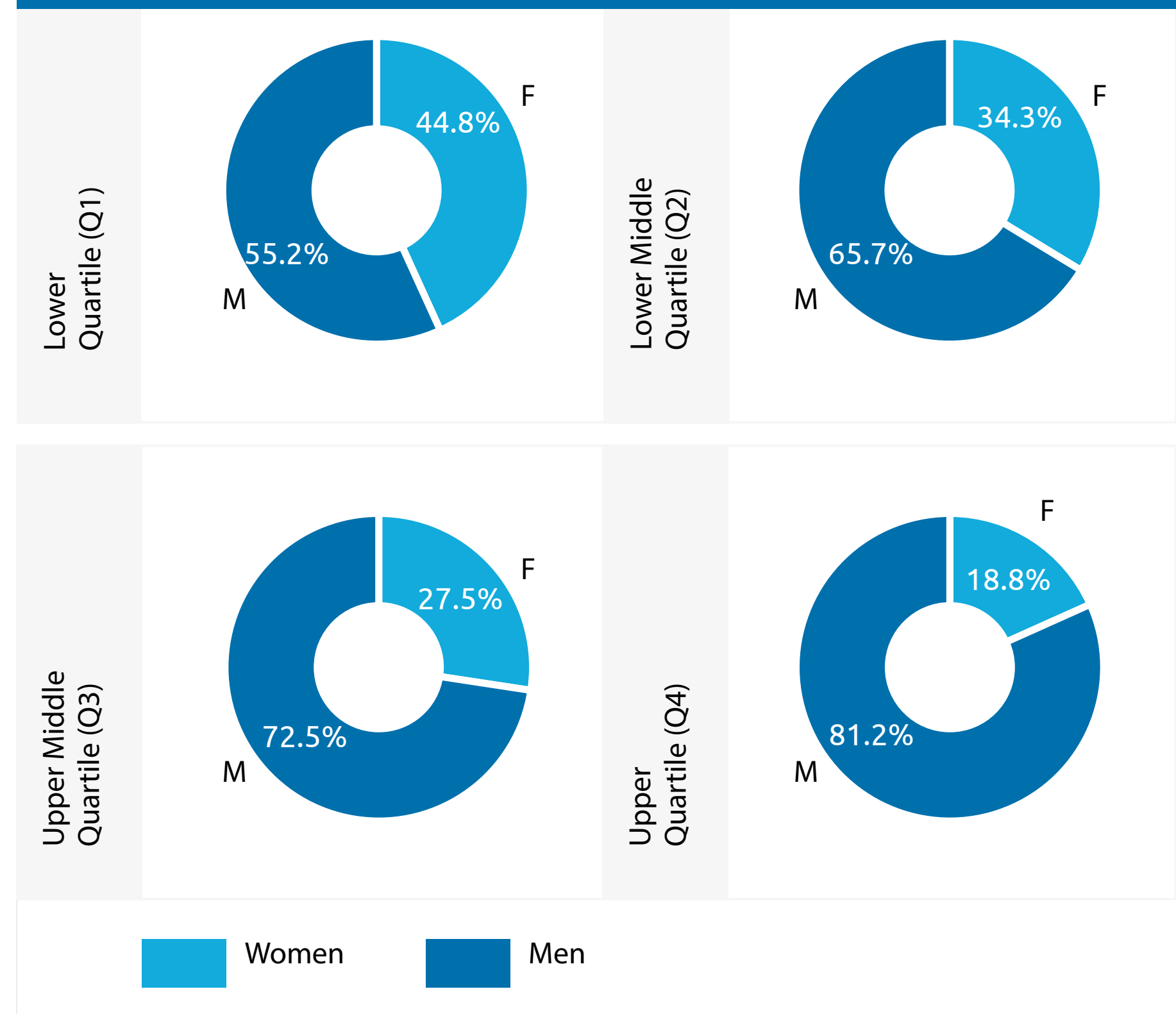


Figure 1– Our gender distributions across each pay quartile based on hourly pay

In compliance with reporting regulations, the term 'gender' is used here in a binary sense, covering male and female. At Capgemini, we remain committed to fostering an inclusive work environment and support our people to self-identify.



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Going beyond the Gap

A strategic approach for long-term change

Building a pipeline of talent for now

In 2024, we continued our efforts to increase female representation within our organisation. We saw a significant rise in female hires, with 36.9% of new hires being women, compared to a 31.8% female headcount. Our dedicated in-house sourcers focused on female experienced hires, and senior hiring saw 30.8% female representation, while middle manager hiring increased from 13% in 2023 to 30% in 2024.

