



Environmental, Social and Governance

2024/25 Summary Report



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1 Introduction

As the deep tech powerhouse of Capgemini, CC spearheads transformative projects to solve the toughest scientific and engineering challenges.

Ambitious clients collaborate with us to create new-to-the-world technologies, services and products that have never been seen before.

Our unique combination of technical, commercial and market expertise yields market-leading solutions that are hard to copy. This creates valuable intellectual property that generates protectable long-term value.

We work with some the world’s biggest brands, and most ambitious technology start-up ventures across a wide range of markets.

From aerospace to agritech, consumer to industry, communications to healthcare, our knowledge of one sector can often be applied to another to create new breakthroughs.

We focus on our clients’ successes, and we are trusted as integral partners in the future of their businesses.

We do important, difficult, radical, and impactful things that benefit society. We helped develop the world’s first 24/7 wrist-worn activity monitor, first wireless pacemaker, as well as the first connected drug inhaler.

Our work led to the most densely packed cellular network in the world – orchestrating swarms of bots across highly

automated warehouses. It produced the Bluetooth chip that connects your phone to your car and the latest satellite technology that lets people in remote locations across the world keep in touch.

CC was founded in 1960 by three graduates to put the brains of Cambridge University at the disposal of industry. We were the first to establish purpose-built facilities at the Cambridge Science Park and founder of what became known as the Cambridge Phenomenon.

In the early 2000s we expanded operations with offices in the US and Asia and transformed ourselves into one of the world’s most capable deep tech innovation companies. We are now part of Capgemini – one of the world’s largest technology consulting firms.

PEOPLE

750+

90% are engineers, technologists, designers, scientists and consultants.

COUNTRIES

35+

Supported from offices in Cambridge, Boston, Singapore and Tokyo.

LABORATORIES

80+

And over 200,000ft² of world-class design and development facilities.

PROJECTS/YEAR

500+

Solving technology challenges and creating new products and services.

SPIN-OUT VENTURES

20+

Including three of Cambridge’s billion-dollar companies.

PATENTS

5000+

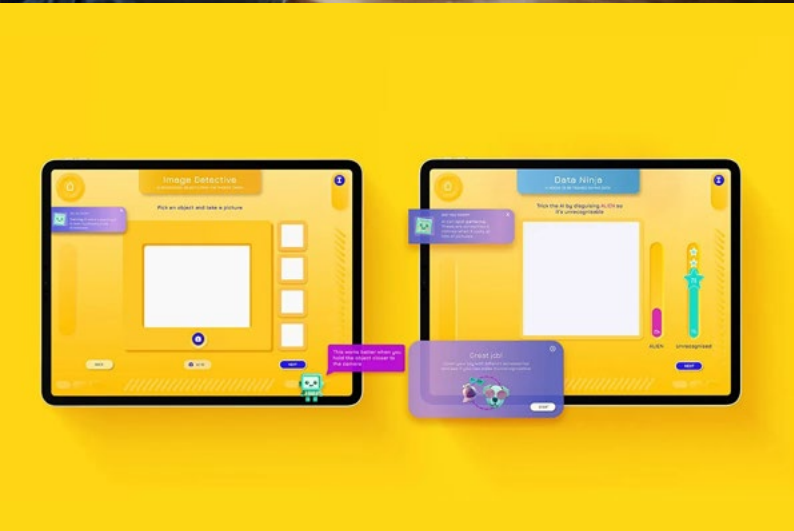
Creating intellectual property assets for clients and £bns in value.

Our people-centric design innovation is recognised on the global awards stage

Breakthrough design at Cambridge Consultants is driven by a simple imperative – to create innovative products and experiences that improve lives and society, and this commitment has been **recognised on the global stage** by three prizes at the prestigious iF DESIGN AWARD 2025.

With almost 11,000 entries from 66 countries, the competition in Hamburg saw 131 judges from 23 countries make the selections – which included our three winners: a paediatric nebulizer concept in collaboration with AstraZeneca; an AI-powered children's educational app; and a novel corrective eyewear concept.

The awards are a credit to CC's ability to address individual user problems while also impacting those wider societal issues. We have cross-disciplinary teams of designers, engineers and technologists, all working together to create the best possible solutions. This holistic approach is amplified by our deep tech mindset – continually pushing design and technology boundaries to create new-to-the world innovations.



Our sustainability vision

“To be a global deep tech leader in sustainability and climate tech innovation delivering significant positive impact at massive scale.”

We have three overarching sustainability value propositions to deliver our vision:

- **Step change in sustainability** – Create market-changing innovations that deliver ambitious sustainability impact using deep tech approaches, [Consumer, healthcare, industrial, energy, telecoms].
- **Energy and climate tech** – Radically reduce greenhouse gases to deliver meaningful, real-world climate impact by conceiving, developing and scaling novel systems [Intelligent grid management, novel energy generation and storage].
- **Nature tech** – Halt biodiversity loss and support the transition to a nature-positive future by developing commercially viable deep tech solutions [Soil health tech, biodiversity, nature-based solutions].

Operational sustainability

As part of Capgemini, Cambridge Consultants aligns with Capgemini's Net Zero target which was validated in 2022 by SBTi against the Net-Zero Standard.

“We have a commitment to become net zero by 2040. Our commitment is underpinned by a target to reduce our Scope 1, 2 and 3 greenhouse gas emissions by 90% by 2040, compared to a baseline of 2019. To ensure we are on track, we have also set near-term targets focused on driving a reduction in Scope 1, 2, and all our major Scope 3 impacts, including business travel, commuting and purchased goods and services emissions.”

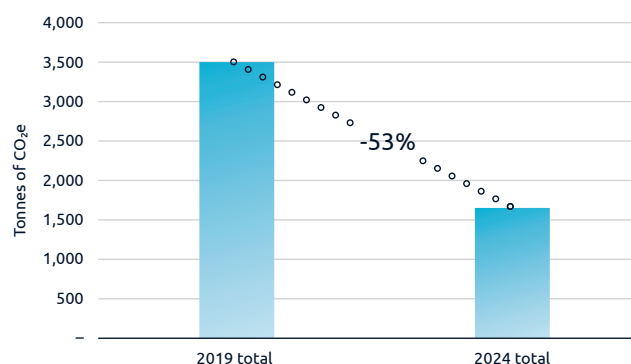
Source: <https://www.capgemini.com/wp-content/uploads/2024/07/2023-Report-published-in-July-2024.pdf>

Cambridge Consultants continues to monitor and take action to reduce the CO₂e generated by our own operations. In 2024, we set two decarbonisation targets:

UK business travel target – Absolute reduction of business travel CO₂e emissions in 2024 by 5% YoY compared to 2023. (Equivalent to a 53% reduction compared to the 2019 baseline.)

- In 2024, we achieved a 9% reduction in CO₂e emissions associated with UK business travel compared to 2023. (Equivalent to a 56% reduction against our 2019 baseline.)

