Capgemini

CAPGEMINI ENVIRONMENTAL SUSTAINABILITY

PERFORMANCE REPORT 2022/23

WE ARE DRIVEN BY OUR PURPOSE

Unleashing human energy through technology for an inclusive and sustainable future

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The photographs used in our 2022/23 Environmental Sustainability report, unless otherwise stated, were taken by Magda Bulska, Group's Digital Corporate Communications Director based in London, UK.

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.

Honesty | Boldness | Trust | Freedom | Fun | Modesty | Team spirit

We are driven by one shared passion: to unleash human energy through technology for a more inclusive, sustainable future.

"The sense of urgency is high. It's because of what happened this summer with the floods in Pakistan, the droughts, the fires, the food crisis… it's really giving a new sense of urgency to sustainability.

We have impacted tens of millions of lives. We cannot get used to continuous degradation of our planet year after year, like we have been doing over the last few years."

AIMAN EZZAT
Chief Executive Officer
(Speaking at the World Climate Summit 2022)

KEY FACTS

10 consecutive years
named as one of **the World's Most Ethical Companies** by Ethisphere

Work with 85%
of the **200 largest public companies** on the Forbes Global 2000 list

Capgemini Research Institute Ranked #1
six years in a row **for the quality of its research** by Source Global Research

€22 Billion
in revenues with an operating margin of 13.0%

More than 50
countries with more than 160 nationalities

WELCOME TO OUR 2022/23 ENVIRONMENTAL SUSTAINABILITY PERFORMANCE REPORT

Cyril Garcia, Head of Global Sustainability Services and Corporate Responsibility reflects on 2022: During 2022 we saw society and businesses return to near levels of what we might consider business as usual, post-Covid. However, in parts of the world, Covid restrictions remained in place for much of the year. This coupled with the continuing war in Ukraine, energy shortages and the increasing cost of living have caused a deep societal shift, with a significant change in expectations on businesses to address and action wider social and environmental issues.

Shifting expectations

Since 2020, the expectation on business, to go beyond the traditional boundaries and responsibilities of generating profit for investors, has accelerated dramatically. At the outset of the pandemic, corporate leaders came together to curb the pandemic's impact on society. Subsequently, business has further mobilized to address both the social and economic consequences of Covid, as well as address other pressing issues, from supporting people impacted by Russia's attack on Ukraine to addressing the global energy and food shortage and rising inflation.

Indeed, the Edelman Trust Barometer[1], which tracks trust and expectations on key global institutions including business, not-for-profits, governments and media, shows in its 23rd Trust Barometer Findings, (published at the start of 2023) that business remains the only trusted institution. In fact, it is now the sole institution that respondents perceive as both ethical and competent following a three-year rise in its ethics score. This is coupled with a rise in expectations for business to fill the void left by distrust in political leaders and other institutions.

At the same time, ESG investing, which has been steadily growing over the last 15 years has seen a surge in interest. The pandemic exposed, on a massive scale, the kind of unforeseen risk that investors want to avoid, shocking many of them into action.

In addition, the increasingly visible impacts of climate change are also accelerating the expectation and transformation of business. 2022 was the fifth hottest year on record with the majority of people across the world affected in some way by the impacts of climate change for the first time. This has resulted in climate change moving from a scientific concern to a tangible and personal concern.

So, against this backdrop of both growing expectations and real need, as a responsible business, how do we respond to the climate crisis?

At the end of 2022, I was delighted to accept a newly created position at Capgemini, as Head of Sustainability Services and Corporate Responsibility. As a Group Executive Board member, this marks a significant signal about the importance we are placing on our own transformation.

We want to be a role model for business, decarbonizing as deeply and quickly as we can. In 2022, we strengthened our own ambition to reduce our carbon emissions by 90% by 2040, making us one of the first companies to have our targets validated by the rigorous criteria of the SBTi's Net-Zero Standard.

However, as a consultancy our footprint is only a fraction of that of our clients. We know that the biggest impact we can make is to leverage our own understanding of business transformation, developed through our own program and over many decades of working with clients, to help our clients do the same in three critical ways:

Firstly, we have the capabilities to help clients reduce emissions through for example, energy consumption optimization and the transformation of legacy processes like IT.

Secondly, we can help them avoid emissions with our capabilities in changing how products and services and even entire business models are designed to be more sustainable.

Finally, innovating on the development and integration of climate technologies such as solar power and carbon capture and storage to drive system change. To help unleash new climate technologies, we must rapidly accelerate their development, working with our brands like Synapse and Cambridge Consultants, both part of Capgemini Invent. These new technologies must be more cost competitive and we want to work to ensure engineers, data scientists, and business innovators are upskilled and mobilized to leverage the opportunities available.

Across these three priority areas, we will apply our data expertise, our knowledge of circular economy, and our sustainable product design capabilities as key enablers.

[1] https://www.edelman.com/trust/2023/trust-barometer

WELCOME TO OUR 2022/23 ENVIRONMENTAL SUSTAINABILITY PERFORMANCE REPORT

Investing in sustainability is not optional, it is an investment in the future.

Against rising global expectations, many organizations have announced ambitious environmental objectives. At the end of last year, we published 'A World in Balance'[2], a report exploring how progress towards sustainability targets could be accelerated. It showed that in the face of the impacts of advancing climate change, there is a gap between ambition and action in many organizations. This can often be because investment in sustainability initiatives can be considered a cost center.

We think differently. We believe we have no choice but to build a more sustainable economic system, embracing new ways of working, but that in doing so, we will also create value for business and society in the process.

Consciously leading the change

It remains our conviction that there has never been a more critical time to mobilize technology and unleash human capabilities to address planetary challenges. We want to leverage our leadership and our operations, to speed up a bold transition to a sustainable future.

The transition to a low-carbon economy is as big as the Industrial Revolution, but we need to deliver it at the pace of the Digital Revolution. Time is running out. The time to act is now.

Cyril Garcia
Head of Global Sustainability Services
and Corporate Responsibility

[2] https://prod.ucwe.capgemini.com/wp-content/uploads/2022/11/CRI_Sustainability_Transformation_Final-3.pdf

OUR COMMITMENT

Capgemini has a long-term commitment to environmental sustainability, with a strategy that focuses on managing and reducing our own environmental impacts whilst also using our business expertise to help clients address their own sustainability challenges.

The sustainable transformation of our organization at the scale and pace we have targeted is ambitious and will materially impact every aspect of the way we operate. It requires radical change in everything from procurement and IT operations, to how we work and our business model.

SCIENCE BASED TARGET INITIATIVE (SBTi) VALIDATED TARGETS

In line with the SBTi new Corporate Net-Zero Standard.

Our headline target is to reduce our carbon emissions by 90% across all scopes to become net zero by 2040.*

Category	Near term target (2030) versus 2019 baseline	Long term target (2040) versus 2019 baseline
Scope 1 & 2 emissions	-80% absolute	-90% absolute
Business travel emissions	-55% per employee	-90% absolute
Commuting emissions	-55% per employee	-90% absolute
Emissions from purchased goods and services	-50% absolute	-90% absolute

Supporting targets

Category	Targets
Share of renewable electricity (offices and data centers)	100% in 2025
Share of electric vehicles in company car fleet	100% in 2030

Additional targets

1. Reduce total waste per employee by 80% by 2030 (baseline year 2019)
2. Reduce to zero the amount of waste that goes to landfill and below 5% incineration building on the principles of circularity

** The final 10% of residual emissions will be neutralized through high-quality carbon removal solutions to bring us to 'net zero'.*

PROGRESS DURING 2022 ON OUR ROAD TO NET ZERO

Our net zero target was validated in 2022 by
SBTi against the Net-Zero Standard

SCIENCE BASED TARGETS — DRIVING AMBITIOUS CORPORATE CLIMATE ACTION | THE NET ZERO STANDARD

Among the first companies to be approved

64% **Carbon emissions reduction** operationally per employee
(vs 3.1 tCO_2e per head in 2019)

88% **Reduction** in Scope 1 & 2 emissions
(v. 2019)

89% Share of **renewable electricity**
(v. 53% in 2021)

39% **Reduction** in office energy consumption
(v. 2019)

24% Share of **EVs in our fleet**
(v 12% in 2021) includes battery-powered electric vehicle and plug-in hybrid electric vehicles

68% **Reduction in carbon emissions** from business travel per employee
(v. 2019)

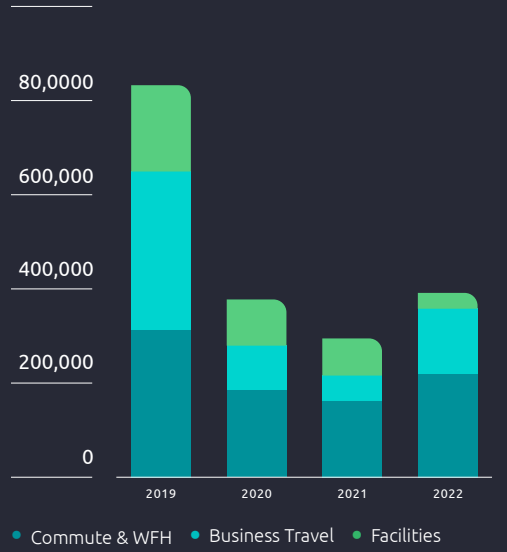
51% **Reduction in carbon emissions** from commuting
(v. 2019)

1M **Trees planted** through employee engagement
since 2019

These results are for 2022 and reflect the impact of Covid restrictions in the early part of 2022. We are likely to see some further rebound in 2023 emissions data.

CDP SUPPLIER ENGAGEMENT LEADER 2022 | GREEN LEASE LEADER GOLD | CDP DISCLOSURE INSIGHT ACTION A LIST 2022 CLIMATE | PLATINUM Top 1% 2023 ecovadis Sustainability Rating | Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA

Total operational emissions in 2022 (in tCO_2e)



Total operational emissions look relatively flat over last three years, but this disguises quite significant shifts in emission sources, with major drivers being:

1. Transition to renewable energy has reduced facility emissions from 183,000 tonnes in 2019 to 33,000 tonnes CO_2e in 2022.
2. The impact of Covid has accelerated the uptake of hybrid working, reducing emissions associated with business travel and commuting to the office but making working from home a significant part of our commute emissions.

TIME TO ACT – MOVING FROM AMBITION TO ACTION

James Robey, Global Head of Environmental Sustainability, reflects on progress to date: "We are driving change across our key priority areas of energy, travel, and the supply chain. During 2022, we made considerable progress in our journey towards becoming a more sustainable and, ultimately, a net zero business.

At Capgemini, we have set out clearly our sustainability commitments and targets to hold ourselves publicly accountable. In July 2022, we significantly increased our climate ambition, committing to reduce our carbon emissions by 90% to become a net zero business by 2040. We have set bold near-term targets for 2030 covering energy, travel, including commuting, and our supply chain. We have also committed to switching to 100% renewable electricity by 2025 and made good progress during 2022.

Surging ahead in energy, increasing renewables from 53% to 89%

We made strong advances in our transition to renewable electricity, increasing our share of renewable electricity from 53% in 2021 to 89% in 2022, with 10 countries now running on over 80% renewable electricity.

In terms of energy efficiency measures, in 2022 we launched our unique Energy Command Center in India, which has led to a 29% reduction in energy consumption across our eight campuses in India.

Driving change in commuting and travel

Commuting emissions contribute significantly to our overall footprint. In 2022, over 53,000 employees participated in a global survey of our commuting patterns. This has provided us with a detailed view of our footprint and working patterns, including, for the first time, data on emissions associated with home working. We are already acting to reduce the impact of commuting. For example, in India we have replaced 25% of company cabs with EVs. In France, we are implementing a carsharing initiative and introducing e-bike hire and charging, while in Germany, our new mobility budget is encouraging employees onto public transport.

For business travel, our new Group Travel Policy has been updated to support more sustainable travel choices. In terms of our commitment to transitioning to a 100% EV company car fleet by 2030, as of the end of 2022, 24% of our global company car fleet is either plug-in hybrid or fully electric.

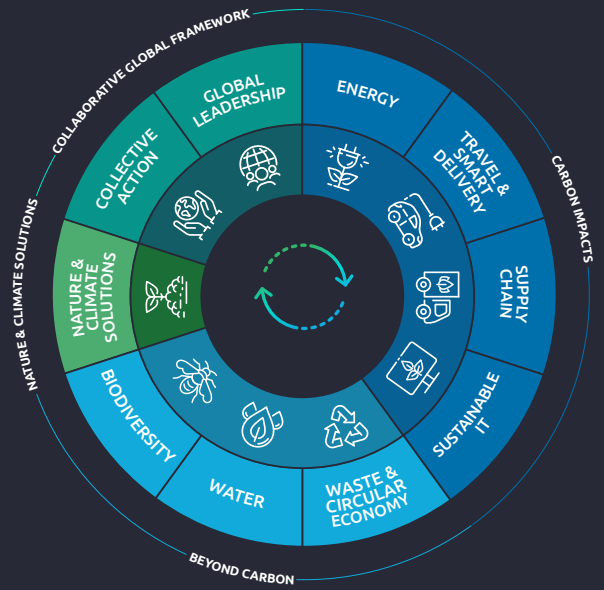
Decarbonizing our supply chain

In terms of our own supply chain, in 2022, we launched our Net Zero Contract program with our top emitting suppliers. This asks them to set their own science-based targets and report annually on the footprint of their products and their decarbonization plans.

Making positive impacts beyond carbon

Our net zero strategy is strongly focused on the decarbonization of our operations and supply chain. However, our focus on sustainability is also looking beyond carbon. We know there are impacts, risks, and opportunities related to waste, water, and biodiversity that must be addressed. During 2022, we have made progress in creating action plans to measure and report on our own wider impacts.

In addition, we are aware that our actions to decarbonize our business by 2040 will not eliminate the very real problem of carbon dioxide going into the atmosphere today. Consequently, we are investing in projects to abate and remove carbon from beyond our own value chain. For example, supporting forestry restoration projects that will remove carbon dioxide, whilst also delivering wider positive biodiversity and social impacts.



OUR TRANSITION ROADMAP

In 2020 we accelerated our transition to becoming a net zero business, establishing a 10 point plan for our transformation. While our progress on decarbonization has remained our key focus with strengthened ambitions, we remain committed to go further. During 2022, we have enhanced strategies on key topics such as biodiversity, waste, and water and have incorporated this into our 10-point transition roadmap. Further details can be found in the appendix.

