



Environmental, Social and Governance

2025/26 Summary Report



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CEO statement

I am delighted to introduce Cambridge Consultants' 2025/26 Environmental, Social and Governance Summary Report. As the deep tech powerhouse of Capgemini, we believe that innovation and responsibility go hand in hand – a belief reflected this year in being ranked No.1 in Europe by iF Design, recognising the strength of our human-centred approach to next-generation product design. Our sustainability vision, to be a global deep tech leader in sustainability and climate tech innovation, continues to shape how we create value for our clients, from precision irrigation with Netafim to AI-powered dementia care with Music for my Mind and smart energy solutions with Northern Powergrid.

Closer to home, we remain firmly aligned with Capgemini's Net Zero target, continuing to reduce our own operational carbon footprint across travel, estates and energy use. We also recognise that positive impact starts early: our partnership with Cambridge Science Centre and our wider STEM outreach work are helping to open pathways into science and technology for young people who might not otherwise have access to them. And within our own walls, our Inclusive Futures strategy is strengthening how we support diversity, equity and inclusion, ensuring every colleague has the opportunity to thrive and contribute to the breakthroughs that define our future. This report reflects both the progress we have made and the work that remains, and I look forward to continuing this journey with our people, our clients and our communities.



Richard Treharne,
Chief Executive Officer



1 Introduction

As the deep tech powerhouse of Capgemini, Cambridge Consultants (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 of 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

740 +

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

COUNTRIES

35 +

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

LABORATORIES

100 +

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.

Proudly ranked No.1 in Europe by iF Design

We are incredibly proud to have maintained our top spot as the **leading consultancy in Europe** for next-generation product concepts, whilst also ranking among the **very best worldwide**. This recognition reinforces our unique approach to innovation, where we bridge complex engineering and science with real user needs.

Our success stems from a relentless commitment to applying human-centred design to deep technology, ensuring tomorrow's breakthroughs are as intuitive as they are revolutionary.



Our sustainability vision

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

Cambridge Consultants supports businesses facing growing pressure from sustainability regulation and climate change. We focus on two areas where technology-led innovation can deliver immediate and lasting impact.



1. Regulation

Redesign of existing products to meet sustainability regulation and future-proof against regulatory change

Substance substitution and material strategy to reduce regulatory and supply chain risk



2. Resilience

Design and development of climate-resilient products and systems

Rapid development of technologies to support response and recovery after climate-related disruption

Concept-to-prototype delivery of resilience-focused 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: 'Five years to net zero on the road' report by Capgemini
<https://www.capgemini.com/wp-content/uploads/2026/01/5-years-on-the-road-to-net-zero.pdf>

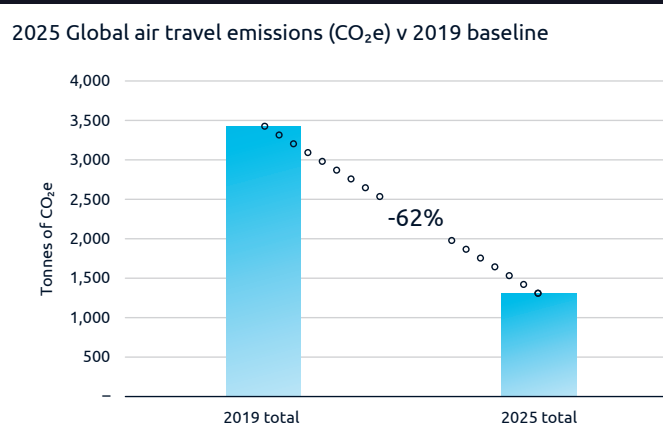
Cambridge Consultants continues to monitor and take action to reduce the CO₂e generated by our own operations. In 2025, we set two decarbonisation targets:

UK Business Travel Target

- To maintain 2024 actual carbon emissions and implement measures to promote best practice decisions for business travel (Equivalent to a 55% reduction against the 2019 baseline.)
- NB – A holding target was in place in 2025 as we expected an increase in air miles travelled due to a reduction of project activities at our Boston, US office resulting in more UK air travel to the US.
- In 2025, we achieved a 19% reduction in CO₂e emissions associated with UK business travel compared to 2024, (Equivalent to a 64% reduction against our 2019 baseline)