2024 Global air travel emissions (CO₂e) v 2019 baseline

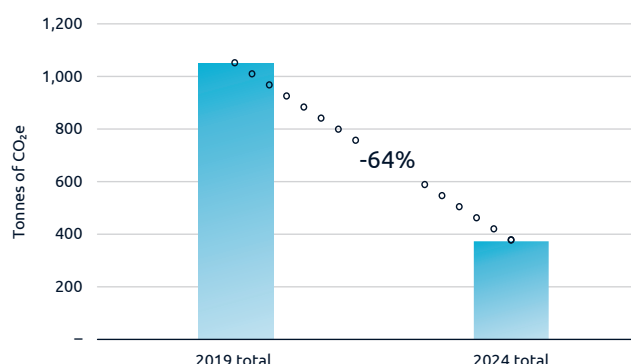


- We also monitor our Global business travel and in 2024, we achieved a 18% reduction in CO₂e emissions associated with global business travel compared to 2023. (Equivalent to a 53% reduction against our 2019 baseline.)

UK estates target – 10% YoY CO₂e reduction target in 2024 against 2023. (Equivalent to a 60% reduction against the 2019 baseline.)

- In 2024, we achieved a 18% reduction in CO₂e emissions associated with our UK estates compared to 2023, Equivalent to a 64% reduction against our 2019 baseline.)

2024 UK estate emissions (CO₂e) v 2019 baseline



2 Environment

Managing our environmental impacts



Environment and Energy Policy Statement

Cambridge Consultants is committed to protecting the environment. We seek opportunities to reduce our environmental impact, including our carbon emissions and their effect on climate change. We are committed to minimising waste and pollution arising from our activities and wherever practical, measures are implemented to protect, preserve and improve local natural habitats, flora and fauna. We prefer to work with suppliers who themselves have sound environmental policies.

We are committed to maintaining an effective environmental management system that complies with ISO 14001. All our activities are carried out in conformance with applicable environmental legislation and other compliance obligations. We encourage contributions from our staff to improving our environment and energy performance, listening to their ideas, complementing each other's initiatives and implementing their practical suggestions.

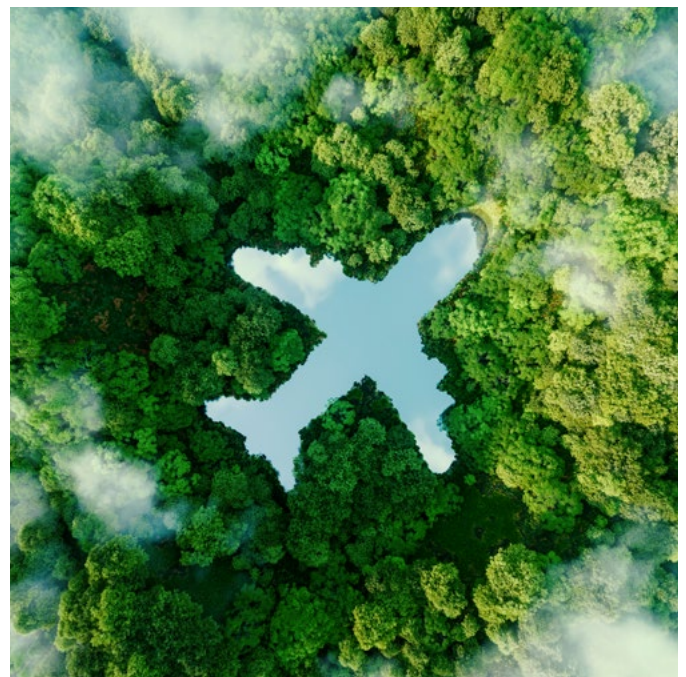
We set annual environment and energy objectives and targets that are aligned with CC's strategic direction and are consistent with the decarbonisation ambitions of Capgemini, we communicate them to interested parties, where appropriate. We monitor and review them to continuously improve our excellent standards of environment and energy performance.

Richard Hall, Chief Operations and Sustainability Officer

Date: 10th January 2025

Air travel

Air travel is the most significant source of Green House Gas (GHG) emissions for business travel, we monitor this area closely and in 2024 we achieved an 18% YoY reduction in our global business travel CO₂e emissions against the previous year. We plan to continue to focus on opportunities in this area and ensuring the business is kept informed on performance against our agreed decarbonisation targets. We also plan to implement measures to promote best practice decisions for business travel.



Energy efficiency

We actively manage the impacts from our buildings and have purchased REGO backed renewable electricity since September 2019 in the UK. We also review our building portfolio to ensure our buildings are fully utilised, and in May 2024 we reduced our footprint in alignment with business requirements.

Energy efficiency actions undertaken in 2024 have included:

- The continuation of monthly meetings to monitor and manage building performance, including the analysis of half hourly electricity data to improve building energy profiling.
- An action tracker has been established, based on the decarbonisation review by our Energy Consultant, and several initiatives were completed during 2024. These initiatives included a review of building occupancy levels to establish core operational hours, which were then aligned with the start/finish times for building systems to reflect occupancy and seasonal demand. Building temperature set points were also reduced further and more radiator valve restrictor devices fitted, where possible, to improve control of energy use.
- Settings were updated on air conditioning units which can be controlled by staff, to help reduce units running out of hours if not switched off.
- Following the upgrade of the Building Management System (BMS) this has been utilised to improve capabilities in managing building plant and equipment.
- We have also engaged with employees through internal communications and events, such as our Sustainability Forum, to raise awareness of the importance of using energy efficiently and the impact this has on our carbon reduction targets.

Water

Although Cambridge Consultants is not a water intensive company, we do measure and monitor the water use on our sites where we are responsible for the water use. For our UK locations we have set a target of 1.15m3 per employee based on our 2019 baseline. In 2024, we continued to be below our baseline achieving 0.9m3 per employee, remaining the same as that in 2023.

Waste

During 2024, through the introduction of office waste stations and separate food waste collection points in our restaurant and our offices areas, our food waste was removed from our general waste stream where it was previously used as a refuse-derived fuel but is now sent to an anaerobic plant for processing into energy and biofertiliser.

We have worked with our onsite catering contractor to understand the different activities which generate food waste and have also increased awareness amongst staff of the food waste they generate.

Following the changes above we have also seen our office* recycling rates increase by 24% compared to 2023, although overall waste weights have continued to increase in 2024 compared to 2023. Initiatives to prevent waste during the year included the donation of furniture from internal building reorganisation to the local Arthur Rank Hospice and a local school for reuse.

IT

Where possible equipment is reused within our operations. All monitors, laptops and desktops that are no longer required are 'retired' from their lifecycle with the company. When the equipment is serviceable, we make it available to [Afrinspire](#) to collect, refurbish and distribute in accordance with their charitable aims. During 2024, 434 items including laptops, monitors and desktop computers were donated for reuse by the charity. At a more local level a small number of laptops went to other local beneficiaries including Shirley Primary School, Veterans Business Base, and the Cambridge Rape Crisis Centre (CRCC).