TIME TO ACT – MOVING FROM AMBITION TO ACTION

Empowering our people

We continue to upskill our people to become sustainability activists through the creation of a new global training program via a dedicated virtual sustainability campus. Since its launch last year, over 220,000 of our people have taken the foundation training modules with additional role-specific modules being added every month.

External recognition

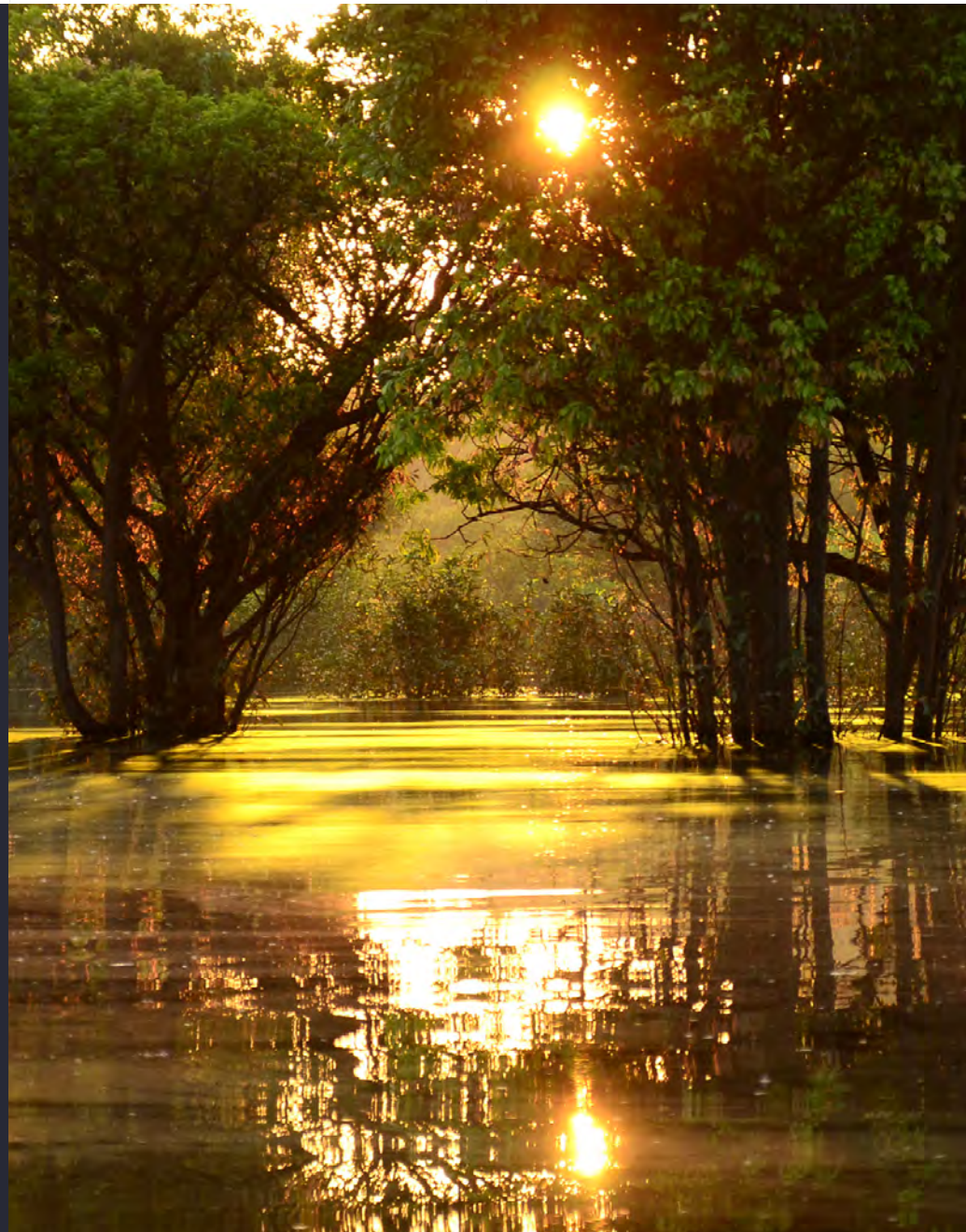
We continue to be recognized for our action and impact, maintaining our place on the CDP A list and an EcoVadis platinum rating.

Going forward

At Capgemini, we have set bold targets to enable us to become a truly sustainable, net zero business and our focus in 2023 remains on accelerating our sustainability programs. In particular, we are increasing our focus on biodiversity whilst continuing to act on carbon emission, particularly those associated with the goods and services we procure.

Capgemini has at its heart a shared purpose to unleash human capabilities through technology to ensure an inclusive and sustainable future. Our success to date, in moving from ambition to action on our climate change pledges, is a prime example of our purpose in action.

Dr. James Robey
Global Head of Environmental Sustainability



MANAGING OUR IMPACTS

SUSTAINABLE IT – TRANSFORMING THE DNA OF OUR OPERATIONS

SCOPE 1, 2 AND 3 EMISSIONS

As a leader in the technology sector, we are very aware of IT related emissions, with a steering group tasked with strengthening our commitment to sustainable IT across our organization. In 2022, we launched our sustainable IT transformation roadmap. This initiative is supported by an actionable decarbonization strategy, with governance established to execute the transformation across key impact areas.

Our sustainable IT transformation roadmap focuses on four key areas

Reducing IT energy consumption:

Reducing IT energy consumption and thereby lowering the use-phase emissions from IT equipment energy usage.

Reducing IT embedded carbon footprint:

Reducing the embedded carbon footprint of purchased IT equipment and services and progressively adopting circularity practices (including extending usable life of IT equipment and minimizing e-waste).

Investing into sustainable IT tools and talent:

Investing in sustainable IT tools and talent for monitoring, governance, and reduction of our footprint.

Enabling sustainable digital collaboration:

Enabling enterprise-wide sustainable digital collaboration tools usage to support lower carbon delivery (hybrid working) models.

During 2022, our sustainable IT transformation journey has progressed across our four key areas, by launching several initiatives:

Sustainable PCs and circularity

To reduce embedded carbon of our devices, we have initiated a global pilot program with a leading Original Equipment Manufacturer (OEM) to have laptops refurbished and accordingly extend their usable life.

Sustainable digital experience management

We have invested in a sustainable digital experience management solution for IT users across our enterprise. This enables us to monitor endpoint energy consumption, and in turn adapt policies. In addition, use of an enterprise-wide virtual assistant is enabling us to gather intelligence that can support the reduction of use-phase energy consumption.

Sustainable data centers

By continuing to consolidate and modernize our data center environments to a private cloud, we have been reducing our energy consumption and carbon footprint. We are also evaluating circularity options to return end-of-use equipment back to OEMs, for reuse or recycling.

Sustainable application portfolio

With an objective to rationalize and transform the enterprise application landscape into sustainable application portfolio, Group IT has initiated an application portfolio transformation roadmap, including cloud/SaaS-based modernization, to help standardize, rationalize, and thereby consolidate and retire several apps from the portfolio.

Sustainable-IT upskilling

We launched role-based multi-level learning pathways for our Group IT team, with a focus on strategy and architecture topics. This upskilling will empower Group IT team to further embed sustainable IT into our applications and infrastructure design and operations.

Sustainable-IT by design (Green Book)

Group IT published its green book that delivers enterprise architecture principles, with details on guidelines and best practices, to help design and deliver more sustainable IT transformation projects and initiatives.

ENERGY – INCREASING THE SUSTAINABILITY OF OUR FACILITIES

SCOPE 1, 2 AND 3 EMISSIONS

Our focus is on ensuring we have the most sustainable buildings, that we operate them with optimum energy efficiency, and that we transition rapidly to renewable electricity. As a member of the RE100, we are committed to transitioning to 100% renewable electricity by 2025, and this transition is on course. The launch of our Energy Command Center (ECC) in 2022 enables more precise monitoring and enhanced control of energy consumption. Consequently, in 2022, we met our target to reduce Scope 1 and 2 emissions by 80% by 2030, eight years ahead of schedule.

Renewable electricity

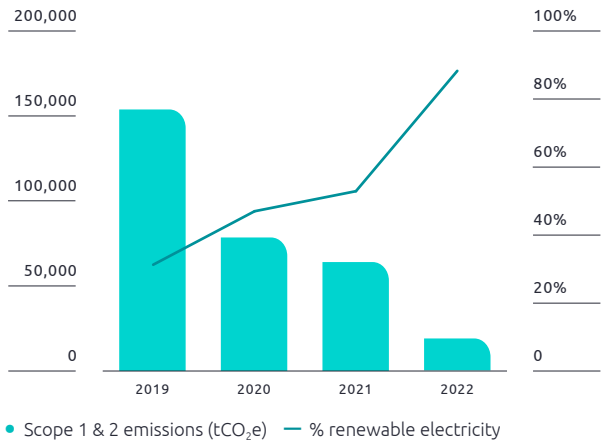
In 2022, we increased renewable electricity consumption, with another 99 sites across 14 countries now consuming 100% renewable electricity. This brings the total share of renewable electricity to 89% in 2022, versus 53% in 2021.

The transition is being made through onsite solar and power purchase agreements where feasible. Over the short term, energy attribute certificates are also part of our strategy for sites where energy supplies are controlled by the landlord, or in countries where our consumption is too low for a PPA to be a viable option. Our focus here is on ensuring the best quality renewable electricity, as well as working to identify better solutions for the long term.

Capgemini India, which accounts for more than half of our electricity consumption, has transitioned to 100% renewable electricity. Around 11,500 MWh is now generated by on-site solar. At the end of 2022, on site solar accounted for 13% of Capgemini India's total electricity consumption. In addition, campuses in Bengaluru, Hyderabad, and Chennai (MIPL and SIPCOT) have energy surplus which they are exporting to their respective state electricity boards. During the first five months of 2023, 450 MWh of renewable electricity has been exported to the electricity grid from the four offices.

In addition, we continue to focus on ensuring the data centers we use are powered by renewable electricity (including both data centers leased directly by Capgemini and those under third party control). Overall, we have increased the share of renewable electricity used in data centers from 70% in 2021 to 81% in 2022.

Capgemini's transition to renewable electricity has helped drive reductions in scope 1 & 2 emissions



Solar Park, Airoli Campus, Mumbai

ENERGY – INCREASING THE SUSTAINABILITY OF OUR FACILITIES

Energy Command Center

In 2022, we launched our Energy Command Center (ECC) in Bangalore, India. This unique initiative to reduce our own emissions uses smart technology to optimize the use of resources and to monitor asset health. The ECC harnesses a data-driven approach and digitalization to monitor and manage the performance of its energy assets and aid in its sustainability initiatives across its campuses in India. It can measure and predict various metrics like indoor air quality, energy intensity, water intensity, health of critical assets, renewable energy generation, and overall performance across all energy assets.

During the first 10 months since its launch in March 2022, the ECC has helped reduce energy consumption by 29% in our eight main campuses in India. In total, with various conservation measures and some impact from reduced office occupancy, energy consumption has been reduced by 49% in India since 2019. The ECC demonstrates the power of technology and sustainability combined. Scalable both geographically and operationally, it will enable us to manage our energy use across our offices in India and beyond.

Sustainable offices

Many of our flagship buildings across India, France, Germany, Poland, Spain, and Sweden are certified under LEED, IGBC, BREEAM or equivalent green building accreditations. In addition, we signed a further 13 Green Leases across Europe, the USA and India, bringing the total to 18.
In recognition of our efforts, Capgemini received a gold Green Lease Leaders award in 2022.

Energy Command Center, India

TRAVEL – MINIMIZING OUR TRAVEL AND COMMUTING EMISSIONS

SCOPE 3 EMISSIONS

As a global business with over 350,000 people across more than 50 countries, travel comprises the largest share of Capgemini's operational carbon footprint. We are committed to reducing both business travel and commuting emissions per employee by 55% by 2030, compared to 2019. As a member of EV100, we are also committed to transitioning our company car fleet to 100% electric vehicles by 2030.

Reducing our business travel

Following the lifting of Covid restrictions in 2022, hybrid working and virtual collaboration has continued to be our "new normal". We have invested in IT solutions that allow people to work from anywhere at any time, connecting in the most effective and sustainable way. Our Group Travel Policy encourages people to first ask if they really need to travel, then provides clear guidelines to ensure sustainable choices are prioritized. For example, the use of rail instead of air is mandated on journeys that can be reached by train in less than three hours.

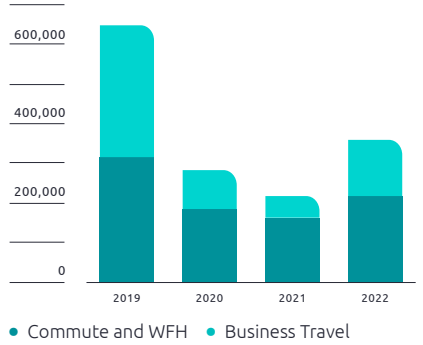
Covid restrictions continued to impact our business travel emissions in the first half of 2022, with emissions per employee 68% lower in 2022 than in 2019. Whilst we expect to see some further rebound, we are focused on preventing travel emissions from returning to pre-pandemic levels. Annual targets are cascaded to each country by the Net Zero Board, and we monitor the data each month through our Carbon Travel Dashboard, enabling us to take action more quickly.

Cutting the impacts of commuting

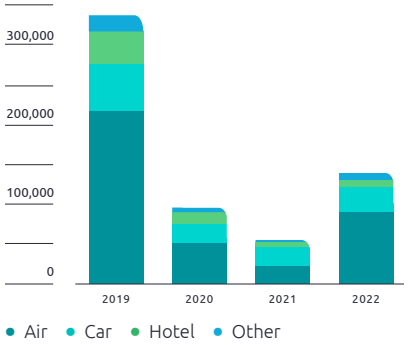
In 2020, we introduced new targets to reduce the carbon impacts of commuting. Working from home, post-pandemic, is no longer a small impact area and is now a significant contributor to our overall emissions. Therefore, our fourth global commuting survey focused not only on understanding the impacts of our people's commuting habits, but also the impacts of home working, including emissions associated with heating, cooling, lighting, and powering IT equipment and kettles.

Commuting emissions increased significantly in 2022, compared to 2021, as employees started returning to the office. Overall, commuting emissions per employee have reduced by 63% versus 2019 (or by 30% versus 2019 when you include the impact of working from home).