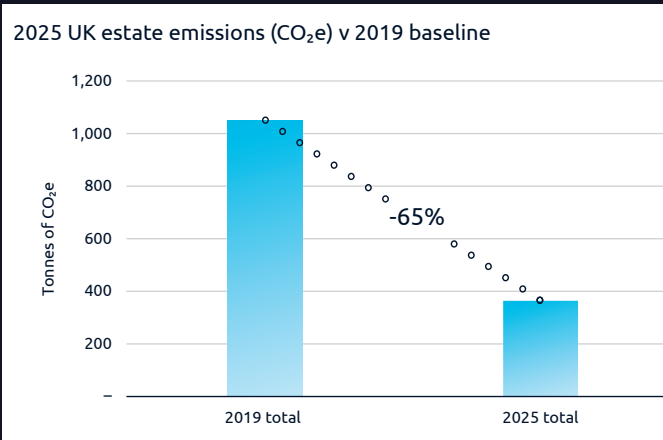
Global Business Travel

- We also monitor our Global business travel and in 2025, we achieved a 16% reduction in CO₂e emissions associated with global business travel compared to 2024. (Equivalent to a 62% reduction against our 2019 baseline)
- The reductions reported for business travel emissions by air were due to a c.22% drop in the 2025 DESNZ Air Travel GHG reporting factors. Actual global air miles travelled increased YoY by 24%.



UK Estates Target

- Absolute reduction of Estates carbon emissions in 2025 by 5% YoY compared to 2024 (Equivalent to a 66% reduction against the 2019 baseline.)
- In 2025, we achieved a 3.5% reduction in CO₂e emissions associated with our UK estates compared to 2024, Equivalent to a 65% reduction against our 2019 baseline)
- Although building energy savings achieved the target reduction required the overall result was adversely impacted by an unplanned loss of 10.5t CO₂e from environmental chambers in our labs.



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

12 Jan 2026 Doc-POL-007 v3.10

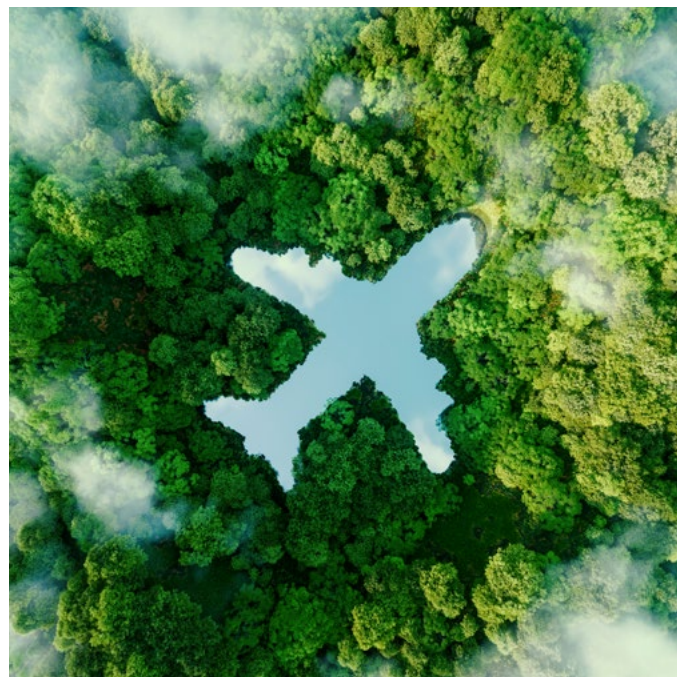
Commercially Confidential

1

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 2025 we achieved an 16% YoY reduction in our global business travel CO₂e emissions against the previous year. A holding target, not to exceed our 2024 business travel emissions, was introduced in 2025 as we expected an increase in air miles travelled due to a reduction of project activities at our Boston, US office resulting in more UK air travel to fulfil our client requirements in the US. This was confirmed with 2025 global air miles travelled increasing by 24% YoY compared to 2024, but YOY emissions reduced due to the drop in the 2025 DESNZ Air Travel GHG reporting factors.

During 2025 we focused on opportunities to improve our visibility of the impacts of air travel on emissions and keeping the business informed on performance against our agreed decarbonisation targets. As a result, we have developed Business Travel dashboards down to Business Unit level to allow units to see their performance against carbon reduction targets. It is planned to launch these in 2026.



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 continue to review our building portfolio to ensure our buildings are fully utilised in alignment with business requirements.