Commuting

We encourage lower carbon travel options such as rail, public transport or cycling and provide cycle sheds, free on-site bicycle maintenance, changing and shower facilities for our employees. We also participate in the cycle to work scheme.

In October 2024, we participated in the Cambridge Science Park Travel to work survey run by Smart Journeys, and the results indicated that 41% of staff walked or cycled to work, a 3% increase compared to 2023 and 5% travelled to work by bus or train and increase of 2% compared to 2023.

We maintain 6 EV charging stations at our main UK site to support the use of electric vehicles by employees travelling to work.

* Office general and recycling waste includes dry mixed recycling, general waste (excluding builders skips), food waste, shredded paper & mixed glass).

Nature & climate solutions

Cambridge Consultants is integrated with the carbon credit programme undertaken by Capgemini, details of which can be found in the extract below taken from the latest [Capgemini Environmental Report 2023](#) (published July 2024).



“Whilst our primary focus is on actions to decarbonize our business, with a target to reduce our carbon emissions by 90% across all scopes by 2040, we are also investing in nature and climate tech solutions to abate and remove carbon from the atmosphere today. Acting to address global net zero.

Currently achieving a global net zero by 2050 requires nature and climate tech solutions for removing carbon from the atmosphere in addition to global decarbonization efforts, and the voluntary carbon market offers a mechanism to fund the investment in solutions that are needed. We know that carbon removal credits can be used when a company has met its long-term reduction target, to mitigate the final percentage of emissions which cannot be abated. However, we also believe that long-term corporate objectives are not sufficiently addressing the high concentration levels of CO₂ already in, and continuing to enter, the atmosphere today. This CO₂ is central to driving the current climate crisis.

For these reasons, in addition to reducing our emissions as set out in our carbon reduction targets, we remain committed to the principles of our 2020 carbon neutrality target, retiring credits on a ton-for-ton basis against the residual carbon emissions, associated with our direct operations from 2025 and against the residual emissions including our supply chain from 2030.

We recognize that questions over the integrity of carbon credits remain. We believe it is essential to align on the standards about how to best invest in carbon removals and abatement through nature and climate solutions. We welcome the ongoing work of organizations such as the Voluntary Carbon Market Initiative (VCMI) and the Integrity Council for the Voluntary Carbon Market (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 and contribute to the developing guidelines and legislation, such as the EU Green Claims Directive.”

Source: [Capgemini Environmental Report 2023](#)

Engaging staff on sustainability issues

Internal communications

We communicate to our employees on operational sustainability through various internal platforms across our site to provide regular updates on issues such as our environmental performance and specific topics such as waste management, energy use and sustainable travel to work.

Sustainability forum

During 2024, we introduced a companywide forum to further engage with staff on both external and internal sustainability matters. The forum typically shares spotlight client projects to demonstrate where we are enabling the advancement of sustainability through our deep tech solutions. A regular update is also provided on our own operational sustainability performance and initiatives and how staff can support improving our impacts.



Embedding sustainability in practice

In 2024, we developed and launched a comprehensive Sustainability Toolkit designed to empower all CC employees with the knowledge and resources needed to apply sustainability best practices across their work. The toolkit enables teams to identify opportunities that both deliver value for clients and reduce environmental and social impact.

To further integrate sustainability into our core project delivery, we are piloting the REACT Questionnaire – a structured tool that we developed to help project leadership assess and enhance sustainability considerations from the outset. REACT stands for Responsible, Environmental, Accessible, Circular, and Transparent, reflecting our unified approach to sustainable delivery.

The questionnaire is a facilitated, multiple-choice assessment conducted with Project Managers (PMs) and Technical Authorities (TAs). This initiative supports our ambition to embed environmental and societal considerations into every stage of project management, fostering a more responsible and future-focused approach.

Together, the REACT Questionnaire and the Sustainability Toolkit serve as key enablers of our commitment to delivering positive impact at scale – helping our teams and clients transition toward more sustainable outcomes.

Lab safety and environment champions

Our Lab Safety and Environment Champions network continued during 2024 to support on local environmental matters. Our champions are experts in their fields, and have an interest in health, safety, and the environment. Their role is to co-ordinate and advise on safe working and good environmental practices within the business units, working closely with the Safety, Health and Environment team to support our internal sustainability initiatives.

Partnerships

Cambridge Consultants continues to engage with several partners to share and learn best practice relating to sustainability topics within these forums. These include the Cambridge Science Park FM Special Interest Group, Trinity College Cambridge, Cambridge Cleantech and the Cambridge Ahead ESG Network. We also engage with Smart Journeys to participate in the annual travel to work survey to provide valuable information and to monitor our own behaviours in this area.

Client stories

Cambridge Consultants is focused on three overarching sustainability value propositions to deliver our vision to be the deep tech leader in sustainability and climate tech innovation, delivering positive impact at massive scale.



1. Step change in sustainability

Regulation-driven product redesign

Transforming consumer/medical products for tightening environmental regulations

Right to Repair, NOX, VOCs, PFAS, packaging

Extraordinary innovation

Integrating sustainability into innovation whilst differentiating beyond sustainability

D2C, eliminating packaging, value creation

Tech to deliver net zero

Advising on available/future technologies to decarbonise operations and supply chain

Electrification, heat pumps, low carbon crops

See pages [12](#) and [13](#).



2. Climate tech

Grid tech

Novel technologies to modernise the grid for the energy transition

Metering, grid monitoring, virtual power plants

Energy generation and storage

Developing, integrating and scaling technologies

Novel renewables, non-electrochemical energy storage

Investor support

Advising investors on climate tech opportunities and supporting their portfolio companies to scale

Due diligence, PortCo engineering support

See page [14](#).



3. Nature tech

Nature-positive business transition

New regenerative business models and technologies to support biodiversity restoration

Biotech for food production, agri-biologics

Wildlife monitoring

Monitoring presence of species for habitat protection and reducing human-wildlife conflict

eDNA, AI-enabled vision systems

See pages [10](#) and [11](#).



Client story: AI validation and assessment design X-Prize

XPRIZE is a global leader in staging large scale contests to solve some of humanity's greatest challenges. CC experts in artificial intelligence teamed up with the organisation to help validate and assess the AI solutions for its **XPRIZE Rainforest** initiative, sponsored by **Alana**, a five-year, \$10 million competition aimed at revealing near real-time insights about the health and wellbeing of rainforests. The ultimate ambition is to rapidly produce biodiversity data and insights to inform conservation action and policy, support sustainable bio economies and empower indigenous people and communities.

Our initial relationship with XPRIZE was founded on mutual respect and something of a meeting of minds. The organisation was seeking a partner aligned to its mission of empowering people to achieve breakthroughs that accelerate an abundant and equitable future for all. With our commitment to Tech for Good projects and a proactive focus on biodiversity as a **sustainability** challenge, the fit was a good one.