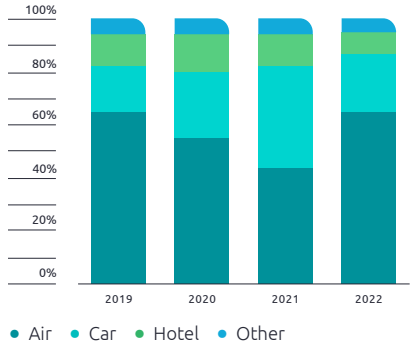
Business travel and commuting emissions (in tCO_2e)



Business travel emissions by type (in tCO_2e)



Business travel emissions by type as a percentage of total



TRAVEL – MINIMIZING OUR TRAVEL AND COMMUTING EMISSIONS

Helping our employees with low carbon commuting

To support our employees' return to work, we promote a range of sustainable commuting initiatives. Cycling to work is one focus area in Germany. Our Munich, Ratingen, and Berlin offices received Cycle-Friendly Employer certificates, as part of an EU-wide scheme developed by Bike2Work and co-funded by the EU Intelligent Energy Europe Program. Capgemini Poland ran a Tour De World Cycling Challenge in 2022, with over 800 cyclists collectively cycling the equivalent of seven times around the world.

In France, Capgemini is encouraging sustainable commuting and provides an annual budget to employees who bike to the office. Similarly, in the UK a cycle to work scheme makes it cheaper to purchase a bicycle or e bike and accessories.

In India, we have replaced about 150, or 25%, of our company cabs with EVs. We have also installed 943 EV charging points allowing employees to charge their personal vehicles free of charge, for up to 500km a month. In France, we have a new partnership with Karos to help employees carpool to work and have introduced e-bike hire and charging.

Capgemini Italy is running a pilot shuttle bus service between our locations in Rome, while Capgemini Spain also runs a similar service in Madrid, which is used regularly by around 600 employees.

Transitioning to 100% electric vehicles

Our membership of the EV100 commits us to transitioning our car fleet to 100% electric vehicles by 2030. At the end of 2022, the share of electric vehicles was 24% (including both pure electric and plug-in hybrids).

We no longer allow the ordering of pure petrol and diesel cars, and at the beginning of 2023, we introduced a cap of 50 gCO_2/km for new car orders, which prevents the ordering of mild hybrids. The next step, from 2025, will phase out plug-in hybrid vehicles.

To facilitate the transition, we continue to invest in the expansion of our charging facilities. Over the last couple of years, we have installed more than 800 charging points and continue to add more. This will facilitate the transition both for company cars and private cars.

Our Berlin office achieved gold certification for their cycling to work scheme from the EU and the German Cyclists' Federation

The charging plaza in Utrecht, launched 2022, with 100 smart charging points

SUPPLY CHAIN – REDUCING THE IMPACT OF WHAT WE BUY

SCOPE 3 EMISSIONS

Over half of our 2022 emissions came from the goods and services we buy. Working collaboratively with suppliers is key to reducing the emissions from our supply chain and delivering against our net zero ambitions.

Engaging with suppliers

Collective action and close cooperation are critical to reducing Scope 3 supply chain emissions. To encourage our suppliers to join us on the journey to net zero, we hosted a series of roundtables and workshops in 2022. Capgemini CEO, Aiman Ezzat, shared our vision for net zero with key suppliers during the 2022 Supplier Day event. Later in the year, we hosted two roundtables, in Europe and in India, with Chief Procurement Officers, to expand on our expectations. These were followed by more practical workshops to discuss approaches to target setting, emissions data capture, and low carbon roadmaps.

Joining 280 leading companies to become a CDP supply chain member

Capgemini is a strong supporter of CDP (previously known as Carbon Disclosure Project) which has helped drive unparalleled engagement from companies on environmental issues worldwide. In 2023, we will join over 280 leading companies to become a CDP supply chain member. Working with CDP, we will provide our suppliers with comprehensive support to calculate their carbon emissions and assess their own maturity on climate change topics. In return, this membership will improve the accuracy of our Scope 3 data and enhance our understanding of the progress and barriers our suppliers face in transitioning to net zero.

Introducing net zero contracts

In July 2022, we launched our net zero contract program. Every time a supplier or potential supplier participates in a tender for a new project with Capgemini, we ask them to sign our net zero contract. This commits our top emitting suppliers to set science-based targets, report annually on the carbon emissions related to our procured goods and services, and share their decarbonization action plans and future vision with us. This is now mandatory for our top-tier suppliers.

We recognize this is a journey. Encouraging and supporting suppliers to increase their maturity in carbon accounting will increasingly enable us to base our supplier selection on sustainability criteria. Ultimately, this means phasing out suppliers unwilling to support our efforts to reach our net zero goals.

Collaborating with our suppliers – sustainable PCs and circularity

We continue to work with IT equipment manufacturers on sustainability and circularity issues, working to extend the optimal lifespan of devices. We are also focused on accelerating sustainability in the procurement process, choosing devices designed for circularity using recyclable and renewable materials, which create the lowest possible lifetime carbon footprint.

WASTE AND CIRCULARITY – WORKING TO CLOSE THE LOOP

Every item we purchase has the potential to become waste unless circular economy principles are applied at the outset. Our ambitious targets aim to reduce waste per employee by 80%, versus 2019, and to reduce the amount of waste sent to landfill to zero with less than 5% incineration by 2030. We are changing the way we think and working to close the loop.

Integrating circularity into waste approach

We are working across our business to reframe the problem of waste from being about recycling – to not buying wasteful items in the first place. This means not only considering the life-cycle of products we buy, but also considering if we need to purchase items.

Our real estate and procurement teams are currently finalizing our roadmap to achieve the waste reduction target. Throughout 2022, we focused on avoiding the purchase of items that cannot be fully reused or recycled at the end of their life, and also on identifying opportunities for innovation. We continue to engage with employees on the topic of circular economy and plastic pollution. In addition, we are taking steps to enhance our reporting around electronic waste and are working to improve the accuracy across all our waste data.

Responsibly sourced promotional goods

In Europe, we created a catalogue of promotional goods for our European region that meets with our sustainable procurement principles and supplier policy. This enables us to make consistent choices aligned with responsible sourcing. In addition, we are also encouraging client teams to work with Ecologi, a B-Corp climate action platform, which enables us to plant a tree for delegates at conferences and events instead of distributing branded promotional goods.

The circularity of office furniture

Circularity is part of the contract with our global furniture suppliers, which have been particularly important in the provision of employee equipment for working at home. The suppliers' commitment to sustainability has included not only distribution, but also their use of recycled material in products such as office chairs, which means they are fully recyclable at the end of life. In some countries, they also offer a repair and refurbish option, which guarantees that furniture can be relocated within the organization more easily. It is also possible to buy high-quality pre-owned furniture, where appropriate.

WATER – ADDRESSING WATER SCARCITY

Water risk and baseline water stress is an imperative global issue. UNICEF states that almost two thirds of the world's population now experience water scarcity for at least one month each year, while half of the world's population could face water scarcity by 2025. Capgemini recognizes water scarcity as a key issue affecting our resilience now and in the future.

Reducing our water consumption

In 2022, our total water consumption was over 770,000 m³, with 99.6% of that being used at our offices and the remaining portion at our data centers. Our water consumption has reduced by 59% since 2019, mainly due to reduced office occupancy during the pandemic and the shift to hybrid working. As employees gradually start spending more time in the office, we are taking steps to reduce our freshwater consumption and increase water recycling.

Understanding risks and improving action

We are using the WRI Aqueduct Water Risk Atlas[3] and the WWF Water Risk Filter[4] to help us identify water-related risks and prioritize actions. The WWF screening suggests that we have a medium level of water risk across our sites and our supply chain. The screening from Aqueduct has helped identify 99 sites (a fifth of all sites) located in extremely high-risk and high-risk water stressed areas.

We are in the process of developing a more comprehensive global view of where we can control, influence, and take further steps to reduce our freshwater consumption. Within our Sustainability and Health & Safety Handbook, which defines best practices for our offices, clear guidance is provided around sustainable water management. This includes both mandatory standards around leak detection and prevention and recommended best practices around rainwater harvesting, greywater treatment and membrane sewage treatment.

Employing water technologies in India

Across the Group, we have invested in a range of measures to reduce our freshwater demand, from large-scale investment in membrane sewage treatment plants to smaller measures such as boiling water taps for hot drinks and low-flow toilet flush systems. The biggest focus on actions and investment has been in India, where over half of our workforce are based and where water security issues are critical and further exacerbated by climate change. India is amongst the most water-stressed regions in the world, with only 4% of the world's freshwater supplies to support 18% of the global population.

Simple measures such as low flow plumbing fixtures, urinal sensors, and water-saving aerators are used at all sites. We have also deployed advanced sewage treatment facilities, which enable greywater recycling and re-use of water for flushing and irrigation. Rainwater harvesting is in use at eight campuses, through rainwater collection tanks with a total capacity of 2,700 KL, slightly larger than an Olympic sized swimming pool.

Our Energy Command Center is being further developed to include water management systems, including leakage monitoring. Our data centers run on closed-loop systems, avoiding water use, and we are working on innovative cooling projects like a closed-loop cooling tower which is anticipated to achieve a 50% reduction in water consumption.

[3] WRI Aqueduct, accessed April 2023: https://www.wri.org/aqueduct

[4] WWF Risk Filter Suite: riskfilter.org: https://riskfilter.org/water/home

BIODIVERSITY – HELPING TO HALT AND REVERSE BIODIVERSITY LOSS

Biodiversity loss, in terms of the speed and scale, is an urgent global issue. The Living Planet Index (2022) shows a decline of 69% in species populations in just 50 years. Capgemini recognizes the scale of the biodiversity crisis and the opportunities we have to use our influence, capabilities, and expertise to help halt and reverse biodiversity loss. This starts with a focus on ensuring we tackle our own operational impacts on biodiversity.

Addressing biodiversity at Capgemini

Biodiversity loss is a complex, systemic challenge that requires immediate action and investment together with innovative thinking to find solutions that 'bend the curve', halting and reversing biodiversity loss for a nature positive future.

Our approach

We address the biodiversity topic in a number of ways that are covered throughout this report. This section covers our approach to understanding and managing our impacts operationally as a business and how we are building a plan to address them.

1 Managing our impacts on biodiversity

We work to reduce the impacts of our sites and supply chain on biodiversity and implement nature positive initiatives where feasible.

2 Investing in climate and nature solutions

Alongside our carbon reduction program we are investing in projects to remove or abate carbon, whilst also delivering positive biodiversity and social impacts.

3 Applying technology and our expertise to address key biodiversity challenges

We bring an innovative approach to ensure technology can contribute to the understanding, monitoring and preservation of our biodiversity.

4 Working with clients

We help clients address their key sustainability challenges, including addressing the topic of biodiversity.

5 Using our influence and partnerships

We use our influence and networks to foster collaboration and collective action.

The Serge Kampf Capgemini University at Les Fontaines, France, sits on 52 hectares of parkland and has achieved multiple awards and recognitions for its commitment to sustainability and the protection of biodiversity.

BIODIVERSITY – HELPING TO HALT AND REVERSE BIODIVERSITY LOSS

Our Biodiversity impact assessment

In late 2022, we began working on the development of a biodiversity strategy for the Group. We commissioned a sustainability consultancy, UTOPIES, to support us with an initial biodiversity impact assessment, to evaluate the overall biodiversity impacts. In addition, we conducted our own screening of risks and opportunities in our direct operations and supply chain, using tools available from leading organizations, including the WWF Biodiversity Risk Filter[5] and the Integrated Biodiversity Assessment Tool[6] (IBAT).

Capgemini's impacts are typical for our sector, with a substantial contribution to four of the five biodiversity pressures identified by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). As a service provider, our overall impact on biodiversity is mainly located upstream in our supply chain, making responsible procurement a key focus for us.

Climate change: One of our key impacts on biodiversity is due to our greenhouse gas emissions, particularly those within our supply chain, with hardware, transportation and professional services purchases being the highest impact categories. An effective contribution we can make to reducing our impact on biodiversity loss is to work within our operations and with our suppliers to ensure we meet our net zero targets. We also ensure that our strategy for carbon abatement and removal beyond our value chain includes a focus on improving biodiversity.

Our use of land: Our biggest impact on land use change is from our supply chain, with key impact areas including the manufacture of hardware (e.g. due to extraction of materials) and the manufacture of furniture (e.g. due to sourcing of wood and plastics). In terms of our direct operations, Capgemini occupied around 500 facilities with an internal floor area of 2.2 million m^2 in 2022. The majority of these are leased buildings without external space. By using the WWF biodiversity risk filter, we identified 15 sites located in areas with high levels of biodiversity risk and a further 189 sites considered medium risk. A priority for the year ahead will be to identify opportunities to implement nature positive initiatives at a site level, starting with locations with the highest level of risk.

Pollution and ecotoxicity: Our biggest contribution to air and soil pollution is through our supply chain. Our purchase of electronic devices, for example, has the potential to cause ecosystem damage throughout the product lifecycle, from the mining of precious metals to water pollution during manufacturing, to air pollution during transportation of devices and end-of-life treatment of e-waste.

Natural resource use: As well as materials used such as electronic equipment and paper products, we also use water, which in turn impacts the biodiversity of local basins and catchments, particularly at sites in areas of high water stress.

Our screening and prioritization showed that our biodiversity impacts were highest in our APAC region, which will be a key focus.

We are currently in the process of developing a comprehensive biodiversity strategy with a range of actions across these key impact areas, which is due for launch later in 2023.

[5] WWF Risk Filter Suite: riskfilter.org: https://riskfilter.org/biodiversity/home
[6] IBAT: http://www.ibat-alliance.org

The lake at The Serge Kampf Capgemini University at Les Fontaines, France

NATURE AND CLIMATE SOLUTIONS

NATURE AND CLIMATE SOLUTIONS BEYOND OUR VALUE CHAIN

Our actions to decarbonize our business to reach net zero by 2040 are a clear imperative, but the reality is the current climate crisis is being driven by the levels of carbon dioxide in the atmosphere today. Consequently, alongside our carbon reduction focus, and as recommended in the SBTi's Net-Zero Standard, we are investing at a fair scale, commensurate with our emissions, in projects to abate and remove carbon from beyond our own value chain.

Why we are acting beyond our value chain to address global net zero

Whilst our focus as a business is on decarbonization with a target to reduce our carbon emissions by 90% across all scopes by 2040, we recognize that the Voluntary Carbon Market offers a way to scale up the needed climate finance and reduce the concentration of carbon dioxide in the atmosphere today. Consequently, alongside our reduction program, and as recommended in the SBTI Net-Zero Standard, we are investing in projects to remove carbon from the atmosphere. Whilst we recognize that controversy that has developed recently with terms such as carbon neutrality, we remain committed to acting beyond our value chain in supporting of limiting atmospheric greenhouse gas concentration.