Energy efficiency actions undertaken in 2025 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, this has resulted in improvement of energy usage at weekends.
- Building Management System (BMS) reviews have been undertaken to see if further measures can be taken to optimise building plant operations, including kitchen heating and cooling reduction opportunities.
- Further initiatives from the action tracker (based on the decarbonisation review by our Energy Consultant) were completed during 2025. These included a review of the Multi Storey Car Park absence detector timings and the Intelligent Lighting systems in the Auton and Richardson buildings reducing the operational timings to optimise usage. Additionally, the Auton & Richardson Fan Coil Unit (FCU) time schedules were investigated to ensure alignment with their original design and remove any redundant 'special event variances.' Quarterly 'BMS time schedule review meetings' were implemented to adjust FCU's as per changing temperature demands.
- New gas boilers were installed in the Energy Centre to replace end of life units, and work was undertaken to implement an operational strategy to maximise efficiency. During warmer months hot water temperature settings were lowered to reduce heating demand.
- Data logging of the main site distribution boards was completed and analysis undertaken to identify anomalies in energy usage for further investigation and action with the Building Services team.
- A new electrical substation was installed in 2025 to increase site capacity due to issues with demand nearing previous capacity limits. This will also providing additional capacity for any future projects looking to reduce gas use and associated GHG emissions.
- Communications with staff on energy saving opportunities have continued, including switching off manual air conditioning during the summer months and equipment during holiday periods when site occupancy is low.

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 monthly average per employee based on our 2019 baseline. In 2025, we continued below our baseline achieving 0.96m³ per employee, with total consumption remaining 9% below the 2019 baseline year.

Waste

During 2025, we have continued our office waste sorting stations and separate food waste collection points in our restaurant and our offices areas, our food waste is sent to an anaerobic plant for processing into energy and biofertiliser. Our general waste stream continues to be sent to processing into a refuse-derived fuel, and our dry mixed recycling waste stream is sent for sorting as feedstock for recycling processes.

We continue to monitor 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 decrease by 6% compared to 2024, this is likely to be due to additional recyclable waste being generated during 2024 due to the closure of Unit 300 and other changes to office waste cleanouts during changes to our main premises. Overall waste weights have shown a decrease of 26% in 2025 compared to 2024. NB – In August and September 2025 there were issues with our waste contractor's system not recording weight for General, Mixed Recycling and Food resulting in some 2025 weight being estimated.

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



IT

Where possible IT equipment is reused within our operations. Monitors, laptops and desktops that are no longer required due to technical obsolescence 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 and during 2025, we donated 26 desktops and 39 laptops to the, 11 laptops were also donated to other local charities. Where when equipment isn't serviceable, we ensure it is sent to an authorised treatment facility for materials recovery and recycling.

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 2025, we participated in the Travel to work survey run by the Cambridge Science Park. The results indicated that 40% of staff use active modes of travel such as walking or cycling to work, 6% travelled to work by bus or train and 50% drove a car solo and 4% car shared. It was not possible to undertake a valid comparison to the results in 2024 as a new provider and methodologies were used for the survey in 2025. We will recommence a comparison in 2026.

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

Biodiversity

In 2025, we commenced a number local biodiversity projects to encourage wildlife on our main site in Cambridge. This has included spaces created for invertebrates, reptiles and small mammals, including log and leaf piles and a bug- hotel within the wooded area on site. Prior to the spring we also installed a number of bird boxes around the site and in November we planted 300 snowdrop and aconite bulbs and have left areas of nettles and garlic mustard to grow to encourage butterflies. There are plans in 2026 to plant a dogwood hedge and to establish an area to encourage wildflowers and plants.

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 'Five years to net zero on the road'](#) (published March 2025)



"In addition to our target to reduce our carbon emissions, we have also made a commitment to scaling up our investment in climate and nature solutions. We currently invest in projects that will generate high quality carbon credits (as defined by independent standards) that have a positive impact for the planet and deliver wider social and environmental co-benefits. We continue to reduce our negative impacts in areas, including water and waste, promoting circularity and biodiversity initiatives"

Engaging staff on sustainability issues

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.

On World Environment Day (WED), on 5th June 2025, CC supported the Capgemini Zero Hero campaign based on the WED 2025 theme which highlighted the impact of plastic pollution on the environment.

Working with stakeholders around the business CC coordinated a Plastic free lunch where further single use plastic use items were removed from our canteen, chillers and vending machines. This included plastic single use yoghurt, jam, spread containers removed from canteen, sandwich and salad packaging replaced with alternative paper products and plastic bottles removed from the vending machine.

In addition to communication leading up to the day, there was a takeover of TV screens running key messages on the impacts of plastic pollution, operational changes made and ideas to reduce single use plastic at home too.