We were able to deliver expertise in AI system development that was infused with a deep understanding of **AI assurance**. Our practical approach to AI assurance, also known as trustworthy AI, is built on a robust structure and helps clients ensure their innovations are safe and secure – and also designed to meet future regulatory

and standards compliance. In this case, we developed an assessment framework tailored to the specific needs of the XPRIZE Rainforest initiative, and which were focused on robustness, reliability, scalability and innovation.

Competitors used a wide range of technologies for their endeavours, including everything from cameras and drones to bioacoustics and eDNA – that is DNA collected from environmental samples such as soil and water. Crucially, all applied AI in some way – at a layer above the various sensing technologies – to rapidly process data.

With limited artificial intelligence expertise represented on the judging panel, our knowledge in AI assurance was indispensable in guiding fair judgement of what was a set of vastly differing AI systems and highly complex environments and scenarios.

The importance of saving the world's remaining rainforests can't be overstated. They are nature's life support system, home to a huge proportion of biodiversity and influencing our weather systems. By helping to ensure that the XPRIZE Rainforest competition was won by teams who were using AI responsibly to achieve the ultimate goal of measuring the most amount of biodiversity and providing the most meaningful insights, we were actively working to expediate the monitoring and protection of this vital ecosystem.





Client story: Tech for Good delivers sustainability and operational impact for Conservation X Labs

US-based Conservation X Labs is an ambitious not-for-profit organisation with the boldest of missions: applying technology and innovation to prevent the sixth mass extinction. CC is proud to have propelled this cause by radically redesigning its genetic analysis and diagnostics tool. Our work has resulted in the test kit being much easier to use in the field and vastly more sustainable.

This is a heartening story where operational and commercial impact goes hand-in-hand with environmental progress. Because the NABIT kit (Nucleic Acid Barcode Identification Tool) is now more usable, adoption can grow among its customers of conservationists, consumers, customs agents, border officials and fisheries inspectors. The conservation cause will benefit accordingly.

Meanwhile, the redesign for sustainability and reduced plastic mass means reduced environmental impact across a range of impact categories. The project exemplifies CC's application of deep tech innovation for environmental good – and reflects our belief that an effective sustainability strategy needn't come at a cost to performance.

Our collaboration was sparked by an initiative from Isobel Ashbey, CC's Head of Biodiversity and a champion of Tech for Good initiatives for our clients. During initial discussions, Conservation X Labs outlined its mission. The organisation focuses on leveraging technology, innovation and what it describes as 'interdisciplinary genius' to confront the planet's most pressing problems. The driving belief? Humans might have brought about the threat of the sixth mass extinction, but it's humans that have the power to reverse it.

The focus for the work was the hand-held NABIT genetic analysis kit, which was created to combat pressing conservation problems. Each year, millions of tons of seafood, timber and wildlife products are trafficked illegally, often disguised in processed form. Also, more diseases are crossing species boundaries – so emerging disease is threatening more ecosystems and people than ever before.

NABIT is a field-ready automated tool that puts the power of a genetics lab into anyone's fingers. It can validate the identity of wildlife or a food product without the need for specialised training, equipment, reagents or continuous power. This is what makes it such a powerful asset in the fight to confront the underlying drivers of extinction by preventing wildlife trafficking, illegal fishing, seafood fraud, the spread of disease and much more.

Our primary task was to make the test kit much more user friendly for unskilled operators – with the aim of reducing errors, boosting the rate of adoption and so accelerating the organisation's key conservation mission. But redesigning for usability always presents the opportunity to consider sustainability improvements in tandem – hence our additional focus.

The NABIT design was honoured by the globally prestigious A'Design Award & Competition and Cambridge Consultants won the Silver A'Design Award in the Sustainable Products, Projects and Green Design category for 2023-24.





Client story: Connecting the unconnected with affordable Digital Radio Mondiale technology

Digital Radio Mondiale (DRM) is the only universal digital radio broadcasting system that can broadcast on all frequencies, offering unparalleled audio, coverage, cost-efficiency and environmental benefits when compared to legacy analogue radio services – and yet there's been no portable, low-power, low-cost radio available to bring these benefits to life. Until now.

With this groundbreaking development from Cambridge Consultants and [CML Micro](#), millions of listeners in previously unconnected communities will at last have access to a world of entertainment and information through digital radio, igniting a fresh wave of innovation for both broadcasters and manufacturers around the globe.

The reality is that a third of the world's population has no internet access. For these individuals, radio broadcasts can be the difference between isolation and connection. Acting as a lifeline into the wider world, radio provides news and entertainment that educates and informs – a privilege that many of us take for granted.

Together, Cambridge Consultants and CML Micro took on the challenge that has been holding DRM back for decades, developing a low-cost DRM radio module that will finally make this technology accessible to all.

By making DRM accessible to a wider population of listeners, more can reap the benefits it offers. From enjoying music and live sport to providing educational broadcasting or weather forecasts, digital radio provides connections, culture and news that might otherwise be unavailable to many rural communities. To all, it offers free, democratic broadcasting that acts as a teacher, a comfort and a friend.

Digital radio also offers vital support in desperate times. With in-built Emergency Warning Functionality (EWF) built as part of the DRM standard, digital radio can be the only method of communication that remains unaffected in moments of crisis. Providing urgent warnings of incoming floods, earthquakes and other critical information, access to digital radio can be lifesaving as well as enlightening.





Client story: A deep tech AI consultancy at play

Working at a deep tech AI consultancy like Cambridge Consultants requires a playful, almost childlike enthusiasm for life. It takes curiosity, an open mind and an adventurous spirit to dream up products, services and systems that have never been seen before. More than that, it demands an uncynical attitude that refuses to wearily accept everything that's gone before.

The **Cambridge Science Centre** (CSC) brought us on board to help in their mission to break down the barriers to accessing STEM. Our colleague Ella Vaughan – one of Cambridge Consultants representatives on the CSC executive council – is a proud advocate of its drive to inspire hard-to-reach children and young people who might not think that STEM is for them. That might be down to location, socio-economic background, and a host of other reasons.

The task was to create an experience that would inspire children aged 8 to 12 with the thrill of artificial intelligence – and also to teach them about how it all works. Our diverse team of designers, developers, AI engineers and project managers came together to tackle this unique challenge of

developing an engaging and educational demo for children. More than that, it had to demystify AI and teach children the logic behind it.

To create this tailored experience, we immersed ourselves in the environment of the Cambridge Science Centre, which prides itself on being the city's first interactive science museum. Through observation, we identified which demos children were attracted to, which worked well, and which didn't. Further discussions with facilitators provided valuable insights into their experiences and thoughts on how best to engage children with STEM topics, particularly AI.

The result of this collaborative journey is an interactive demo that meets its objective of bringing AI to life for kids. By breaking down complex concepts such as image classification, image recognition and data bias into engaging, multisensory activities, we show that AI is not magic but is grounded in logic and creativity.

The AI-powered children's educational app also won an award at the prestigious **IF DESIGN AWARDS 2025**.