We welcome the ongoing work of SBTi, VCMI and IC-VCM to bring greater integrity to the supply and use of carbon credits and helping to close the loop on unsubstantiated carbon related claims. We will continue to review the developing guidelines and the claims we may make relating to our focus on beyond value chain carbon mitigation.

Our strategy for nature and climate solutions

In the three years since we made our commitment to become a net zero business, we have refined our overall approach to nature and climate solutions.

Our key principles are:

Decarbonize first: Rapid and ambitious decarbonization aligned to the SBTi's Corporate Net-Zero Standard must be at the heart of our climate commitment.	**Contribute to 'global net zero' acting beyond our value chain:** We have a responsibility to act beyond the decarbonization of our own operations to address the impacts of the climate crisis today.	**Support high-quality carbon credit projects:** We aim to secure carbon credits that are high quality, as defined by independent standards such as Verified Carbon Standard or Gold Standard.	**Invest in carbon avoidance and removal projects:** Our program will support a mix of projects that both avoid new greenhouse gases entering the atmosphere (e.g. avoided deforestation and improved cookstoves) and projects that remove carbon dioxide (e.g. afforestation).	**Invest in both nature and climate tech solutions:** Our initial focus will be on nature-based solutions because of the availability and co-benefits, but we are aware of their limitations. We will seek also opportunities with new technologies such as direct air capture and storage.
Create a balanced carbon credit portfolio made up both development and existing projects: We will make investments in projects that will deliver our long-term (up to 30 years+) supply of carbon credits. We will support existing projects (through offtake or spot credits) to secure short-term needs.	**Ensure we support projects across countries:** We will support projects where possible in countries where Capgemini operates, alongside larger project development opportunities across the planet.	**Seek climate solutions with wider co-benefits:** Nature and climate projects should have wider environmental and social benefits wherever possible. For example, in support of the United Nations' Sustainable Development Goals particularly in regards to biodiversity and social and economic benefits to local communities.	**Take action at a fair scale:** Our levels of investment will be relevant to our carbon emissions. We will scale up investment each year to the point that retired credits are at the same level as our operational emissions by 2025 and from 2030 include our supply chain related emissions. This is as set out in our ESG Policy 2020.	**Ensure transparency:** Our strategy will be transparent and aligned to best practice.

NATURE AND CLIMATE SOLUTIONS BEYOND OUR VALUE CHAIN

Mitigating emissions beyond our value chain – our actions in 2022

In 2022, we retired 20,883 carbon credits to keep our unabated operational emissions at no more than 45% of 2019 levels. These credits were related to the following carbon projects:

GYAPA COOK STOVES, GHANA – This project supplies families in Ghana with fuel-efficient cookstoves requiring nearly 50% less wood, saving families as much as $100 dollars annually, while protecting Ghana's tree cover. The stove not only cuts carbon emissions, but also reduces families' exposure to toxic fumes. In addition, the project provides training and employment to 180 local metalworkers and ceramists with the stoves distributed through a network of over 600 local retailers.

MIAOLING AFFORESTATION PROJECT, CHINA – Native tree species have been planted on 30,169 hectares of barren land, aiming to achieve ecological afforestation and reverse rocky desertification in close collaboration with local communities. In order to ensure permanence, commercial logging has been forbidden in the project area.

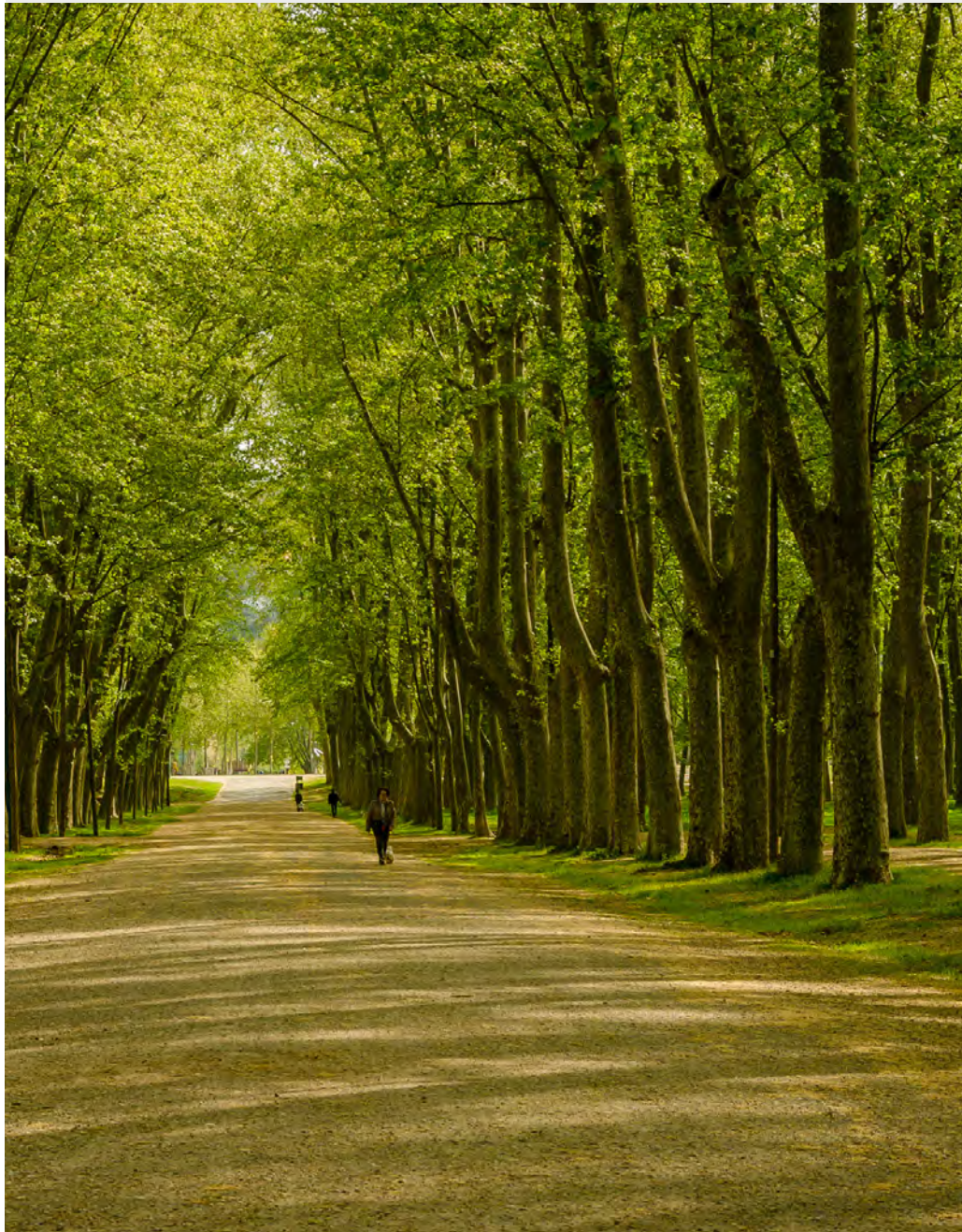
RIMBA RAYA, INDONESIA – This project is working to protect around 160,000 hectares of tropical rainforest and peat swamp. The project area is home to over 350 species of bird, 122 species of mammal, and 180 tree species. More than 90 are endangered, including the Bornean orangutan. The project also generates a wide variety of social outcomes, including funding community enterprises such as boat building and generating local employment through field patrols, firefighters and forest guides. In addition, a floating health clinic provides medical care to remote villages, and safe water filters and solar lighting have been provided for schools and homes. The project was the first to have co benefits certified under the SD Vista standard and is contributing to all 17 SDGs.

TIST PROGRAM, INDIA – The project encourages small groups of subsistence farmers to improve their local environment and farms by planting and maintaining trees on degraded and/or unused land. Carbon credit sales generate participant income and provide project funding to address agricultural, HIV/AIDS, nutritional, and fuel challenges.

One million trees planted

Capgemini is part of the World Economic Forum (WEF) 1 trillion trees campaign to conserve, restore, and grow one trillion trees around the world. We have committed to planting 20 million trees by 2030.

As part of this, we established the Capgemini Forest, through our partner Ecologi, a B-Corp climate action platform focused on tree planting around the world. Ecologi offered a robust framework, transparent approach and a simple purchasing mechanism to enable any stakeholder within the business to invest in Gold Standard tree planting in forests to recognize the actions of our people. The "Capgemini Forest" has now reached over 1 million trees planted.



APPLYING TECHNOLOGY AND EXPERTISE TO ADDRESS THE BIODIVERSITY CRISIS

For a number of years, we have been applying innovative technology solutions, including artificial intelligence, drones, robots, and satellites, to address biodiversity issues. We have enabled monitoring, cataloging, and analysis of a range of ecosystems, contributing to a better knowledge of endangered species and their protection.

Using our skills to address the biodiversity crisis

During 2022, we ran a number of challenges to engage our employees including Tech4Positive Futures, which asked employees to create solutions aimed at protecting biodiversity and reducing reliance on the earth's resources. Hundreds of employees across the Group took part working with not-for-profit partners to develop ideas.

Three winning projects are currently being developed:

- In Sweden, we are focused on urban forests, helping to build an end-to-end data solution to enable our not-for-profit partner to demonstrate the value of the Miyawaki Forests method. This restores biodiversity while capturing more CO_2 than traditional forests.
- In North America, our Invent Synapse colleagues are working to create fishing nets lit by renewable energy. These are designed to reduce bycatch of endangered species, such as sea turtles, while maintaining the expected target catch rate.
- In the United Kingdom, we are developing a data-driven rewilding tool. This recommends the best type of seeds to plant in specific locations, according to biodiversity needs, ultimately supporting bees and other pollinators to flourish.

Collaboration is key to tackling biodiversity loss

World Biodiversity Summit

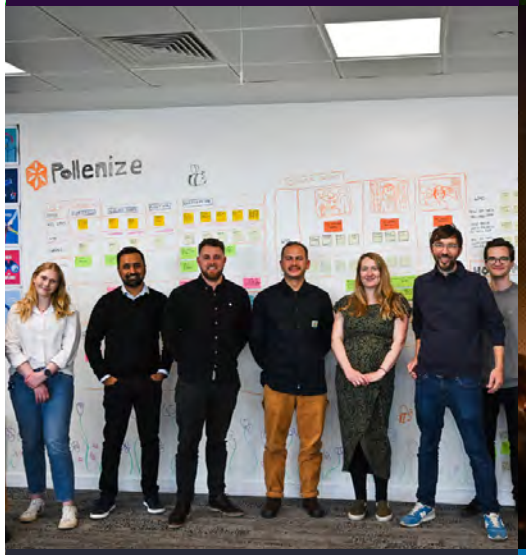
Capgemini was a partner of the World Biodiversity Summit in New York in September 2022, hosting sessions on developing climate and biodiversity knowledge for the future, highlighting the role of technology in reversing the biodiversity crisis.

Thought Leadership: Tech and the Living World

With our partner AWS and key academics, we published a white paper 'Tech and the Living World', outlining how technology can contribute to the understanding, monitoring, and preservation of our biodiversity.

https://www.capgemini.com/insights/research-library/rethink-series/

North American team testing the efficacy of their renewable energy lit fishing nets in San Francisco Bay



UK team working to develop their rewilding solution

Swedish team share project progress on their app to track biodiversity data in Miyawaki forests

COLLECTIVE ACTION

OUR PEOPLE – MOBILIZING FOR A SUSTAINABLE FUTURE

Since we first set targets in 2008, we have been creating a culture where sustainable actions are normalized, mobilizing our people through education, engagement, and empowerment. In 2022, we launched our virtual Sustainability Campus to accelerate the knowledge of our global workforce on sustainability and ultimately to drive positive change for our business and our clients.

"Skill Up for a Sustainable Future" campaign and the launch of our Virtual Sustainability Campus

On Earth Day, April 2022, we launched our **"Skill Up for a Sustainable Future"** campaign with a series of engaging talks and webinars highlighting leaders and experts from Capgemini. Subsequently, on World Environment Day, in June 2022, we launched our Virtual Sustainability Campus.

The Campus is an online learning platform to educate and upskill our employees on sustainability. It provides a single point where employees can reinforce their knowledge of global sustainability issues and learn more about our own corporate commitments and actions, and the impact of our sector. It also provides information about our products and services, highlights the challenges within specific sectors, and deep dives into key topics like Circular Economy and Biodiversity, as well as a series of role-based and industry learning pathways.

Our Global Awareness Module

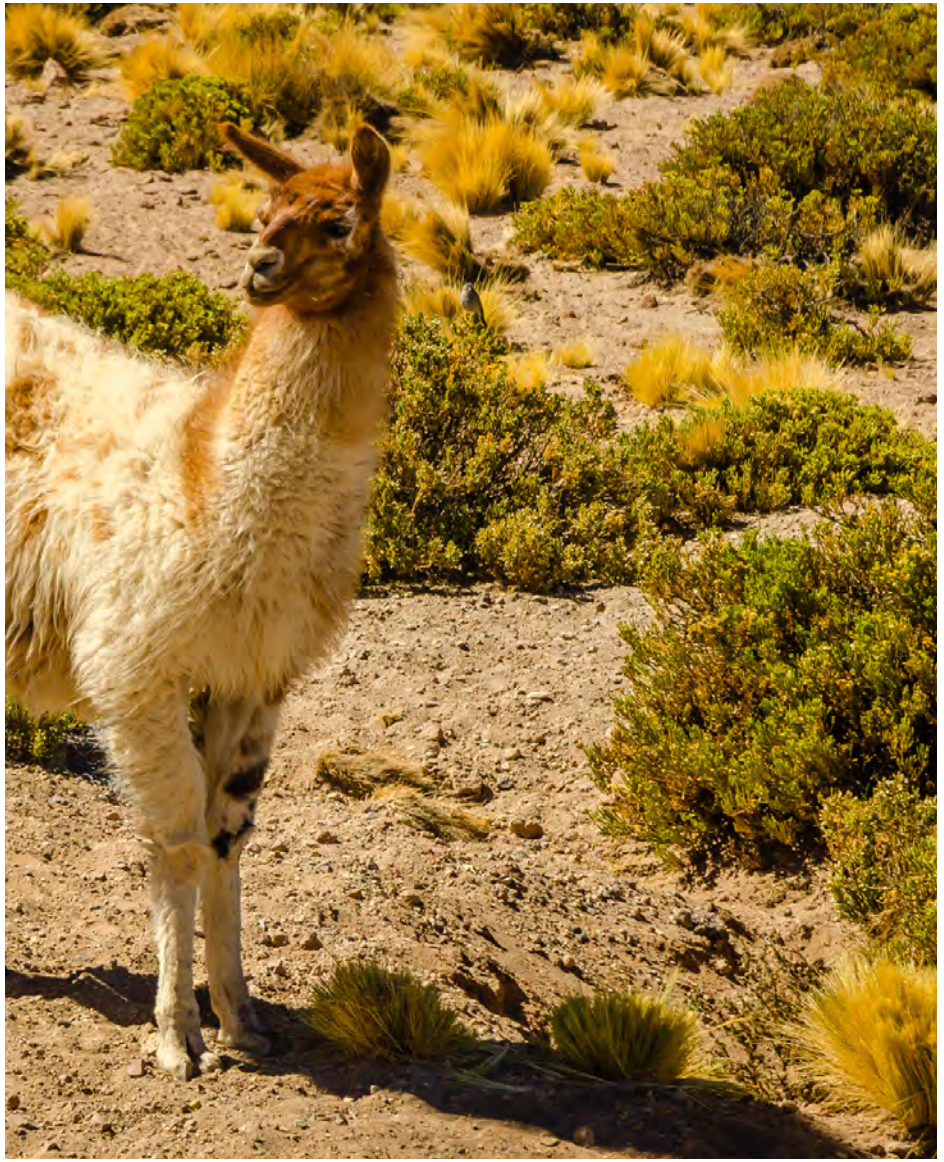
The foundation of the campus is the Global Awareness Module. A series of videos provides employees with the knowledge they need to act more sustainably, while encouraging them to become environmental thinkers and innovators at home, work, and with clients. Since the launch a year ago, 62% of our employees have now completed this program.