Where possible a number of the changes to remove single use plastics, have been continued.

Sustainability Forum

During 2025, we continued with our 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 these and help improve our impacts.

Sustainability Club

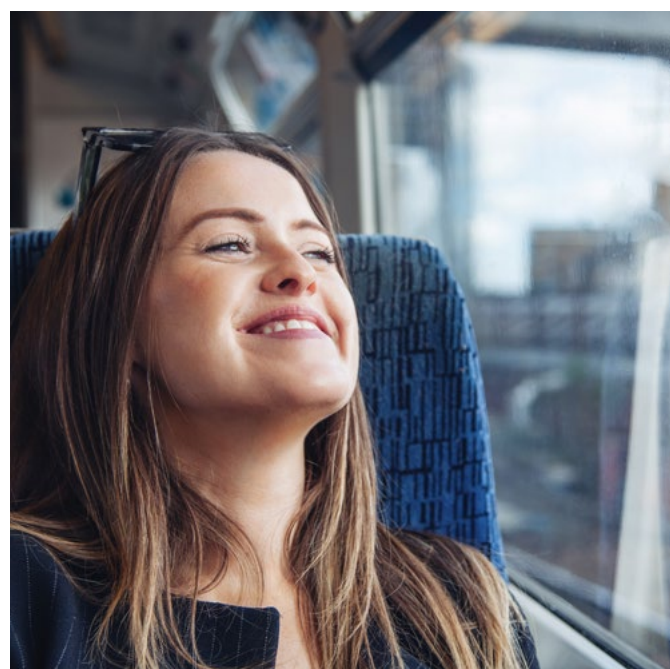
This lunchtime club was also a regular feature in 2025 providing an opportunity for staff to meet on an informal basis. Discussions include a wide range of sustainability topics, sharing of best practice and operational sustainability initiatives and performance.

Lab Safety and Environment Champions

Our Lab Safety and Environment Champions network continued during 2025 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 the Cambridge Science Park (CSP) to participate in the annual travel to work survey to provide valuable information to CSP management and to monitor our own behaviours in this area.



Client stories

Cambridge Consultants supports businesses facing growing pressure from sustainability regulation and climate change. We focus on three areas where technology-led innovation can deliver immediate and lasting impact.



1. Regulation

Redesign of existing products to meet sustainability regulation and future-proof against regulatory change

Substance substitution and material strategy to reduce regulatory and supply chain risk

Project Examples:

Ouroboros [see page 17](#)

Bamboo injector [see page 16](#)



2. Resilience

Design and development of climate-resilient products and systems

Rapid development of technologies to support response and recovery after climate-related disruption

Concept-to-prototype delivery of resilience-focused solutions

Project Examples:

Netafilm [see page 12](#)

Maverick [see pages 14-15](#)



3. Social

CC also supports projects which can have positive social impacts

Project Examples:

Music for the mind [see page 13](#)



Client story: Working with Netafim to save 20% more water than standard irrigation

Climate change and a rapidly growing global population are driving an urgent need for water conservation.

Today, around half of the world's population faces severe water scarcity for at least part of the year, and by 2050, over five billion people could struggle with inadequate water access. Agriculture sits at the heart of this challenge, consuming 70% of the world's freshwater. As experts in deep tech innovation for sustainable solutions, we're proud that our collaboration with the global leader in precision irrigation [Netafim](#) that makes a real impact – helping farmers worldwide grow more with less resources such as water and fertilizers.

While drip irrigation has long been recognized as an effective solution, its transformation into a high-tech solution has been hindered by cost, energy consumption, and long-term reliability concerns. Today, advances in low-energy technology have made it possible to develop solutions that require minimal maintenance and intervention – critical needs across many industries. Additionally, ensuring reliability, durability and cost-effectiveness has been a barrier to wider adoption, as systems must be robust and built to last. In our collaboration with Netafim we respond to these challenges and work together to think of new solutions for drip irrigation with the potential to save 20% of water with this new technology.

To cope with the challenging and complicated nature of plumbing on farmland, some suppliers develop over-specified systems of large pumps and pipes that need regular maintenance. Instead, Netafim's focus is on targeted zones – irrigating small blocks in rotation as required rather than flooding wider areas all at once. The company has also put the emphasis on easy installation, without the need for intermediaries or a specially trained workforce to implement and maintain the system.