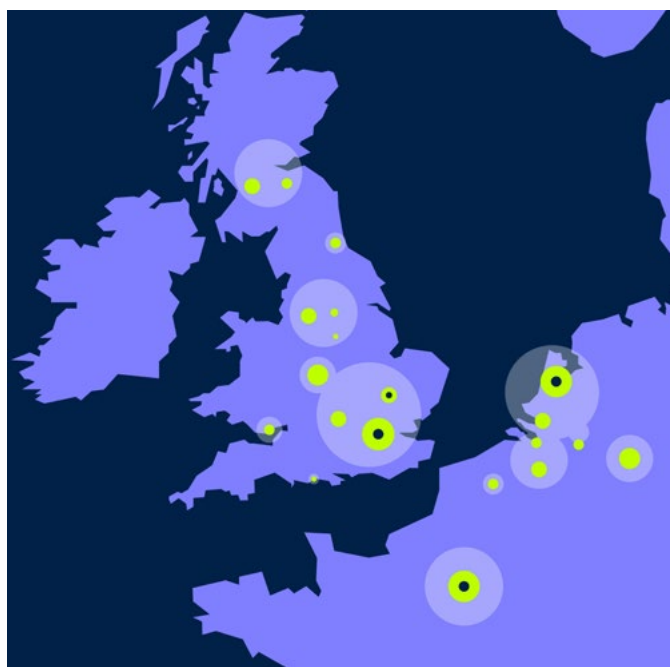


Climate Tech SuperCluster accelerator launches

In January 2025, Cambridge Cleantech, Cambridge Consultants, and EIT Climate-KIC announced the launch of the first **SuperCluster ClimAccelerator**, a new program designed to accelerate high-impact industrial decarbonisation startups across the UK, France, Germany, Belgium, and the Netherlands. ClimAccelerator will focus on providing deep technical and commercialisation support to early-stage start-ups with industrial decarbonisation technologies in the development stage. The 16-week hybrid in-person and online program started in spring 2025.

Cambridge Consultants, with its deep technical and commercialisation expertise, brings a distinctive emphasis on this area, setting it apart from other initiatives within the ClimAccelerator community. Alongside the ecosystem engagement experience provided by the Cambridge Cleantech and the Climate Tech SuperCluster ecosystems, this collaboration offers unparalleled access to industry resources, technical support, and credibility in deep climate technology.

By leveraging the Climate Tech SuperCluster initiative, the program gains increased visibility, attracting top innovators and providing a vital opportunity to showcase their progress. Startups will also have the chance to connect with investors during aligned SuperCluster events in Paris, London and Amsterdam, further accelerating their growth within the broader climate tech ecosystem.



"We're really excited to be chosen as the technology transformation partner for the ClimAccelerator alongside Cambridge Cleantech and EIT Climate-KIC, to deliver a unique programme focused on advancing new-to-the-world industrial decarbonisation technologies. By combining our deep technical expertise, with a focus on commercialisation, we aim to empower cutting-edge start-ups to achieve transformative impact in the fight against climate change."

Kieran Reynolds,
Head of Energy and
Industrial at Cambridge
Consultants



Alexandros Nikopoulos, Entrepreneurship Programmes Manager, EIT Climate-KIC adds, "The SuperCluster ClimAccelerator exemplifies our mission to catalyse systemic change through innovation. This unique 16-week programme targets high-impact industrial decarbonisation, offering startups access to unparalleled resources and expertise. Cambridge Cleantech brings a proven track record in ecosystem engagement, while Cambridge Consultants' deep-tech and commercialisation capabilities add exceptional value. Together, we are creating a transformative pathway for pioneering technologies to scale and drive the decarbonisation of hard-to-abate sectors. This collaboration strengthens our collective fight against climate change and sets a new benchmark for climate innovation."

Insights

Cambridge Consultants regularly publishes the latest insights, ideas, and perspectives providing a cross-section of up-to-date content on the deep tech trends shaping the future of business and society such as those below.

Target net zero: Enabling mass participation in the energy system



Following on from an incredible Cleantech Venture Day 2024 – hosted in collaboration with [Climate Tech SuperCluster](#) – Cambridge Consultants and Cambridge Cleantech have partnered to create a report on the energy market. The energy system is in a period of significant change, led by various macro-level drivers across supply, infrastructure and demand.

Central to these critical issues is the energy grid – and the pressing need to bring the benefits of distributed energy resources (DERs) to all segments of society, while mitigating the impact on the grid.

World Economic Forum

As part of Capgemini, we collaborate with the World Economic Forum on structured, multi-year initiatives that bring together private, public, and multistakeholder efforts to tackle large-scale global challenges. Since 2023 Cambridge Consultants has had Fellows on the [Bioeconomy Initiative](#) providing a platform to engage, share knowledge, and address emerging issues. Building on the success of our 2023 article released for climate week in New York that had over 400,000 engagements on social media we launched an [insights report](#) to [examine how a growing embrace of biological engineering as a key commercial technology is prioritising the planet and its inhabitants](#). The initiative goals are to advance a commercial through equitable access to improve health & prosperity and restore ecological balance.

Academic engagement: Advancing sustainable innovation through education

As part of our ongoing commitment to fostering the next generation of sustainability leaders, during 2024 members of our Sustainability team gave guest lectures to university students teaching about sustainable design principles and developing impact-driven business models.

This included Cambridge Consultants sponsored projects at Bath University focused on integrating sustainability into the automotive market. The students typically present their results to a team at Cambridge Consultants, ensuring that the research feeds our focus areas. Multiple projects have been run before developing the business case for circularity in the automotive market, helping to identify solutions to upcoming challenges of EV adoption.

Two guest lectures were also delivered at Loughborough University, a leading UK institution in engineering and design. The sessions focused on Sustainable Innovation Management and Sustainable Product Engineering, offering students practical insights that bridge the gap between academic theory and real-world industry challenges.

By sharing applied knowledge and case studies from the field, we contributed to equipping future professionals with the tools and mindset needed to drive meaningful, scalable impact across sectors. These engagements reflect our dedication to thought leadership, cross-sector collaboration, and capacity building in sustainability.

For our full range of insights please visit our [website](#).

3 Social

Talent attraction

Recruitment efforts

After a year of using our new applicant tracking system, we are now better positioned to make more informed, data-driven decisions about our recruitment process. We continue to evaluate and optimise our recruitment channels, working to expand our reach to more diverse talent pools. This includes implementing a generous referral bonus scheme, designed to encourage diverse candidates. Our job advertisements are crafted with inclusive language, ensuring they appeal equally to all individuals, regardless of gender, background, or experience.

We have also made significant adjustments to our interview process and the information shared with candidates, ensuring it is inclusive and accessible to all, especially for those who are neurodiverse. This includes offering alternative interview formats, flexible communication methods, and clear instructions. We remain vigilant in the composition of our interview panels, working to achieve greater gender equality and diversity in our hiring teams whenever possible.