Beyond the Global Awareness Module

Beyond this foundation learning, all employees have the option to dive deeper into relevant sustainability topics and industry or role trainings. They can also learn more about our client offers. Capgemini employees in IT roles are also encouraged to complete the Green IT Essentials Module, which explores the impact of digital technology on the environment.

Some internal certifications are awarded to people who master certain sustainability trainings. Employees can complete pathways that focus on sustainability topics related to their industry and portfolio, and other pathways or modules that upskill their sustainability knowledge for their role. There are beginner, practitioner, and master levels.

For those needing more in-depth sustainability training, specific extended program have also been launched with external university program from the University of Exeter, UK, Stanford University, USA and ESSEC University, France. Certification is provided to participants upon successful completion.



OUR INFLUENCE AND PARTNERSHIPS

Capgemini is committed to working with others and building stronger eco-systems to share knowledge that drives new actions and ways of thinking. We are also committed to acting on sustainability with governments, like minded partners, and clients through our membership of key international platforms and events. In 2022, we championed sustainability issues at 16 major global events, including Climate Week NYC, COP27, ChangeNOW, the Paris Motor Show, and the Hannover Messe.

We believe it is important to share collective thinking to help organizations around the world to become more ambitious and act decisively. Our aim is always to move the agenda forward by sharing expertise and experiences. Since we announced our net zero ambition, we have joined many global campaigns and think-tanks from RE100 and EV100, to Race to Net Zero and the World Economic Forum's Alliance of CEO Climate Leaders.

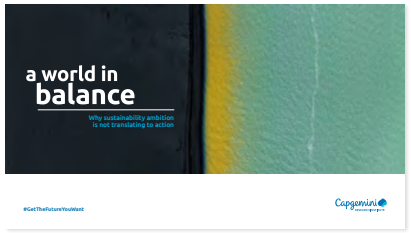
In the past year, we also joined:

- The United Nations Global Compact Communication on Progress Early Adopters Program underlying our commitment to transparently disclose our implementation of the #TenPrinciples and contributions to the Sustainable Development Goals.
- The European Green Digital Coalition to ensure technology remains a key driver in addressing sustainability issues.
- The European Commission's Sustainable Consumption Pledge reflecting our commitment to going beyond the requirements set by EU law and reaffirming the actions we are taking to tackle climate change.

Capgemini Research Institute – shaping the thinking for tomorrow

Our worldwide network of experts works closely with clients, technology, and academic partners to bring together the latest developments in business and technology, with sustainability, as well as share actionable insights and analysis on climate challenges and opportunities. Our Capgemini Research Institute is proud to have been ranked #1 in the world for the quality of our research by an independent professional services research firm Source Global Research.

Capgemini published 26 sustainability research reports and points of view in 2022, including our first Sustainability Trends Report. This assessed the current state of sustainability at companies, through a global research study surveying over 2,000 respondents from 668 organizations.



https://www.capgemini.com/insights/research-library/sustainability-trends/

Aiman Ezzat, Chief Executive Officer in advance of giving a keynote speech at the World Climate Summit, during COP27

COLLABORATING WITH OTHERS

Sharing our sustainability expertise at COP27

Capgemini is a long-term partner of the World Climate Summit, which is the leading forum for business events at the UN's Conference of Parties. We were present at COP27 where, as a key global technology services, consulting, and engineering player, we shared our experiences, points of view, and vision through a series of panels, and keynotes. Our CEO, Aiman Ezzat, and Global Head of Sustainability Services and Corporate Responsibility, Cyril Garcia, shared their views, together with Courtney Holm, our UK Head of Sustainable Futures at Capgemini Invent.

Ideas in action at Climate Week NYC

For the first time, Capgemini was a partner at this global event. Organized by the Climate Group, Climate Week was set up to enable climate action across organizations, public actors, and NGOs. We also partnered with the first World Biodiversity Summit, where, as hosts and speakers, we explored how best to close the gap between the climate and biodiversity agendas.

Finally, we launched an important piece of thought leadership together with Forum for the Future[7] to stimulate an important debate about how professional services companies delivering sustainability outcomes for their clients can meaningfully measure these outcomes (initially in terms of carbon impacts).

[7] https://prod.ucwe.capgemini.com/wp-content/uploads/2022/09/GHG-Impact-Methodology-Thought-Leadership-Report.pdf

CLIENTS – FROM BUSINESS COMMITMENTS TO SUSTAINABLE RESULTS

Everybody, everywhere, is talking about sustainability. It's at the front of every business leader's mind. As the need to act grows more urgent, the process becomes ever more complex, and ever more interconnected.

The traditional mindset of exploiting the earth for profit is no longer viable or sustainable. Instead, a harmonious relationship between business and planet protection must be cultivated. Far-sighted leaders know instinctively that sustainability can be transformative, with the power to positively impact every part of the organization – delivering both on their commitments and on their vision of innovation and value creation. Shifting their mindset to embark on this new journey, bringing the planet to the core, is essential.

We are committed to enabling leaders to consciously accelerate their sustainable journey now, while keeping the long term in sharp focus too. We have set the ambition to help our clients save 10 million tCO_2e by 2030, by delivering real-world strategy and enduring solutions born of deep industry expertise, innovative digital and design, data mastery, and hands-on engineering knowledge.

Building on our assets and teams, we were able to engage with our clients to deliver more than

500 projects related to sustainability in 2022

OUR SUSTAINABILITY FRAMEWORK

Our dedicated sustainability framework of service offers is designed to empower and support our clients in turning climate challenges into opportunities and helping them build long term value, through three key phases:

COMMIT

We help organizations define their ESG strategy, build the underlying organization, engage all relevant stakeholders internally and externally, while adjusting their business models accordingly.

Working with various Capgemini teams, Kouros set up **Hyliko**, a world class heavy mobility platform that offers hydrogen and trucks-as-a-service for freight transportation companies.

→ **Read the full story**

ACT

We design more sustainable products and services, streamlining organizations' operations and supply chains to reduce their environmental footprint and switching their legacy IT capabilities to sustainable IT.

Capgemini has been working with the **ITER** project to prove that a new source of energy – one that could transform the way we work and live – is possible. This new energy is nuclear fusion, the same energy source that powers the sun.

→ **Read the full story**

MONITOR & REPORT

We model, track, and anticipate changes in an organization's environmental KPIs through sustainability data hubs and by leveraging innovative technologies like AI.

Breitling partnered with Capgemini to implement a platform that automates data management and visualization in order to better understand its carbon emissions.

→ **Read the full story**

→ **Explore our library of client stories to see how we are working with clients to get the future they want**

APPENDIX

ABOUT THIS REPORT

Scope

Unless stated otherwise, this report covers the environmental sustainability activities and data of all Capgemini subsidiaries for the year 2022. The environmental data is collected across 38 countries (representing 99.5% of the Group headcount) with an estimation included for the remainder of the Group.

For more information

To find out more about our wider approach to responsible business please visit:
https://www.capgemini.com/about-us/csr/

Our ESG Policy provides the detail of the integration of our priorities into the company's strategy and decision-making:
https://www.capgemini.com/about-us/approach-to-esg/

Our Environmental Policy sets out the key requirements and priority areas across the entire Group.
https://www.capgemini.com/about-us/management-and-governance/policies/environmental-policy/

Feedback

We welcome feedback on our approach to environmental sustainability and the content of this report.

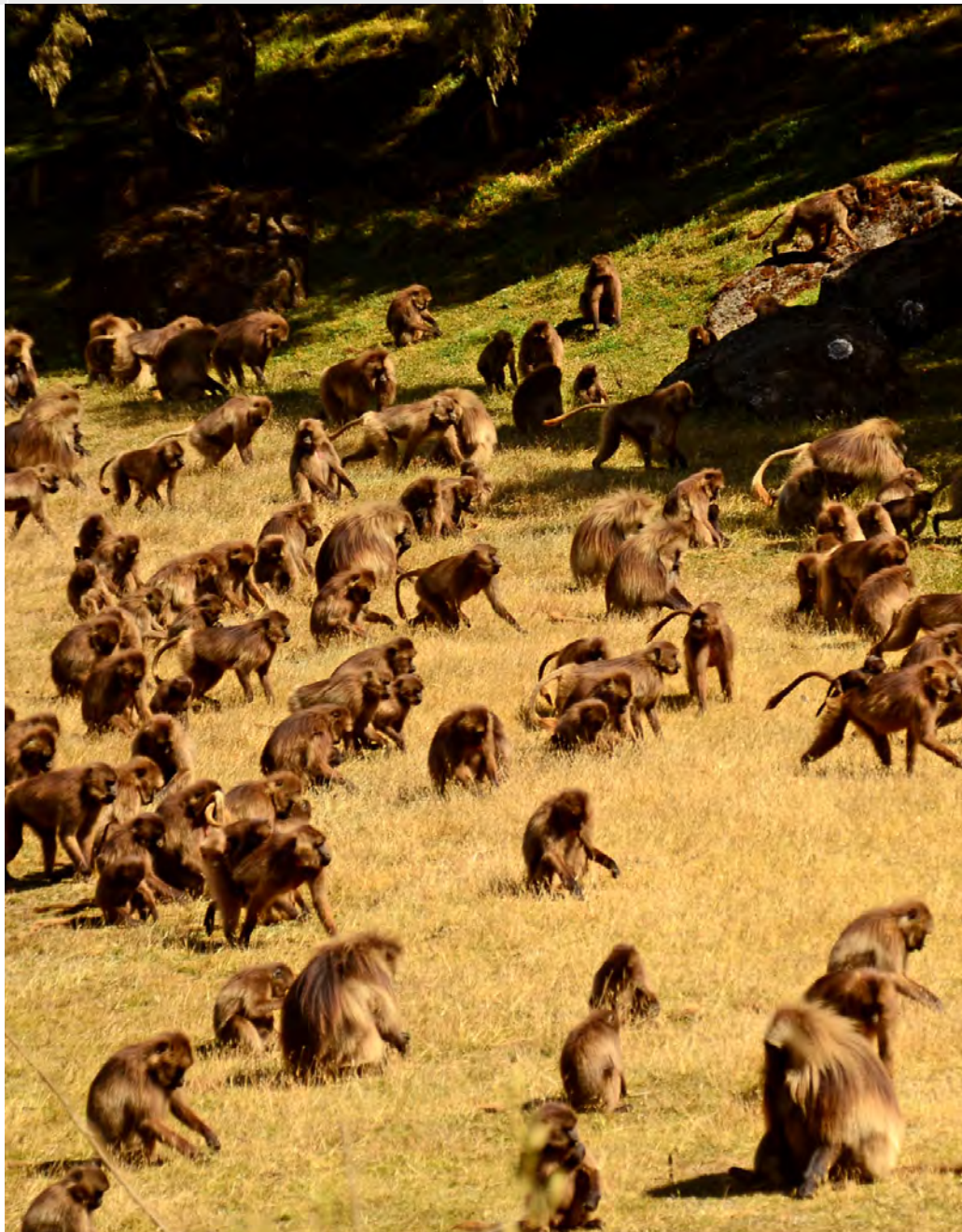
Please email sustainability.reporting.uk@capgemini.com

Data and reporting quality

Data published in this report is the audited and complete, final set of environmental data for 2022. It complements the information, published earlier this year, in the CSR section of our Universal Registration Document 2022 and Integrated Annual Report 2022. Any variances in data are explained in the Performance Scorecard section. The full report has been audited by Mazars and the assurance statement can be found at the end of the report.

The full scope of our ESG activities are covered in the Universal Registration Document which is aligned with the following frameworks and standards:

- the European Union Directive and the French regulations on non-financial statement, known as the extra-financial performance declaration ("Déclaration de performance extra-financière" or DPEF)
- the ten principles of the United Nations Global Compact (UNGC)
- the Taskforce on Climate-related Financial Disclosures (TCFD)
- the SASB Software-IT-Services-Standard-2018
- the GRI standards 2021
- the Integrated Reporting framework.



OUR CONTRIBUTION TO THE UN SUSTAINABLE DEVELOPMENT GOALS

Capgemini's global approach to responsible business is guided by the United Nations Sustainable Development Goals (SDGs). Here, we list how Capgemini contributes to the SDGs through our Environmental Sustainability Strategy. Examples of actions across other CSR areas are listed in our Universal Registration Document, available on our website.