Employee feedback has been positive, highlighting our commitment to an inclusive process and access to equal opportunities for all. We are also noticing changes in our sector, as evidenced by our 53% female intake for early career roles. This indicates that our efforts to build a future pipeline are making a difference.

Building a pipeline of talent for the future

Limited access to STEM education and a lack of early encouragement for girls to pursue tech careers can significantly reduce the pool of female tech talent. We are committed to long-term change by creating pathways to employment for underrepresented groups and inspiring female students into technology careers. In 2024, we supported over 312 students on our corporate work experience programme, with 49% female students, 51% female volunteers taking part.

We are also bridging the digital divide by providing essential digital skills and opportunities for everyone. Collaborating with community organisations like CodeFirstGirls, Ambitious about Autism, and CAPSLOCK. Specific recruitment initiatives included CodeYourFuture, which supports refugees and individuals from disadvantaged backgrounds, achieving 60% female hires in 2023-24 and forecasting 18 hires for 2025. Our Relaunch program supported individuals returning to work after career breaks, with 64 hires (80% female) since its inception.





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Providing opportunities to kickstart, revamp or ignite a career in tech

At Capgemini we believe It is essential to support programs that attract new talent to the tech sector, promote inclusion and create opportunities. Through our programmes, we provide learners with practical skills, mentoring programs, and employment opportunities.

We engage with the following programmes:



**Ambitious
about Autism**

Ambitious about Autism is a UK charity that stands with autistic children, young people and their families to champion rights, campaign for change and create opportunities.

CAPSLOCK

CAPSLOCK is an online cyber security education organisation based in the UK. They offer educational programs that are affordable and accessible through modern student finance arrangements and deliver their education entirely online. CAPSLOCK focuses on deploying individuals in cyber roles and emphasises employment outcomes by preparing learners for the workplace so that they can hit the ground running

**<CODE>YOUR
FUTURE**

CodeYourFuture provides free tech training and employment support to those on low income, refugees and other individuals from marginalised backgrounds. Their award-winning training program combines technical and soft skills, helping graduates start a variety of tech careers. The program is facilitated by professional developers and volunteers.



The King's Trust empowers young people to gain the skills and experience they need to secure sustainable, fulfilling employment that meets their needs and aspirations. Through our partnership, Capgemini and The Trust are working together to address the digital divide and provide young people with vitally important digital skills. Alongside co-developing new digital skills focused sessions, Capgemini volunteers use their skills and experience to directly support young people on programmes.

These efforts collectively drive a more inclusive future in the tech industry.



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A career-switcher and dedicated mum, I am a Degree Apprentice and a software engineer. Passionate about inclusion and diversity, I advocate for career changes regardless of age, leveraging my unique experience to make an impact in the tech industry. My journey is marked by continuous learning, determination and my Highly Commended Degree Apprentice of the Year award, embodying my commitment to challenging stereotypes and empowering others in IT."



Lisa Rovira
Software Engineer



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Supporting all to learn, thrive and progress

Ensuring equal access to career development opportunities is essential for supporting women in achieving higher grades and reducing the gender pay gap. In 2024, we continued to invest in women's leadership skills, coaching, manager development, and the implementation of robust processes to ensure fairness and merit-based advancement.

We know that the uneven distribution of care responsibilities contributes to the gender pay gap, which significantly increases when women are over 30 (ONS.,2023). The main reason noted for part-time working is caring responsibilities. We monitor our representation and promotion activity across working patterns to ensure everyone can progress. In 2024, the number of part-time employees increased by 8.5% year-to-date (3.2% male, 12.6% female), alongside an increase in part-time promotions.

Women's development into leadership starts at all levels. Our Junior UK Career Development Program had 363 participants, 53% of whom were female. In 2024, 135

employees mid-management to senior employees joined a six-month Ezra coaching program, with 48% female participation. The Future Leaders Programme had 49% female top talent in 2024, up from 43% in 2023.

We aim to provide leadership development opportunities where everyone can put their skills into practice. Our talent programme with WB Directors, which began in 2020, supports skills development for external non-executive director roles and beyond, targeting mid-senior grades and all underrepresented groups. In 2023, 82 Capgemini colleagues participated, and in 2024, 116 colleagues took part. We strive to ensure all our women are supported in both their leadership development journey and their functional/industry skills journey.

By continuing to invest in these initiatives, we are committed to fostering an inclusive and diverse workplace where everyone has the opportunity to succeed.



Office for National Statistics. (2023). The gender pay gap in the UK.