Irrigation to maximise crop yield

Our novel smart technology has a network of sensors able to react to actual soil conditions. Water is only used when it's needed, where it's needed – a strategy that preserves resources while maximising crop yield. This enhanced approach also has a direct benefit on fertiliser, improving its efficiency by 30% and reducing the association energy consumption by up to 35%. Given the significant carbon footprint associated with fertiliser production and use – [four per cent of global CO₂ emissions](#) – this unique form of drip irrigation has huge sustainability potential.





Client story: AI-powered music innovation to unlock a new era in dementia care

Cambridge, UK – September 21 2025 – On World Alzheimer's Day, Cambridge Consultants (CC), the deep tech powerhouse of Cpgemini, and UK charity, [Music for my Mind \(MFMM\)](#), aim to bring potential life-changing benefit of music for people living with memory loss or dementia to a wider audience using a transformative AI Playlist Maker.

MFMM's existing Playlist Maker is already in use by more than 1,000 families. It is a free-to-use web app, launched following a research project that began in 2016. Its playlists, based on users' formative teenage years, have been reported to provide transformative benefits for people living with memory loss or dementia, with 90% of respondents reporting a positive mood boost and 77% reporting reduced anxiety, according to MFMM's internal survey data. The playlists help by triggering memories, improving mood, reducing anxiety, and strengthening connections with loved ones.

However, MFMM faced a monumental scaling challenge. Following its existing practice of using trained service providers to observe music listening sessions that take one hour for each person with dementia, it would take more than a century to reach the million people currently living with dementia in the UK. To tackle this, MFMM approached Cambridge Consultants to explore how advances in AI, data science and human-centric design could help address its scaling challenge.

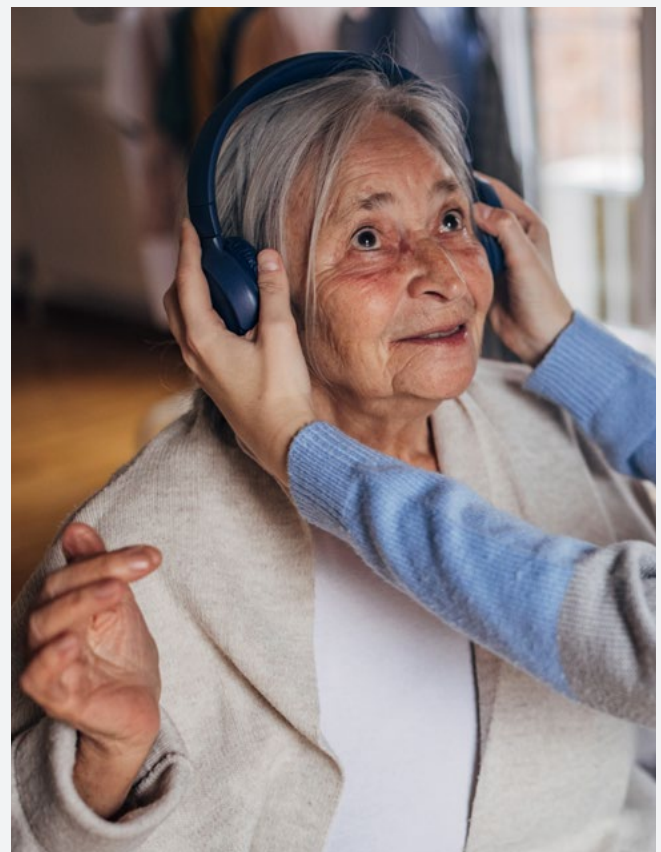
"We recognised that using AI to replicate the work that trained observers currently do means that we could potentially deploy this as an app that care partners could use all over the world. That's where Cambridge Consultants came in."

Keith McAdam, Chair of Music for my Mind

Cambridge Consultants helps unlock scale. CC analysed MFMM's dataset listener sessions, using an AI system that integrates advanced techniques to detect subtle behavioural cues – such as facial expressions and body language – that might indicate how a person is responding to music, even when they can no longer express preferences verbally. CC built a robust data processing pipeline and developed a new AI-powered application that streamlined the charity's process of collecting, analysing, and refining playlist feedback.

"By combining cutting-edge AI with MFMM's expertise in using personalised music playlists, we're helping to scale something profoundly personal – restoring moments of connection, dignity, and joy to people living with memory loss or dementia. This groundbreaking work has helped illuminate a path forward, allowing for systematic and decisive steps to be taken to improve the dataset, which will in turn result in more accurate AI models that MFMM can deploy."