	Target	Influence
	**Target 7.2:** "By 2030, increase substantially the share of renewable energy in the global energy mix"	We are committed to transitioning our own energy supply to 100% renewable electricity by 2025. Through our membership of the RE100, we are a vocal supporter of the acceleration of renewable electricity markets and support our clients in their renewable energy transitions. In 2022, 89% of our electricity came from renewable sources.
	**Target 9.4:** "By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, all countries taking action in accordance with their respective capabilities"	We are committed to working with clients in the public and private sectors to increase their sustainability and resource efficiency, with a target to help our clients save 10 million tons of CO_2e. We help them redesign their industrial and supply chain footprint processes. We implement a range of measures to limit material waste, water, and energy consumption and CO_2 emissions. We also promote circular business models through reversible supply chain and manufacturing operating models.
	**Target 11.6:** "By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management"	As a company that employs close to 360,000 people, many of whom live and work in cities, the decisions we make on mobility and waste management can have a global reach. We are committed to reducing the GHG emissions and air pollutants associated with business travel and employee commuting emissions by 55% per employee by 2030 and 90% by 2040. We support our clients in the public sector to measure, monitor, and improve their environmental performance, with a focus on air quality, GHG emissions, and energy sobriety.
	**Target 12.2:** "By 2030, achieve the sustainable management and efficient use of natural resources"	We have an impact on advancing resource efficiency and supporting the circular economy, primarily through the decisions on what we buy, how we use, re-use, and dispose of resources. We are committed to reducing total waste per employee by 80% by 2030 (baseline year 2019) and to reduce to zero the amount of waste that goes to landfill by 2030. At the same time, we support clients in building circularity and sustainable resource management into their business models.
	**Target 13.3:** "Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning"	Our sustainability program is oriented around a goal to drive strong action on climate change. We are committed to improving education, building capacity, and raising awareness of climate change both throughout our workforce and with our clients. In 2022, we ran a 'Skill Up for a Sustainable Future' campaign to coincide with Earth Day and launched our Virtual Sustainability Campus. We also help our clients launch sustainability academies within their organizations to ensure the onboarding and upskilling of their employees to enable a deep sustainability transformation.

OUR PARTNERSHIPS

We have been signatories of the UN Global Compact's "Caring for Climate" initiative since its inception in 2007.

We set our first Science Based Targets in 2016 and, in 2022, the Science Based Targets initiative (SBTi) validated our carbon reduction targets as being in line with the Corporate Net Zero Standard and a 1.5°C trajectory.

We joined the World Economic Forum's Alliance of CEO Climate Leaders in 2021, a global community of Chief Executive Officers who catalyze action across all sectors and engage policymakers to help deliver the transition to a net zero economy.

We became a signatory to the RE100 in 2020, committing to transition 100% of our electricity to renewable sources by 2025.

We joined EV100 in 2021, making a commitment to transition to an electric fleet by 2030, as well as supporting customers and staff to use electric vehicles by installing charging infrastructure.

We became a founding member of the UN's Race to Zero campaign - a coalition of leading net zero initiatives.

We signed the Business Ambition for 1.5-degree targets in 2020.

We joined the WEF 1trillion trees campaign in 2021 to conserve, restore and grow trees around the world with a commitment to plant 20 million trees by 2030.

We joined the United Nations Global Compact Communication on Progress Early Adopters Program in 2022 as part of our commitment to transparently disclose our implementation of the #TenPrinciples and contribution to the Sustainable Development Goals.

We Joined the European Green Digital Coalition in 2022 to ensure technology is a key driver to address sustainability issues.

We joined the European Commission's Sustainable Consumption Pledge in 2023, reflecting our commitment to go beyond the requirements set by EU law and reaffirming the actions we are taking to tackle climate change.

We became a signatory to the Taskforce for Climate-related Financial Disclosures (TCFD), supporting action to build resilient solutions to climate change through climate-related financial disclosures.

OUR RECOGNITIONS

We retained our position on the A list in the CDP climate change assessment, recognizing our leadership position in taking action on climate change.

We were recognized by CDP as a Supplier Engagement Leader, in the top 8% of companies assessed.

We joined the Dow Jones Sustainability Index (DJSI) Europe, comprised of 153 companies, achieving a score of 81/100 in the 2022 S&P Global Corporate Sustainability Assessment (score date: Dec 8, 2022) and performing in the 97th percentile in our industry.

We achieved a platinum rating in our Ecovadis CSR assessment, the highest possible rating for the fourth year in a row, which puts us in the top 1% of companies assessed.

We retained our "Prime" status in the ISS ESG Corporate Performance index, increasing our rating to B (first decile within its sector).

We had a negligible risk identified by Sustainalytics for 2022 and was ranked 10/1064 among industry peers in 2023.

We continued our inclusion in the STOXX ESG Leaders index, for environmental, social, and governance criteria, based on indicators provided by Sustainalytics.

We achieved an "A" rating on the MSCI Index.

We remained a constituent of the FTSE4Good Index.

We were ranked first out of 81 companies that participated in the Vigeo Eiris Index (becoming Moody's ESG) and were awarded the Euronext Vigeo index: Europe 120, for the most advanced companies in Europe.

We have been included in the S&P Global Sustainability Yearbook 2023, based on our S&P Global ESG scores for leadership on sustainability, which recognizes companies in the top 10% of their industries.

We are included CAC40 ESG index, designed to identify the 40 companies within the CAC Large 60 Index that demonstrate the best Environmental, Social and Governance (ESG) practices.

We were awarded Gold level recognition through the Green Lease Leaders program in recognition of our global commitment to increasing environmental performance and sustainability in buildings.

We were recognized with a Seal Award as a top 50 global sustainability company for leadership, transparency, and commitment to sustainable business practices.

We joined the FT top 500 Climate Leaders (Europe) rankings in the top 5% of companies included.

We were recognized as one of the World's Most Ethical Companies® by the Ethisphere® Institute for eleven consecutive years in a row.

We were shortlisted on EDIE's Sustainability Leaders Awards for Employee Engagement and Behavior Change Initiative of the Year (Climate Circles – Conversations for a Brighter Future campaign).

Capgemini won Golden Peacock Global Award for Sustainability 2021, received in March 2022 (from the IOD India).

OUR TRANSITION ROADMAP

GLOBAL LEADERSHIP
Implement a global framework for our sustainability program with global targets, defined and actioned within our countries

COLLECTIVE ACTION
Work collaboratively with a wider ecosystem to find solutions to major systemic challenges

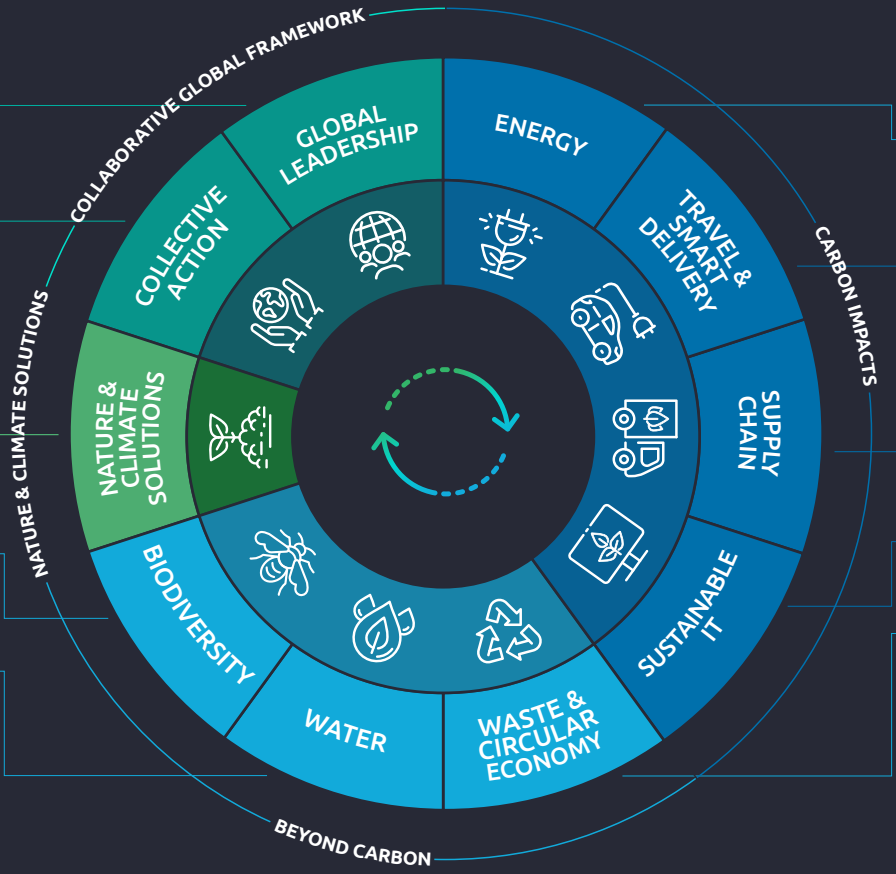
Create value for clients in their sustainability transformations

Empower our people to help create the sustainable future we want

NATURE & CLIMATE SOLUTIONS
Address the concentration of carbon in the atmosphere with carbon avoidance and removal solutions

BIODIVERSITY
Reduce the impacts of our sites on biodiversity and within our supply chain

WATER
Reduce our water consumption and increase recycling of water, particularly focused on water stressed areas



ENERGY
Transition to 100% renewable electricity

Increase the sustainability performance of our sites

TRAVEL & SMART DELIVERY
Reduce travel emissions through our low carbon digital delivery model

Transition to an electric vehicle fleet

Reduce the impacts of employee commuting

SUPPLY CHAIN
Reduce the impacts of our supply chain

SUSTAINABLE IT
Strengthen our approach to sustainable IT

WASTE & CIRCULAR ECONOMY
Reduce the waste we generate, increasing recycling and reuse and applying Circular Economy principles

MANAGEMENT AND GOVERNANCE

Our current management and governance structure, in place since 2020, ensures our approach to creating a sustainable future is embedded at every level of the organization and overseen at the highest level.

The Net Zero Board comprises our Group CEO together with other members of the Group's Executive Board and Committee. It is chaired by our Head of Global Sustainability Services and Corporate Responsibility, a Group Executive Board member. Core membership includes the Chief Financial Officer, the Chief Corporate Responsibility Officer, the Group Head of Environmental Sustainability and the CEO of Capgemini India (accounting for more than half of the group's headcount and approximately 38% of our total operational carbon emissions). The Net Zero Board meets on a quarterly basis and is supported by a Cross Function Sustainability Committee which brings together executives at the operational level, enabling us to rapidly accelerate and embed our sustainability actions.

In addition, our CEO, the Group Executive Committee, the Group Executive Board, and the Board of Directors (formally through the CSR and Strategy Committee) are all consulted and involved in key decisions relating to our sustainability program to ensure the program remains fully aligned and embedded into our corporate strategy. Key executives, including the CEO, have sustainability criteria as an important component of their performance and remuneration metrics.

Ultimate executive responsibility for material decisions relating to the program sits with the CEO, Aiman Ezzat.

The Net Zero Board

Provides executive level governance with responsibility for monitoring climate risks and reviewing, debating, and approving climate and sustainability policies and practices for the Group.

The Cross-function Sustainability Committee

Brings together the leaders of key organizational functions such as Corporate Real Estate, Group IT, and Procurement, with key members of the Group's sustainability team to ensure delivery of the strategy.

The Net Zero Management Committee

Provides the governance for the environmental management system, our targets and data, and delivery of the program.

The Environmental Sustainability Team

Drives change at all levels of the business, working in partnership with key organizational functions and teams.

Cross Functional Working Group

Delivers collective action from Group Procurement, Corporate Real Estate, Group IT, and the Sustainability Team on shared sustainability agenda items to maximize alignment and synergy, and to ensure effective implementation of measures.

Dedicated Local Teams

Ensures that the global strategy is both translated into local action plans and closely monitored.

MANAGEMENT AND GOVERNANCE

Making long term decisions – understanding our climate related risks

In line with the recommendations of the Taskforce on Climate Related Financial Disclosures (TCFD), we consider the potential impacts of climate change on our business and ensure we have a strong and resilient strategy to respond to these. Although the diverse and agile nature of our business, serving a wide range of sectors with a varied portfolio of services, gives us some protection from the most disruptive transitional impacts of climate change, it is nonetheless essential that we understand and are ready to respond to potential climate risks and opportunities across our whole value chain. We have been assessing our climate risks for over a decade, and have significantly evolved our processes in the last three years, increasing our focus on transition risks and launching a TCFD-aligned risk identification process at both a country and global level.

This process and our key risks and opportunities are described in more detail in both our Universal Registration Document and our CDP response.

Understanding and managing our impacts

Our environmental program is underpinned by two key management systems that are essential for managing and monitoring our activities and for taking informed decisions. These are our global Environmental Management System and our Carbon Accounting System.

Our Global Environmental Management System

Our Global Environmental Management System provides a framework for managing the environmental performance of our business. It ensures we have the right measures and governance in place to manage our operations efficiently and monitors our legal compliance. Capgemini has a global ISO 14001 certificate for its EMS, which has been built on over a decade of experience in environmental management. The Capgemini global ISO 14001 EMS now supports operations in 34 countries, covering 349,770 employees (94% of our headcount).

In addition, the Group holds a global ISO 50001 Energy Management System covering France, Netherlands and the UK, with India holding a local certificate. In 2022, we extended the scope of ISO 50001 certificate to cover seven additional sites.