“During my time at Capgemini, I had several opportunities to advance my career. One standout experience was participating in the Future Leaders programme. This programme not only helped me develop self-awareness regarding the type of leader I aspire to be but also broadened my perspective on my role within the larger business context. The support and networking opportunities were exceptional. After taking some family leave, I was able to return and take the next step in my career, effectively utilising the skills I had gained.”



Natasha Wiggins

Head of Employee Relations



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Our Inclusive Environment

Changing perceptions and progressing

This year, we have seen our employee networks grow to over 6500 employees, almost half the workforce. We also welcomed the addition of our newest network: Multigenerational Age Inclusion Network- it is a community working together to progress inclusivity around age and intergenerational working in our workplace.

We ran our third UK all Employee Network awards in 2024 – recognising Network Member, Trailblazer and Ally of the year for each network: receiving 67 nominations across the 3 categories. We annually celebrate International Women's Day, Events took place across the business including a virtual panel event on Inspiring Inclusion in

I am so proud of the NeuroAbility network. We launched just one year ago and already have almost 600 members. We've worked hard to build a sense of community through a varied programme of events including in-person meets, coffee chat roulette, panel discussions for parents and carers, and deep dive sessions such as neurodiversity and mental health, and the science of neurodiversity. We have also created an extensive resources hub where people can go to learn more about neurodiversity and understand what support is available from the business and how to access it. I was particularly proud that the network was nominated for the European Diversity Awards for 'Outstanding Ability Network of the year.'



Emily Shaw
NeuroAbility Co-Chair

Employment . A global virtual ceremony for our internal Women For The Future awards also recognised ten inspirational women in the UK.

Our Women@CapgeminiUK and Black Women@CapgeminiUK networks held successful events across the UK business, including male allyship workshops, promotion coaching, mentoring circles and more.

~~Just talk about
gender diversity~~
Act every day to
empower women
Shaping inclusive futures for all





Our Employee Networks

Inclusive communities that drive the conversation

Our employee networks are active communities that have a shared philosophy around inclusion and representation—enabling people to come together to share their experiences, connect and support others.

With over 6500 members, our employee networks include:

- **Women@CapgeminiUK** - Helping women, their allies, and advocates build networks, support each other and celebrate achievements. Includes our BlackWomen@CapgeminiUK sub-network.
- **CapAbility** - Our ability and caring network provides a support, a listening ear, and a platform for advocacy helping everyone become more disability- and caring- inclusive and confident.
- **OUTfront UK** - OUTfront is our network for LGBT+ employees and allies, a community committed to fostering a supportive and safe environment at work and beyond.
- **Race & Equality Network** - With a vision to educate, support, and empower, our Race & Equality Network aims to create a sense of community that facilitates open and educational dialogue among colleagues with different backgrounds and cultures. Celebrated with 4 finalists in the 2024 Black Tech Achievement Awards.
- **Armed Forces Network** - We support and promote Capgemini's Armed Forces Veterans, Reservists, family members, dependants and allies by offering understanding, welfare support, mentoring, events, fundraising and networking opportunities.
- **Talking Heads** - A space where members can enjoy the camaraderie of colleagues. We focus on promoting well-being and mental health, through connecting, sharing, seeking advice, and uplifting one another.
- **NeuroAbility** - Raising awareness on neurodiversity for individuals, parents and carers, promoting inclusion, respect, and well-being.
- **Multigenerational Age Inclusion** - Our newest network open to all individuals, to support and progress inclusivity around age and intergenerational working in our workplace.





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A holistic view of our employees' lives

We take pride in our extensive support system, provided internally and through external suppliers, that offers flexible support that aligns with each employees' unique needs and experiences. The Thrive app offers confidential support for mental wellbeing, and with over 160 trained Wellbeing Champions in our UK business, we provide support and space to speak about personal mental health. Recognising the significance of physical health, we offer comprehensive medical and health benefits, including AXA Healthcare and GymFlex discounts for eligible employees.

We continue to enhance and extend the support for women's health and wellbeing. This includes tailored support for women, such as those experiencing baby loss, fertility challenges, menopause, and neurodiversity diagnoses.



“At Capgemini, we pride ourselves on our bold approach, always staying ahead by prioritizing the physical, social, and mental health of our people. Our comprehensive wellbeing support system includes a variety of mechanisms and flexible working patterns, ensuring tailored support for each individual.

In the past year, we transformed our Health and Wellbeing Hub into a centralized resource for assistance and wellbeing prioritization. We have become an Endometriosis-friendly employer, with champions set up within the business to provide support and a resource pack available to assist those at work with endometriosis. While our wellbeing initiatives are inclusive, we recognise the unique value our female employees find in these dedicated support programs.”