Joe Corrigan, Head of Technology, AI in Healthcare at Cambridge Consultants, part of Cpgemini





Client story: Our collaboration with Northern Powergrid helps drive the urban Community DSO smart energy initiative

CC's Cloud Energy platform is being deployed by Northern Powergrid for their Community DSO project. Project leaders expect the trials to demonstrate how by working together, communities can help lower their peak energy consumption and bills through intelligent coordination of low carbon technologies (LCTs) such as heat pumps, EV chargers, batteries and solar panels. In doing so the community will lower peak demand on the grid, demonstrating how the UK can help meet net zero targets while minimising expensive infrastructure investment.

Cloud Energy is a proprietary CC technology platform which could be described as a 'Bluetooth' of smart energy systems. Our objective with Cloud Energy is to overcome the interoperability challenges associated with the different LCTs supplied by a multitude of different manufacturers and coordinate the operation of these assets with management of the low voltage network. In doing so we bring together the previously separate worlds of domestic LCTs and grid network operations in an automated manner.

This will not only improve overall local grid stability but also have the potential to lower overall local energy demands, resulting in potential cost savings for the users involved.

Local decarbonisation and carbon savings

This UK industry-first innovation demonstrator project will develop and trial a future framework for community distribution operation and empower local communities to have greater control over their energy and assets. The aim is to strengthen local energy independence and incentives for local decarbonisation and carbon savings.

This flagship innovation project is being delivered by Northern Powergrid in partnership with LCP Delta and TNEI and is funded through the network innovation competition of Ofgem, the energy regulator for Great Britain. It is laying the foundation for communities to adopt the community-led DSO approach easily, and at scale.

Community DSO project

CC is implementing Cloud Energy within the active Urban trial to connect smart devices and low carbon technologies to reduce the pressure on the electricity grid and build a fairer, more flexible energy system. The trial is part of a collaboration involving several key partners, including the Centre for Energy Equality, Pure Leapfrog, Energy Friends and SYMCA. It is active across locations in Sheffield and County Durham.





Client story: continued

Smart clean energy solutions

The objectives chime with our commitment here at CC to propel innovation that improves access to smart energy solutions for lower income households and those living in underserved geographical areas. We've worked with Landis+Gyr, for example, on a suite of industrial products designed to bring the benefits of smart metering to 750,000 hard-to-reach homes. More broadly, our teams of experts are helping to shape the narrative of energy grid transformation, including the emerging operational challenges faced by DNOs.



"Success will be if a new community energy transactional model emerges irrespective of which DSO communities sit in or across, demonstrating scenarios when collective consumption can consistently flatten peak loads without customers losing out compared to their existing and future fluctuating market arrangements."

"Greater success will be if customer premises from any era or building stock type aren't excluded because of difficulties installing certain low carbon technologies. The main benefactors aren't only housing associations and distributed energy resource (DER) providers and smart meter access doesn't remain a blocker. We want everyone included, domestic and enterprise, including English heritage properties, the digitally disadvantaged and aged. Following trials, there should be an immense knowledge base to disseminate to stimulate the UK community energy movement."

Jane Watson, Innovation Community Engagement Lead, Northern Powergrid.



Sustainable autoinjector concept wins A' Design Award

We've been honoured at the A' Design Awards for our pioneering sustainable autoinjector concept, Bamboo. Scooping the Silver A' Design Award in the Sustainable Products, Projects and Green Design Category, this recognition reflects the team's commitment to innovation, sustainability and patient-centric design in the medtech space.



Rethinking the future of injectables

Autoinjectors are widely used to deliver medications for chronic conditions like diabetes, multiple sclerosis and arthritis. But most of these devices are single-use, contributing significantly to medical waste. Reusable alternatives exist but often compromise usability and come with higher costs.

Bamboo challenges this paradigm by offering a novel solution that balances sustainability with enhanced user experience. Our design team achieved an 84% reduction in environmental impact compared to single-use autoinjectors, and a 49% reduction compared to reusable ones. This was accomplished by dramatically simplifying the device's internal mechanisms – reducing the component count from 166 to just 40.



Creating Bamboo from a culture of experimentation

The sustainable autoinjector concept wasn't born from a client brief – it was an internally-driven initiative, sparked by a desire to rethink the industry's trajectory.

As Charlie Dean, Head of Sustainable Medtech, explains:

"We wanted to step back and ask: what's the most optimal vision for this space? Not just what's commercially viable today, but what's truly possible if we prioritise sustainability and user experience? Developing Bamboo internally meant we had the freedom to explore that without compromise."