Our Carbon Accounting System

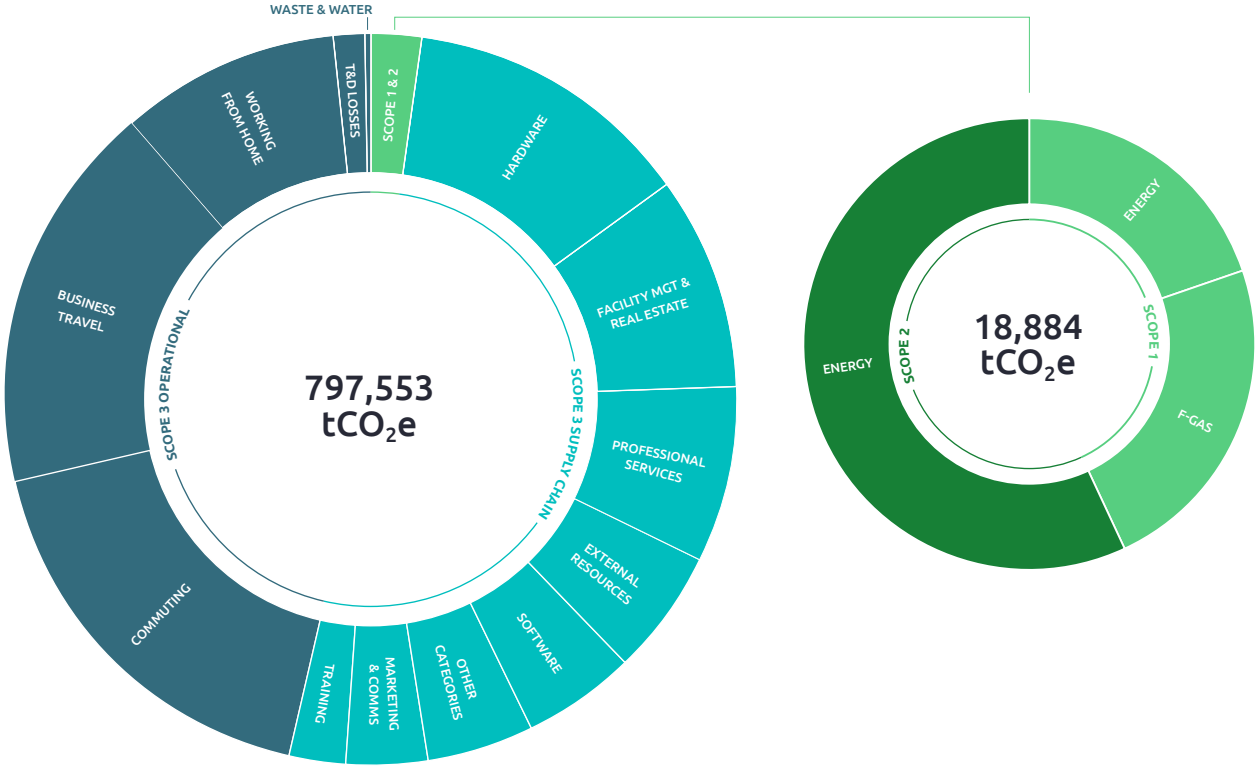
Our centralized Carbon Accounting System monitors around 10 million data points each year, covering more than 99% of our operations and ensures we have a high level of consistency and data quality.

We use this extensive data set to enable a very granular analysis of greenhouse gas emissions, and to help us pinpoint opportunities to reduce emissions. In 2022, we have been further expanding the coverage of our carbon accounting by adding operations in Austria, Hungary, and New Zealand to our reporting. We now collect information from Capgemini entities across 38 countries, covering more than 99.5% of our global operations with the data for the remainder accounting for less than 0.5% being estimated.

OUR PERFORMANCE DATA 2022

On the following pages we provide insight into our carbon footprint. Our 2022 data is presented against our baseline year 2019. The information is based on the environmental data we gather from Capgemini entities in 38 countries, covering 99.5% of our global operations in 2022. The final 0.5% is extrapolated to report a complete estimate.

OUR CARBON EMISSIONS IN 2022



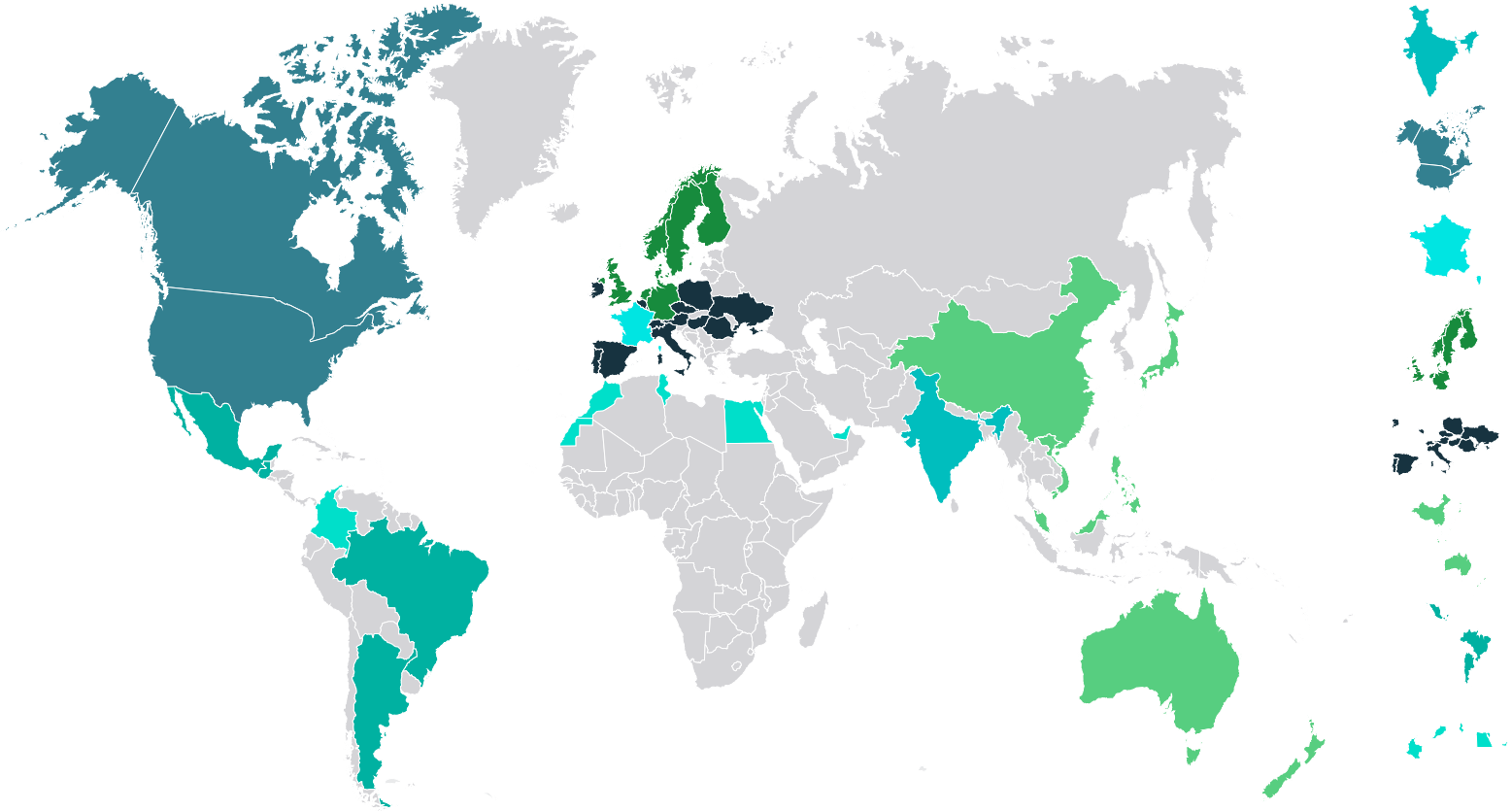
PROGRESS ON TARGETS

	Headline (SBTi) targets				
	Scope 1 & 2 emissions	Business travel /employee	Commuting /employee	Purchased goods & services	RE100
Unit	tCO_2e	tCO_2e/head	tCO_2e/head t	CO_2e	%
2030 target	-80%	-55%	-55%	-50%	100% (2025)
2019	153,567	1.26	1.08√	300,565	31%
2020	78,332	0.36	0.33√	298,414	47%
2021	63,843	0.18	0.11√	332,977	53%
2022	18,884 √	0.40√	0.41 √	406,035	89%
% change vs 2019	-88%	-68%	-63%	35%	

Note: Data identified with a √ has been reviewed by Mazars with a reasonable level of assurance.

2022 REGIONAL VIEW OF KEY METRICS

We gather environmental data from Capgemini entities in 38 countries covering over 99.5% of our global operations in 2022.
The data below shows a regional breakdown of our key metrics.



India (38% of Group emissions)
-96% | -79% | -65% | 100%

North America (14% of Group emissions)
-6.4% | -57% | -64% | 24%

France (14% of Group emissions)
-8% | -47% | -48% | 96%

Northern Europe (13% of Group emissions)
-61% | -70% | -70% | 92%

Southern and Central Europe (12% of Group emissions)
-69% | -61% | -66% | 74%

Asia Pacific (5% of Group emissions)
-59% | -70% | -43% | 52%

Latin America (1% of Group emissions)
-71% | -59% | -91% | 0%

Other Regions + Unreported Countries (2% of Group emissions)
-29% | -79% | +17% | 0%

* in 2022, the share of onsite solar and wind generated electricity increased by 32% across facilities in India.

Scope 1 & 2 emissions | Business travel emissions/employee | Commuting and WFH emissions/employee | % of total electricity from renewables

TABLE 1: CARBON EMISSIONS BY SCOPE

	Metric	Unit	2019	2020	2021	2022	% change vs 2019	% change vs 2021
Scope 1	Data center energy (natural gas, diesel)	tCO_2e	38	23	27	24	-36%	-10%
	Office energy (natural gas, diesel, LPG)	tCO_2e	7,115	4,237	3,871	3,736	-47%	-3%
	F-Gas	tCO_2e	5,444	4,269	7,074	4,393	-19%	-38%
	Total Scope 1	**tCO_2e**	**12,596**	**8,529**	**10,972**	**8,154√**	**-35%**	**-26%**
Scope 2 market based	Data center energy (electricity, heating, cooling)	tCO_2e	889	762	294	0	-100%	-100%
	Office energy (electricity, heating, cooling)	tCO_2e	140,082	69,041	52,576	10,731	-92%	-80%
	Total Scope 2 market based	**tCO_2e**	**140,971**	**69,804**	**52,871**	**10,731√**	**-92%**	**-80%**
Scope 2 location based	*Data center energy (electricity, heating, cooling)*	*tCO_2e*	*3,804*	*3,256*	*2,507*	*1,918*	*-50%*	*-23%*
	Office energy (electricity, heating, cooling)	*tCO_2e*	*168,597*	*99,387*	*76,762*	*77,310*	*-54%*	*1%*
	Total Scope 2 location based	***tCO_2e***	***172,401***	***102,642***	***79,269***	***79,228***	***-54%***	***0%***
Scope 3	3.1 Purchased goods and services	tCO_2e	300,565	298,414	332,977	406,035	35%	22%
	3.1 Data centers (third party managed)	tCO_2e	3,658	3,861	3,765	2,751	-25%	-27%
	3.1 Water supply & treatment	tCO_2e	1,967	930	261	319	-84%	22%
	3.3 Office energy (t&d losses)	tCO_2e	23,327	13,852	10,026	10,823	-54%	8%
	3.3 Data center energy (t&d losses)	tCO_2e	312	267	211	167	-46%	-21%
	3.5 Waste management	tCO_2e	500	885	776	675	35%	-13%
	3.6 Business travel (inc. company car travel)	tCO_2e	337,025	95,724	54,483	139,003√	-59%	155%
	3.7 Employee commuting (inc. working from home)	tCO_2e	312,295	183,720	161,427	218,895√	-30%	36%
	Total Scope 3	**tCO_2e**	**979,650**	**597,653**	**563,926**	**778,668√**	**-21%**	**38%**
	Total emissions	**tCO_2e**	**1,133,217**	**675,985**	**627,768**	**797,553√**	**-30%**	**27%**
	Operational emissions	tCO_2e	832,652	377,570	294,791	391,518	-53%	33%
	Carbon credits retired	tCO_2e				20,883√	0%	0%
	Net emissions	tCO_2e	1,133,217	675,985	627,768	776,670	-31%	24%

Comment on performance

Scope 2 (market-based) emissions have reduced significantly in 2022 due to the transition to renewable electricity.

Scope 3 business travel and commuting related emissions have rebounded slightly in 2022 but remain notably lower than those in 2019 in part due to the acceleration of hybrid working and in part as a result of the COVID-19 related lockdowns in the first half of the year.

Scope 3.1 emissions from purchased goods and services have increased compared to 2021. As our calculation methods are mostly based on spend-based emissions factors which largely remain static year on year, the increase in spend is the main driver of the increase in emissions, with inflation partly responsible for that increase.

Notes:

- Data identified with a √ has been reviewed by Mazars with a reasonable level of assurance.
- In line with the GHG Protocol, our scope 2 emissions have been using the "market based" method as our primary method, which reflects the impact of our renewable electricity. We also report using the 'location based" method, using national and regional emission factors.
- Category 3.1 purchased goods and services also includes emissions associated with 3.2 capital goods and 3.4 upstream transportation and distribution as there is not currently a satisfactory way of separating out these emissions
- Until 2021, the emissions from energy and refrigerants of all data centers were reported in Scope 1 and 2. Over the last few years, Capgemini has transitioned the majority of leased data centers into third party management. To reflect this change Scope 1 and 2 emissions have been recalculated for all years and a new line added for Scope 3.1 third party managed data centers.
- Water supply and treatment technically falls within the GHG Protocol Category 3.1 purchased goods and services, but we report them as a separate row as we treat these as part of our operational emissions.
- Our business travel emissions have been calculated including the impact of radiative forcing for air travel and we have also accounted for hotel emissions. We also include company cars within the business travel category, as they are not owned or leased directly by Capgemini but by employees.
- Data differs from that reported in the Universal Registration Document (URD) 2022 for the following key reasons:
  a) Part of 2022 Q4 data was estimated in the URD. It has been replaced by actual data.
  b) New data on company cars previously not available has been added. This change has been done for all years to ensure comparability.
  c) Commuting and working from home data has been audited for 2019 through 2022.
- As recommended by the GHG Protocol, F-gas emissions not covered by the Kyoto Protocol such as CFCs are not reported as Scope 1 emissions and are therefore not included. These F-gas emissions are, however, captured with a value of 721 tons of CO_2e for 2022.
- Operational emissions include all emissions sources from the table except the line 3.1 purchased goods and services.