In late 2024, we became Disability Confident Committed Employers, and in 2025, we are deepening our commitment to becoming fully Disability Confident Employers. By joining the Disability Confident Scheme, we aim to reinforce our dedication to creating an inclusive and accessible workplace for individuals with disabilities or long-term health conditions, both for new recruits and current employees.

Furthermore, we recognise the importance of providing an environment where all employees feel valued and supported. To attract and retain top talent, we offer a comprehensive benefits package that prioritises well-being and ensures that all colleagues feel respected and included.

Early careers

We continue to focus on broadening the diversity of our early careers talent pool, including Scholarships, Apprenticeships, Internships, and Graduate positions. By engaging with a broader range of academic institutions and university societies, we aim to increase representation, particularly among women in STEM. This year, we partnered with five Women in STEM societies, hosting panels and activities to engage and ensure strong female representation across our initiatives. We have also partnered with societies focused on race, ethnicity, culture, and neurodiversity. Additionally, we've targeted Women in STEM events and leveraged underrepresented skill sets through video campaigns, including skill-set interviews, on platforms like Gradcracker.

To complement these efforts, we've developed inspiring multimedia content for multi-channel campaigns, ensuring that our recruitment processes, onboarding, and engagement experiences are inclusive, positive, and supportive of diverse talent. As we approach 2025, we are making significant investments in our early career's recruitment. We will be recruiting apprentices at levels 3, 4, and 6, offering six scholarships to STEM-curious students leaving further education, and welcoming a large volume of sandwich-year interns and graduates.

Work experience

In 2024, we hosted two core work experience schemes at our Cambridge office. Our Technology Development Scheme, held in August, welcomed eight local students. This scheme focused on providing opportunities to those who would typically miss out and addressing the gender imbalance within STEM. We advertised through Form the Future and local education providers, implementing a selection process that reduced bias and provided equal access to the scheme.

We also launched our pilot scheme for Special Educational Needs and Disabilities (SEND). Our objective was to eliminate barriers for SEND students accessing the STEM workforce by providing an inclusive and accessible work experience scheme that included the following:

- Supporting students on the SEN register, with or without an EHCP.
- Partnering with Saffron Walden County High School to engage six further education students.
- Building relationships with students and assigning buddies for support.
- Providing access to external SEND training, including a free adult learning course.
- Implementing reasonable adjustments to ensure accessibility.
- Delivering a full week of tailored STEM activities and workshops.

Moving forward, both these schemes will be accredited through the Education Development Trust.

Additionally, starting in Spring 2025, we will be launching an Upskilling Work Experience Scheme. The goal is to help remove barriers that individuals from disadvantaged socio-economic backgrounds may face when accessing the workforce by offering a work experience scheme designed to develop employability skills and build confidence. Eight further education students receiving bursaries will join us for five Wednesdays to develop confidence and employability skills.

Community engagement

Early age/Outreach

It is well recognised that there is a skills shortage for STEM employers. In the UK 19% of jobs are in engineering, yet engineering vacancies account for 25% of all job adverts in the UK.¹ People from minority ethnic groups, lower socio-economic backgrounds and those with disabilities are all underrepresented in the sector compared to the general workforce in the UK, with the most underrepresented group being women.¹

The latest government workforce data, as of September 2023, shows the percentage of women making up the Core-STEM workforce in the UK has decreased from 26.9% in 2022 to 25.2% in 2023 with women engineers accounting for 10.4% of the engineering workforce.²

We recognise the importance of early years intervention in encouraging greater diversity in STEM. That's why we actively focus on initiatives to encourage more young people to enjoy STEM in early life through our STEM Outreach programme. By partnering with outreach organisations, community schemes, and schools – providing financial support and volunteer time – we aim to provide opportunities to young people who would otherwise be likely to miss out (for example due to socio-economic deprivation, disabilities or learning differences, or young carer responsibilities). We ensure that our teams of volunteers represent an inspiring and diverse group so that every young person can see a future route and role model for themselves, rather than prematurely ruling themselves out of STEM due to feeling that it is not for them.

Our outreach activities continue to inspire and enthuse the next generation, helping to create the CC team of the future. As always, the participation from volunteers across the business has been high, with staff from across the company contributing time, effort, and energy – and in turn being rewarded by the sheer infectious joy of seeing a young person's eyes light up as they learn something new, come to an exciting realisation about how something works, or see a potential future career path unfolding in front of them. The key aims of our STEM Outreach program are:

- Give something back locally.
- Help address the gender imbalance in STEM.
- Provide opportunities for young people who would otherwise miss out – e.g. due to socio-economic deprivation, disabilities or learning differences, or young carer responsibilities.

¹ Source: Engineering UK: <https://www.engineeringuk.com/research-and-insights/our-research-reports/key-stats-infographic/>

² Source: WISE Campaign: <https://www.wisecampaign.org.uk/updated-workforce-statistics-september-2023/>

People and culture

UK gender pay gap 2024

Statement from our CEO

"Cambridge Consultants is committed to inclusive futures for all. It is only when individuals can bring the best versions of themselves to work that we achieve our full potential and maximise the impact of our innovation. As Leah Busque, founder of TaskRabbit puts it, "I wake up every morning and think to myself, 'How far can I push the company forward in the next 24 hours?'"

It is progressive, unrelenting attitudes like this I see in so many exceptionally talented women at Cambridge Consultants. They remind me every day that we must continue to create environments for women to excel in all that they do and help inspire future generations to step into a world of fair and equal opportunity."



Monty Barlow, CEO

We are fundamentally a people-based business. We recognise the significant benefits that derive from a more inclusive and diverse organisation. From entry-level roles to senior leadership, we're committed to driving gender equality across our global business. Gender equality is just one element of our commitment to create a truly inclusive workplace where all employees can thrive.

Whilst this report only reviews the status of our UK employees our focus on developing a culture underpinned by inclusive policy and practice has global reach.