Having gathered insights from across the community, the team recognised that current innovations were constrained by prevailing business models and cultural norms. By treating Bamboo as a 'concept car,' they were able to explore a broader range of stakeholder needs and imagine a future where sustainability is not a trade-off but a core feature.

Chris Harm, Industrial Design Lead, adds: "We saw an opportunity to benchmark against disposable injectors and still surpass them in sustainability. Even with a more complex electromechanical design, our industrial design ensured a high level of usability. It's a testament to our deep tech capabilities and our commitment to pushing boundaries."

Innovation without compromise

What sets Bamboo apart is its ability to integrate advanced features without sacrificing sustainability. For example, the device includes a novel mechanism for sharps injury prevention. The syringe is loaded with its cap on, and the device automatically removes and reattaches the cap during use. This ensures the user is never exposed to a bare needle. Remarkably, all of this is achieved using a single motor – a feat of engineering that enables uncapping, recapping, dosing and plunger actuation in one streamlined system.

A win for human centred design

Winning the A' Design Award serves as a validation of our approach to innovation. The team continues to push boundaries, combining deep tech expertise with a human centred design philosophy – putting sustainability and usability at the forefront.



We've been honoured in the Official Best of CES 2026 Awards!

Ouroboros, our user-repairable and refurbishable smartwatch design and ecosystem, was selected as a finalist in the "Best Sustainability" category at the Official Best of CES 2026 Awards, Awarded by CNET Group.

Imminent EU legislation and consumers demands mean that consumer electronics need to embrace Right to Repair and circular design.

We created Ouroboros to inspire and show companies that sustainable design does not need to compromise on form and function.

But the design is just the beginning. We also developed innovative UX touchpoints and business models that engage the consumer in the repair and refurbishment ecosystem. It's all well and good designing something to be repairable, but if the user doesn't engage in the ecosystem, it isn't worth doing at all.

We're delighted to have been selected, thank you to Katie Collins and the rest of the selection panel. We hope that this acts as a stimulus for the industry as a whole and we can't wait to see more sustainable technology in the year to come!



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.

Highlighted Reports

Turn sustainability regulation into competitive advantage



The next decade will see sweeping changes to the way we create, use and dispose of consumer products – driven by a wave of legislation aimed at reducing environmental impact, promoting ethical practices and ensuring long-term resource efficiency.

While these regulations can initially appear burdensome and present risks for business that do not comply today, they also represent a powerful catalyst for change and the future of consumer product development. Whether you need to remove materials ahead of incoming bans or comply with right to repair regulations, there's a huge opportunity to not only survive, but thrive and leapfrog your competition.

In this paper, innovation experts from across Cambridge Consultants (CC), part of Capgemini Invent, shared insights on how business leaders in Consumer-Packaged Goods (CPG) and electronics companies can not only navigate environmental legislation for consumer goods, but leverage the latest advances in science and engineering to create additional business value, delivering top line growth.

Plug in, cash in: Pathways to accessing billions of untapped value in the future grid



How can the energy industry unlock and coordinate latent grid flexibility fast enough to seize emerging revenue streams, avoid costly infrastructure upgrades, and increase reliability and resilience?

This indispensable report, created by Cambridge Consultants in collaboration with Cambridge Cleantech, unpacks the key challenges and opportunities of the future grid. What's more, it has findings that point to a clear answer – thanks to research, interviews and a roundtable with senior stakeholders in the energy and climate tech industry across the UK and Europe.

Accelerating the equitable deployment of accessible energy flexibility, enabled by Virtual Power Plants (VPPs), is the way forward. Here, we define VPPs as a coordinated set of DERs (solar panels, energy storage, EVs and heat pumps) that collectively function to enhance grid stability, reduce costs, and maximise renewable energy usage.

Turning this forward vision into real-world impact demands collective action involving a diverse network of participants. Recognising this, the report suggests solutions, optimal areas of innovation and tangible actions that energy market stakeholders can take to help achieve shared goals.

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

Climate adaptation – Harnessing tech-driven resilience to create sustainable value



Drawing on case studies from Cambridge Consultants, Capgemini Invent produced a new report which examines how tech-enabled climate adaptation strategies can safeguard business value chains and unlock sustainable growth opportunities. [Capgemini Climate Resilience Report](#)

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

Academic and industry engagement: Advancing sustainable innovation

As part of our ongoing commitment to fostering the next generation of sustainability leaders, during 2025 members of our Sustainability team gave guest lectures to university students at Loughborough University and Imperial College London teaching about sustainable design principles and developing impact-driven business models.