TABLE 2: ENERGY CONSUMPTION

	Metric	Unit	2019	2020	2021	2022	% change vs 2019	% change vs 2021
Office	Diesel/gas oil	MWh	9,280	3,835	3,043	2,861	-69%	-6%
	District cooling	MWh	2,411	1,120	1,115	1,339	-44%	20%
	District heating	MWh	7,230	6,289	10,906	12,196	69%	12%
	LPG	MWh	3,417	834	130	611	-82%	370%
	Natural gas	MWh	21,596	16,629	16,594	15,581	-28%	-6%
	Non-renewable electricity	MWh	205,841	108,706	80,968	20,320	-90%	-75%
	Renewable electricity	MWh	80,643	84,858	79,675	149,878	86%	88%
	Total office energy use	**MWh**	**330,417**	**222,270**	**192,431**	**202,786 √**	**-39%**	**5%**
	% Renewable electricity	%	28%	44%	50%	88%		
	Office energy usage per area	MWh/m2	0.14	0.09	0.08	0.09 √	-34%	13%
Data center	Diesel/gas oil	MWh	148	89	105	94	-36%	-10%
	Natural gas	MWh	0	0	0	0	0%	0%
	Non-renewable electricity	MWh	2,557	2,194	931	0	-100%	-100%
	Renewable electricity	MWh	13,445	12,798	12,046	11,150	-17%	-7%
	Total data center energy use	**MWh**	**16,150**	**15,081**	**13,082**	**11,244**	**-30%**	**-14%**
	% Renewable electricity	%	84%	85%	93%	100%		
Total	**Total energy use**	**MWh**	**346,567**	**237,351**	**205,513**	**214,030 √**	**-38%**	**4%**
	% of renewable electricity	%	31%	47%	53%	89% √		
	% of renewable energy	%	27%	41%	45%	75%		
Data centers (Third party managed)	Diesel/gas oil	MWh	182	149	213	211	16%	-1%
	Natural gas	MWh	30	30	14	10	-66%	-27%
	Non-renewable electricity	MWh	26,195	24,563	20,043	10,661	-59%	-47%
	Renewable electricity	MWh	45,233	42,977	37,823	35,478	-22%	-6%
	Total energy use	**MWh**	**71,640**	**67,719**	**58,093**	**46,360**	**-35%**	**-20%**
	% of renewable electricity	%	63%	64%	65%	77%		

Notes:

- Data identified with a √ has been reviewed by Mazars with a reasonable level of assurance.
- "Renewable electricity" includes all renewable electricity purchased on renewable energy tariffs or through renewable energy certificates, as well as electricity generated on-site in India using solar photovoltaic panels. "Non-renewable electricity" includes purchased electricity generated from mixed tariffs which are largely made up of fossil fuel and nuclear sources. "Renewable energy" is renewable electricity as a proportion of total energy.
- Given the nature of our business, many of Capgemini's offices contain large server rooms. Whilst these are not considered to be data centers, their presence should be taken into consideration when comparing the energy usage and energy efficiency of our offices against those in other sectors.
- Third party data centers are not included within Capgemini's total energy consumption but are reported in the final row for full transparency.

TABLE 3: BREAKDOWN OF BUSINESS TRAVEL EMISSIONS

	Metric	Unit	2019	2020	2021	2022	% change vs 2019	% change vs 2021
Travel by source	Air	tCO_2e	218,752	52,695	23,954	90,258	-59%	277%
	Car	tCO_2e	58,404	24,045	20,865	30,595	-48%	47%
	Hotel	tCO_2e	40,381	13,322	6,391	10,845	-73%	70%
	Other travel	tCO_2e	2,319	1,012	295	549	-76%	86%
	Rail	tCO_2e	8,812	1,995	1,373	3,183	-64%	132%
	Taxi	tCO_2e	8,357	2,655	1,605	3,573	-57%	123%
	Total travel emissions	**tCO_2e**	**337,025**	**95,724**	**54,483**	**139,003√**	**-59%**	**155%**
	Total travel emissions per head	tCO_2e/head	1.26	0.36	0.18	0.40√	-68%	116%

Notes:

- Data identified with a √ has been reviewed by Mazars with a reasonable level of assurance.
- Hotel emissions are calculated based on emission factors specific to the country in which the traveler is staying. For some countries, emission factors were not available from BEIS and therefore have been sourced directly from **https://www.hotelfootprints.org** (BEIS emission factors are derived from the same data set).
- Where mileage data (e.g., for taxis) is not available, this has been estimated by taking the cost data within that country and applying the average cost per mile ratio from other data within that country or region.
- "Other travel" refers to travel by other modes of transportation (bus, tram, motorcycle).

TABLE 4: WASTE, WATER & OTHER INDICATORS

Metric	Unit	2019	2020	2021	2022	% change vs 2019	% change vs 2021
Reused	tons	2	17	16	9	455%	-42%
Recycled	tons	1,926	1,086	1,077	1,556	-19%	44%
Anaerobic digestion and composting	tons	543	163	39	132	-76%	242%
Non-hazardous waste diverted from disposal	**tons**	**2,470**	**1,266**	**1,131**	**1,697**	**-31%**	**50%**
Incinerated – energy recovery	tons	239	85	71	186	-22%	162%
Incinerated – without energy recovery	tons	0	0	0	0	0%	0%
Landfill	tons	3,606	1,849	1,603	1,354	-62%	-16%
Non-hazardous waste disposed	**tons**	**3,844**	**1,934**	**1,674**	**1,540**	**-60%**	**-8%**
Hazardous waste	tons	0	0	0	0	0%	0%
Total waste generated	**tons**	**6,315**	**3,200**	**2,806**	**3,237**	**-49%**	**15%**
Total waste diverted from disposal		39%	40%	40%	52%		
Water consumption	**Cubic meters**	**1,869,751**	**883,586**	**621,019**	**758,651**	**-59%**	**22%**
Share of operations covered by ISO 14001	% of headcount	80%	86%	93%	94%√		
% of sites	N/A	N/A	62%	68%			

Notes:

- Data identified with a √ has been reviewed by Mazars with a reasonable level of assurance.
- The availability of accurate waste and water data varies considerably across the Group, depending on the type of site, the type of lease and local waste arrangements. Where actual data is not available, it has been estimated using relevant estimation methods. We take a conservative principle of assuming waste has been landfilled where landlords cannot confirm otherwise, and hence it is likely that a higher proportion of waste is diverted from landfill than what is stated here.
- We have aligned the reporting above with the latest GRI guidelines, hence hazardous waste is reported even though volumes are minimal.

TABLE 5: BEYOND VALUE CHAIN MITIGATION – RETIREMENT OF CARBON CREDITS IN 2022

Project name	Location	Project category	Project type	Standard	Co-benefit standards	Number of credits
Rimba Raya	Indonesia	Avoidance	Avoided deforestation	VCS	CCB and SD Vista	17,883
Miaoling afforestation	China	Removal	Afforestation	VCS	CCB	1,500
Gyapa Cookstoves	Ghana	Avoidance	Improved Cookstoves	GS	GS	1,000
TIST (The International Small Group & Tree Planting Program)	India	Removal	Afforestation	VCS	CCB	500
Total						**20,883 √**

Notes:

- Data identified with a √ has been reviewed by Mazars with a reasonable level of assurance.
- We retired 20,883 carbon credits to keep our net operational emissions at no more than 45% of 2019 levels. This was achieved through delivering a 53% reduction in operational emissions and retiring carbon credits across four projects. All the credits were issued and certified through either the Verified Carbon Standard or Gold Standard with 10% from removals projects and 90% avoidance:
- VCS = Verified Carbon Standard; CCB = Climate, Community and Biodiversity; SD Vista = Sustainable Development Verified Impact Standard; GS = Gold Standard.

ASSURANCE STATEMENT

Report by one of the Statutory Auditors on a selection of environmental indicators of the Environmental Sustainability Performance Report.

For the year ended 31 December, 2022

To the Shareholders

In our capacity as the Statutory Auditor of your company (hereinafter the "Entity"), we hereby report to you on a selection of environmental indicators, identified by the symbol √, (hereinafter named "Environmental Information"), and disclosed in the Environmental Sustainability Performance Report 2022-2023 (hereinafter the "Statement"). At the company's request and on a voluntary basis, we carried out works aimed at formulating a reasoned opinion that expresses a reasonable level of assurance on a selection of historical environmental information (observed and extrapolated), prepared in accordance with the entity's procedures (hereinafter the "Guidelines").

Conclusion

Based on the procedures we performed, as described in the "Nature and scope of our work" and the evidence we collected, we believe that this work enables us to express reasonable assurance on the information selected by the company and identified by the sign √.

In our opinion, the Environmental information selected by the Entity and identified by the symbol √ in the Environmental Sustainability Performance Report 2022-2023 is fairly presented, in all material aspects, in compliance with the Guidelines.

Preparation of the Environmental Sustainability Performance Report

The absence of a generally accepted and commonly used framework or established practices on which to base the evaluation and measurement of the Environmental Information permits the use of different, but acceptable, measurement techniques which may affect comparability between entities and within the time.

Consequently, the Information must be read and understood with reference to the Entity's Guidelines, the significant elements of which are presented in the Statement.

Limits inherent in the preparation of the Information

The Environmental Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of the external data used. Some information is sensitive to the methodological choices, assumptions and/or estimates used for their preparation and presented in the Statement.

The entity's responsibility

The Corporate Social Responsibility & Sustainability division is responsible for preparing the Environmental Information in accordance with the guidelines used by the Entity (hereinafter the "Guidelines"), summarized in the methodological notes presented in the Environmental report and available on request at the Entity's headquarters.

Responsibility of the Statutory Auditor

On the basis of our work, our responsibility is to issue, at the request of the Entity, a report expressing a reasonable assurance conclusion on the Environmental information selected[1] by the Entity and identified by the symbol √, in the Environmental report. The conclusions given below relate solely to the Environmental information, and not to the Entity's Environmental report as a whole.

We performed our work in accordance with ISAE 3000[2] and in compliance with the professional guidelines applicable in France.

[1] Total office energy consumption, Office energy efficiency (in KWh/m²), Total energy consumption; Percentage of electricity from renewable sources; Greenhouse gas emissions scopes 1, 2, and 3, in total and per employee; Greenhouse gas emissions from commuting and work from home (for fiscal years 2019, 2020, 2021 and 2022), Greenhouse gas emissions from business travel, per employee; Percentage of operations covered by ISO 14001 certification (in terms of workforce and number of sites); Carbon credits retired.

[2] ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information

ASSURANCE STATEMENT

Independence and quality control

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Nature and scope of our work

We conducted interviews with the persons responsible for preparing the Environmental Information in the departments in charge of collecting the information and, where appropriate, responsible for internal control and risk management procedures, in order to:

- assess the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and understandability, and taking into account industry best practices where appropriate;
- verify the implementation of data-collection, compilation, processing and control process to reach completeness and consistency of the Environmental Information; and obtain an understanding of the internal control and risk management procedures used to prepare the Environmental Information.

We determined the nature and scope of our tests and procedures based on the nature and importance of the Environmental Information with respect to the characteristics of the Entity and environmental challenges of its activities, its sustainability strategy and industry best practices.

At the Entity level, we performed analytical procedures on the Environmental information and verified, using sampling techniques, the calculation and the consolidation of the data.

At the level of a representative sample of entities selected by us on the basis of their activity, their contribution to the consolidated indicators, their location and a risk analysis, we conducted interviews to verify that procedures are properly applied and to identify potential undisclosed data, and we performed tests of details, using sampling techniques, in order to verify the calculations and reconcile the data with the supporting documents.

The selected sample represents between 43% and 100% of the Environmental information.

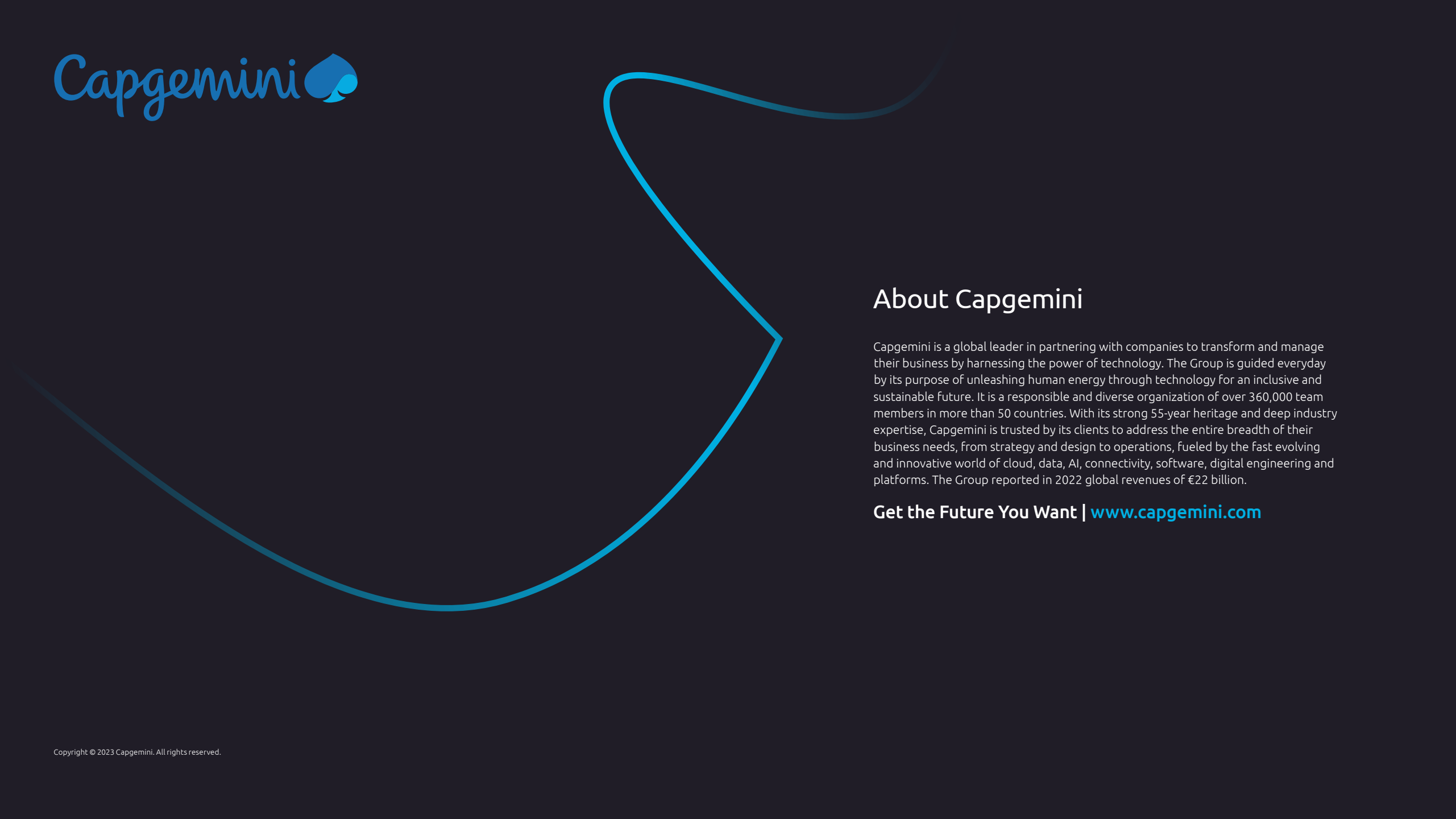
We consider that this work enables us to express a conclusion of reasonable assurance for the information selected by the Entity and identified by the symbol √.

Due to the use of sampling techniques and other limitations inherent to information and internal control systems, the risk of not detecting a material misstatement in the Environmental information cannot be totally eliminated.

Mazars SA
Paris La Défense, 6th June 2023

Souad El OUAZZANI
CSR & Sustainability Partner

Anne-Laure ROUSSELOU
Partner



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