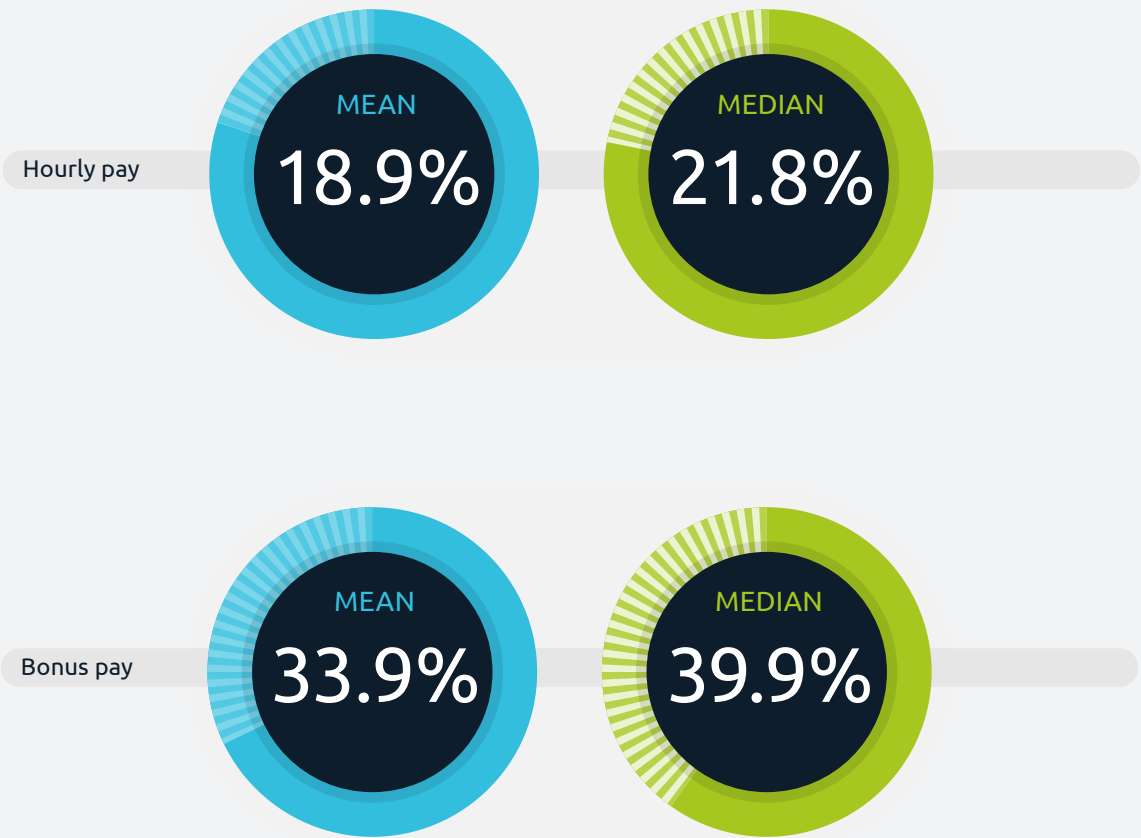
What is Cambridge Consultants doing to address the gap?

Regarding our UK Gender Pay Gap, our commitment to ED&I, demonstrated by including it as one of our five company goals for the past two years, has helped us show year-on-year improvement in both the mean and median gender pay gap, 8.94% and 7.14% reduction in the last six years respectively.

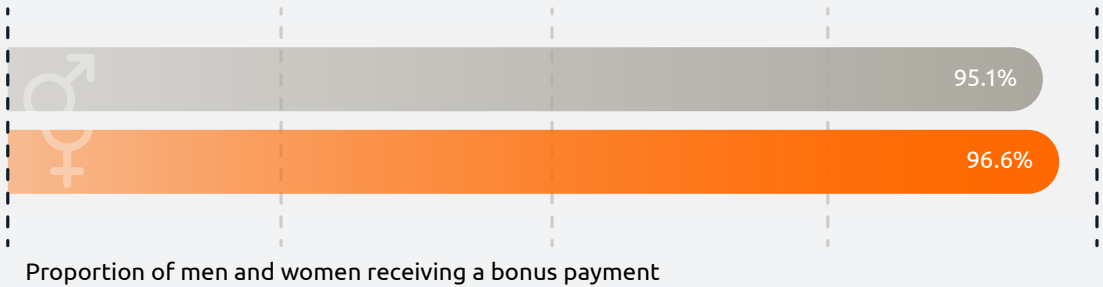
We recognise the importance of addressing the gap and that it will take time to create long-term, sustainable change. At CC we strive to create an inclusive future for all of our people.

Our key results are shown below. For more details, please refer to our [full report](#).

Our figures

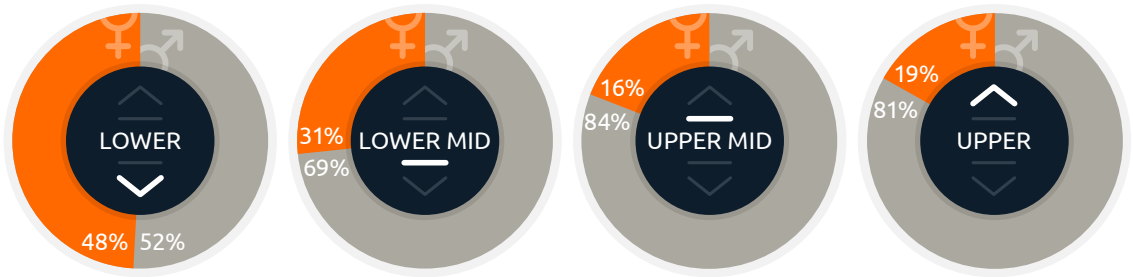


Our figures



Pay quartiles

	LOWER		LOWER MID		UPPER MID		UPPER	
	Women	Men	Women	Men	Women	Men	Women	Men
2024	48%	52%	31%	69%	16%	84%	19%	81%
2023	49%	51%	26%	74%	19%	81%	17%	83%
Difference to 2023 +/-	-0.6%	0.6%	5.2%	-5.2%	-3.6%	3.6%	1.9%	-1.9%



Excelling at ED&I @ CC

To help us achieve our organisational ambition, and to enable us to successfully innovate, we recognise that it is vital we excel at Equity, Diversity and Inclusion (ED&I). It is also the right thing to do! Since 2023 excelling at ED&I has been one of our 5 company goals.

Increasing our understanding and setting strategy

Building on the specific Equity, Diversity and Inclusion survey conducted in 2022/2023 Cambridge Consultants has embedded ED&I questions into The Global CC Conversation 2025, our employee engagement survey. In this way all of our employees have an opportunity to share their lived experience of working at Cambridge Consultants enabling us to understand what we do well and where we can make improvements. Direct feedback from our employees is important and will help shape how we, at Cambridge Consultants, move forward.



Having had many years of grassroots activity, supported at the highest level, we as a company are now working at improving our understanding of where to focus our efforts. To better facilitate the execution of our ambition, last year a Global ED&I Steering Group was established, with a framework to better support and connect our employee engagement Networks. The Steering Group aligns effort on specific investment initiatives and activities within our networks to be increasingly intentional with how we approach the challenges we face as an organisation. We are delighted that our culture of inclusion has been further reflected with the founding of additional communities to actively support marginalised individuals and/or groups which now encompass.

- **Race, Ethnicity & Culture** – To celebrate, to educate, and to foster a sense of belonging for people of all ethnic and cultural backgrounds.
- **Parent & Carer Network** – Supporting working parents and carers, information on policies, and learn more about the Parental Mentoring Volunteer Group.
- **Mental Health** – A support network, providing safe spaces for all employees to talk about mental health.
- **Women's +** – A community dedicated to promoting gender equality in both workplace and society.
- **LGBTQ+** – Providing a space for LGBTQ+ employees to support each other, express concerns they may have, and spend time around people who understand their experiences.
- **Neurodiversity** – To connect people together and share experience and learn about Neurodiversity.
- **Disability** – To help drive an inclusive, accessible culture at CC through action, allyship, education, and engagement that bridges all regions.
- **Social Mobility** – To drive visibility internally of what social mobility is and the value of embracing it at CC.
- **Wellbeing** – To foster a healthy and supportive workplace environment where employees can thrive and realise their full potential.