Rachel Barber
Employee Wellbeing Lead



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1 **Menopause Support**

Capgemini UK offers a wide range of support, including flexible working, temporary changes to working patterns, access to Peppy, a healthcare app with menopause experts readily available, and a menopause toolkit from Unum. We are also proud signatories of the Menopause Workplace Pledge.

2 **Baby Loss**

Our Pregnancy/Baby Loss Policy provides ten days of paid leave following pregnancy loss. The leave can be taken up to six months after the loss and is available for employees directly affected, or if a partner or a baby's surrogate. We also have a private baby loss community to support colleagues and to raise awareness.

3 **Fertility Assistance**

Colleagues can receive 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. Peppy, a healthcare app, also provides tailored medical advice.

4 **Neurodiversity Diagnosis**

Our comprehensive Capgemini Medical Plan, available to eligible members, now includes neurodiversity diagnosis and treatment services for both individuals and their dependents, provided through AXA Health.

5 **Financial Support**

Capgemini is dedicated to the financial wellbeing of its employees. Since 2018, it has partnered with Nudge to offer free access to financial education and resources, and with Salary Finance to provide low-interest loans, with repayments conveniently deducted from payroll.

6 **Other Support**

We offer Occupational Health and Doctor@Hand which connects our people immediately to a GP, wherever they are in the world. In working with Nuffield Health, all over-40 employees can receive free biennial 360 Health assessments. Additionally, our Thrive App helps individuals monitor and manage their wellbeing.



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Our Policies

Enabling our people to find a work-life balance that suits their individual needs

Over the last few years, we have refreshed our key policies to reflect the evolving dynamics of work and personal life. At Capgemini, we want to ensure our people and their families are supported.