4 Governance

Our key Business Conduct policies and environmental certification are publicly available and can be found using the links below:

[Modern Slavery Statement](#)

[Supplier Standards of Conduct](#)

[Ethical Policy](#)

[Privacy Policy](#)

[Environmental Policy Statement](#)

[ISO 14001 Environmental Management System Certificate](#)

Cambridge Consultants operates a mature Environmental Management System externally certified to [ISO 14001](#) which provides the framework for environmental management within the company and includes our objectives and targets to drive continual improvement and the reduction of our environmental impact. Our comprehensive EMS supports a diverse range of business activities, is adaptable and flexible, making it ideally suited to embrace new challenges.

For our GHG emissions reporting we use the GHG protocol and ISO 14064 as the basis for our reporting processes.

To ensure a robust governance structure is in place we hold quarterly Environment and Energy Panel meetings which include relevant internal stakeholders to provide a forum for cross-company Environmental matters to be discussed and agreed, ensuring that our Environmental objectives continue to be met, and our communication channels remain effective. This Panel will also provide the necessary oversight of activities required to ensure that Cambridge Consultants complies with the requirements of relevant environmental legislation.

The foundation of our project delivery is a project management process based upon the principles of quality and continuous improvement, ensuring efficient project planning and delivery, and enabling timely and accurate monitoring and reporting of progress and deliverables. Alongside our project management commitment to sustainable product design, our product development processes are established to incorporate the review of and compliance with applicable standards and regulatory requirements. These may include, for example, requirements pertaining to the Restriction of Hazardous Substances (RoHS), the Registration, Evaluation, Authorisation and restriction of Chemicals (REACH), Waste Electrical and Electronic Equipment (WEEE), Ecodesign and other aspects of health and environmental protection and environmental sustainability. Further, we actively monitor and review developments in regulations and standards to provide insights to feed into our operations and delivery.

Cambridge Consultants is certified to quality management system standards ISO 9001 and ISO 13485. Scope of certification includes consultancy in the management of technology and the design, development, technical consultancy, and manufacture of prototype products, measuring systems, instrumentation and process equipment in the areas of mechanical, optical, acoustic, electronic and software engineering and biological sciences.

Our ISO 9001 certificates: [Cambridge, UK](#) and [Boston, USA](#)

Our ISO 13485 certificates: [Cambridge, UK](#) and [Boston, USA](#)

Cambridge Consultants also takes its Data Security seriously and, in addition to internal IT security policies and protocols, has held certification to Cyber Essentials since 2015 and Cyber Essentials+ since 2020.



5 Appendix

External greenhouse gas emissions, energy consumption and energy efficiency reporting

Cambridge Consultants reports under the UK’s Streamlined Energy and Carbon Reporting requirements as part of our Directors’ Report. The following extract relates to the information submitted for the financial year ending 31st December 2024 and relates to UK emissions only.

Greenhouse gas emissions, energy consumption and energy efficiency

Cambridge Consultants’ activities involve the consumption of energy: electricity and gas used in its offices and labs for light, heat, and power; and from employee business travel by means not owned or controlled by Cambridge Consultants Ltd. The energy consumptions and the direct carbon emissions resulting from offices and labs during the year were 4,778 MWh / 948 tCO₂e (2023: 5,242 MWh / 1,037 tCO₂e). Other indirect emissions from energy transmission and distribution are estimated to be 56 tCO₂e (2023: 58 tCO₂e) and in connection with business travel (by air, car, taxi, and rail) during the year were estimated to total 1,124 tCO₂e (2023: 1,277 tCO₂e).

In summary, these are the total emissions associated with Cambridge Consultants Ltd in 2024:

	2024 (t CO ₂ e)	2023 (t CO ₂ e)
Scope 1	316	370
Scope 2 (location-based)	632	667
Scope 2 (market-based)	0	0
Scope 3*	1,178	1,335
Total	2,127	2,372

* Scope 3 emissions reported here are comprised of business travel emissions (by air, car, taxi, and rail) and emissions associated with the transmission and distribution of electricity.

Energy consumed in the form of gas and electricity is through onsite meter readings. Business travel was estimated based on vehicle mileage, rail tickets and flight records. The carbon equivalents are based on typical figures in common usage. For every £1M of Revenue from activities during the year, Cambridge Consultants’ emissions were 21 tCO₂e (2023: 22 tCO₂e). The main reasons for this decrease compared to the previous year is a reduction in air travel and gas usage during the year.

This is the fifth full reporting year where Cambridge Consultants electricity has been purchased through a renewable electricity contract supported by the REGO scheme.

Energy efficiency actions undertaken in 2024 have included the continuation of monthly meetings to monitor and manage building performance, including the analysis of half hourly electricity data to improve building energy profiling. An action tracker has been established, based on the decarbonisation review by our Energy Consultant, and a number of initiatives were completed during 2024. These included a review of building occupancy levels to establish core operational hours, which were then aligned with the start/finish times for building systems to reflect occupancy and seasonal demand. Building temperature set points were also reduced further and more radiator valve restrictor devices fitted, where possible, to improve control of energy use. Settings were updated on air conditioning units which can be controlled by staff, to help reduce units running out of hours if not switched off.

Following the upgrade of the Building Management System (BMS) this has been utilised to improve capabilities in managing building plant and equipment. We have also engaged with employees through internal communications and events, such as our Sustainability Forum, to raise awareness of the importance of using energy efficiently and the impact this has on our carbon reduction targets.

Data assurance and verification

Data assurance and verification is performed on a case-by-case basis, drawing upon the methods set out in the standard BS 6001-1:1999 + A1:2011. Formalising the process of data assurance and verification is being developed as part of a project to align with the ISO 14064-1 GHG reporting standard.

Data provided to our Parent Company, Capgemini, is checked through our own QA team prior to submission and by Capgemini’s external verification activities as part of their global verification programme. This has previously been performed against the ISO 14064-3 GHG verification standard and is now performed against ISAE 3000.

About Cambridge Consultants

Cambridge Consultants (CC) is the deep tech powerhouse of the Capgemini Group. Deep tech is a mindset, a bold strategy that harnesses radical science and engineering to achieve things no-one else can. It delivers transformative business value and growth for our clients, who gain defendable commercial and operational advantage from new-to-the-world products, services and processes that they own. We overcome the ultimate business challenge: turning something that doesn't yet exist into a reality. Our advice is built on practice, with over 750 scientists, engineers, designers and consultants working globally across more than 20,000 sq. m of state-of-the-art R&D facilities. As part of Capgemini Invent, CC is backed by 340,000+ Capgemini team members in more than 50 countries.



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