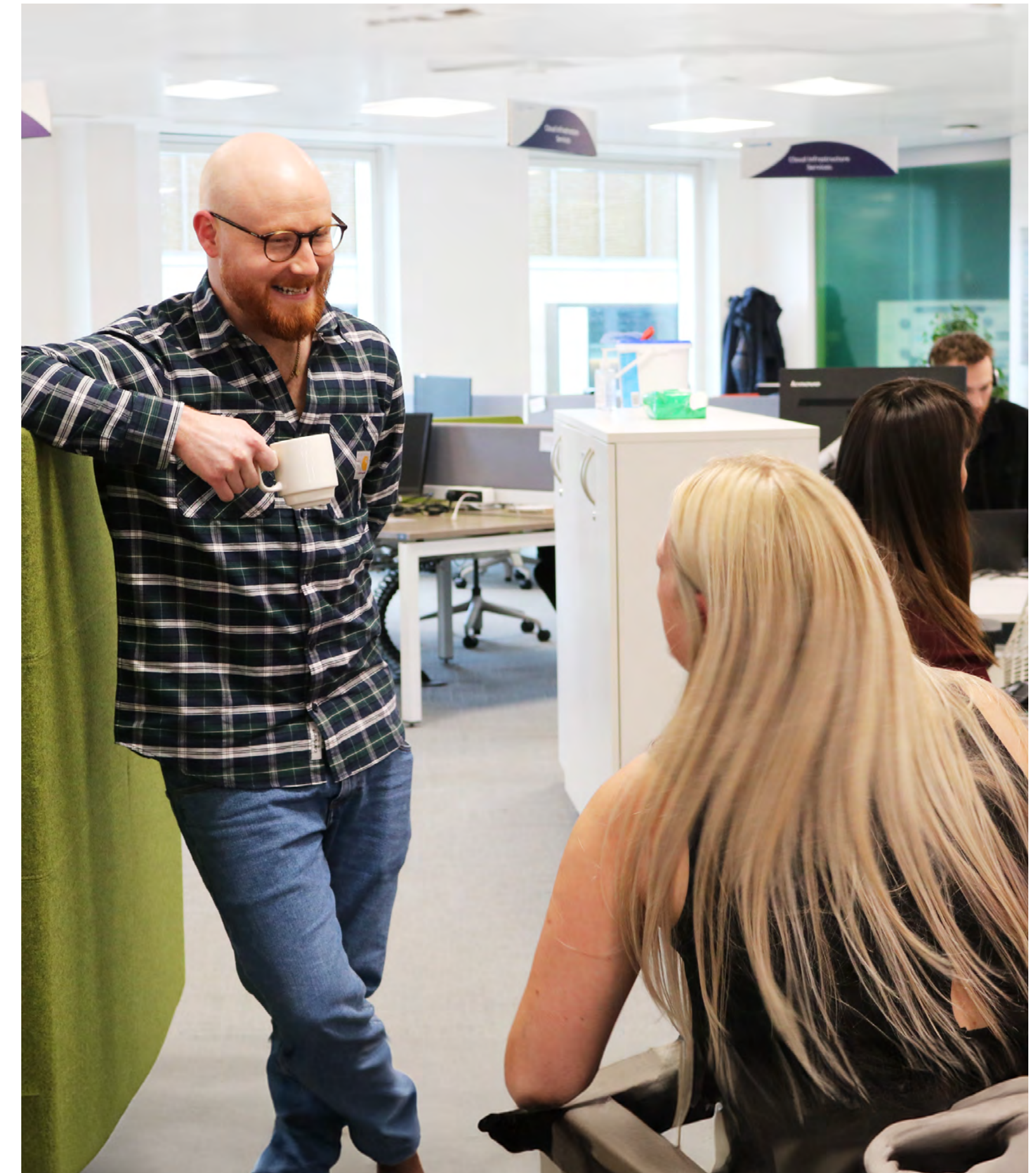
Flexible working

Capgemini employees are empowered to work the way that works for them. We support colleagues to work flexibly through both informal local arrangements and formally agreed changes. Our Flexible Working Policy is flexible in itself and ensures our colleagues can fit their work around their other responsibilities, and make adjustments when life undergoes inevitable changes.

Family Leave

Our two Family Leave policies, Primary Parent Family Leave and Partner Family Leave, provide all parents with equal parental leave, no matter how a child has entered your family.

Parents welcoming a child are eligible for up to 52 weeks leave. Primary caregivers are eligible for up to 26 weeks paid leave at 100% of their average earnings, and partners taking Shared Parental Leave are eligible for up to 24 weeks paid leave at 100% of their average earnings in addition to paid partner leave.





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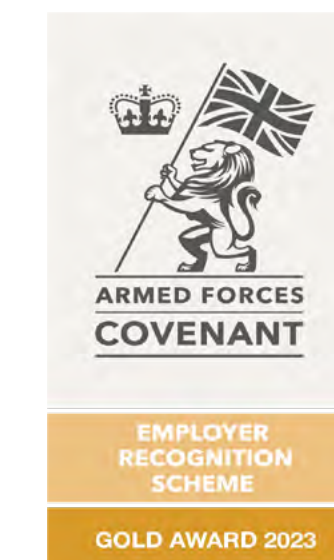
Our Awards

Recognition for our broad and intersectional efforts:

Throughout the year, we have been recognised for our efforts through the following awards:

- Times Top 50 Employers for Gender Equality 2024
- Capgemini UK and Capgemini Invent UK in the Top 50 Glassdoor Best Places to Work 2024 & 2025
- #16 Best Workplaces for Development™ 2024 (Super Large Organisations)
- #22 Best Workplaces™ 2024 (Super Large Organisations)
- #11 Best Workplaces for Wellbeing™ 2024 (Super Large Organisations)
- #7th Inclusive Top 50 UK Employers 2023/2024
- EDGEplus and EDGE Move certified 2024
- Great Place to Work certified 2024
- Armed Forces Covenant Gold Award
- Gold Global Employer Status from Stonewall UK
- Age Inclusive Accredited from 55 Redefined
- Disability Confident Employer

2024 also saw our people being recognised for their contributions to the tech industry – across the everywoman in Tech Awards, Black Tech Achievement Awards, European Diversity Awards, DIVA awards, Women in Tech Excellence awards, and in the Ex-forces in Business UK Awards.





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Closing comments from Rob Walker

Managing Director, UK Business Unit

At Capgemini, we are dedicated to fostering an inclusive workplace where all employees can thrive. Our 2024 Gender Pay Gap report highlights our commitment to addressing gender equality and promoting inclusion within our organisation .

In 2024, we made significant progress by increasing female representation among our new hires. This growth reflects our dedication to creating equal opportunities for all employees. Despite these positive strides, our gender pay gap figures show areas for improvement.

At Capgemini we are proud to say our culture is a priority, and we have gained recognition through employee feedback and certifications such as: Great Place To Work and Times Top

50 Employers for Gender Equality . However, we recognise that there is more work to be done, and we are committed to taking action for long-term change. Our focus on inclusion supports our business growth and strengthens our client relationships, ensuring we deliver exceptional value to our clients.

Together, we can create a more inclusive workplace for all, unleashing human energy through technology for an inclusive and sustainable future to drive a positive impact for people, planet, and society. By creating a vibrant and inclusive culture where our talent are empowered to build meaningful careers, we're building a future where all talent can thrive.

Declaration

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



Rob Walker

Managing Director UK Business Unit



Carolyn Miller

UK HR Director



About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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