In 2025, we also engaged regularly at industry events such as the New York Climate Week, London Biodiversity Summit, Glasgow Energy Innovation Summit, Cleantech Forum Europe, Slush (Helsinki) and the Clean Venture Day in Paris.

3 Social

Talent attraction

Through our continued focus on inclusive recruitment, early careers development and social mobility initiatives, we have strengthened our local talent pipeline and broadened access to STEM opportunities. Our early careers and work experience programmes have supported increased participation from underrepresented groups, improved candidate accessibility throughout our hiring processes and strengthened partnerships with local education providers. As a result, we are building a more diverse entry-level talent pool and contributing to greater inclusion within the Cambridge STEM community.

Recruitment efforts

Following a full year of using our applicant tracking system, we are continuing to embed data-driven decision-making across our recruitment process. We regularly review and optimise our recruitment channels, expanding our reach into more diverse talent pools and refining our approach based on insight gathered throughout 2024 and 2025.

Our referral bonus scheme remains in place and continues to support the attraction of diverse candidates. Our job advertisements are written using inclusive language, ensuring they appeal equally to all individuals, regardless of gender, background or experience.

We have continued to enhance our interview process and the information shared with candidates to ensure it remains inclusive and accessible, particularly for those who are neurodiverse. This includes offering alternative interview formats, flexible communication methods and clear guidance as standard practice.

We remain mindful of the composition of our interview panels, working to achieve greater gender balance and diversity within our hiring teams wherever possible.

Having become Disability Confident Committed Employers in late 2024, during 2025 we have continued to deepen our commitment as we progress towards becoming fully Disability Confident Employers. Through the Disability Confident Scheme, we 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.

We also recognise the importance of providing an environment where all employees feel valued and supported. To attract and retain talented people, we continue to offer a comprehensive benefits package that prioritises wellbeing and ensures that 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 wider range of academic institutions and university societies, we aim to further increase representation, particularly among women in STEM.

Building on partnerships established in 2024, we continued to collaborate with Women in STEM societies, hosting panels and activities to support strong female representation across our initiatives. We have also maintained partnerships with societies focused on race, ethnicity, culture and neurodiversity.

Additionally, we continued to target Women in STEM events and highlight underrepresented skill sets through video campaigns, including skill-set interviews on platforms such as Gradcracker. To complement these efforts, we further developed multimedia content for multi-channel campaigns, ensuring that our recruitment processes, onboarding and engagement experiences remain inclusive, positive and supportive of diverse talent.

During 2025, we recruited 3 apprentices, 12 interns, and 30 graduates. In addition, we also awarded 7 scholarships to students before they reach university.

Work experience

In 2025, we continued to build on the two core work experience schemes delivered in 2024 (Technology Development and SEND) and kick-started a new scheme focussing on improving local social mobility.

Our Technology Development Scheme continued to provide opportunities for local students, with a focus on widening participation and addressing the gender imbalance in STEM. Working with Form the Future and local education providers, we encouraged applications from a broad and diverse pool of candidates. We then applied a structured, bias-reduced selection process, followed by randomised selection from a shortlist, to ensure fair and equitable access.

Following the successful pilot of our Special Educational Needs and Disabilities (SEND) scheme in 2024, we further embedded this initiative during 2025. Our objective remains to remove barriers for SEND students accessing the STEM workforce by providing an inclusive and accessible work experience programme. This continues to include:

- Supporting students on the SEN register, with or without an Education, Health and Care Plan
- Partnering with Saffron Walden County High School to engage further education students
- Building relationships with students and assigning buddies for support
- Implementing reasonable adjustments to ensure accessibility
- Delivering tailored STEM activities and workshops

Both schemes are progressing towards accreditation through the Education Development Trust.

In Spring 2025, we launched our Upskilling Work Experience Scheme. The aim of this initiative is to help remove barriers that individuals from disadvantaged socio-economic backgrounds may face when accessing the workforce by offering a structured programme designed to develop employability skills and build confidence. Eight further-education students, supported by bursaries, joined us for five structured sessions focused on confidence, workplace awareness and practical skills development.

A focused approach to social mobility is particularly important in Cambridge, where:

- The city is home to a highly concentrated science and technology sector, yet access to these opportunities is not always evenly distributed.
- There remains a gap in progression and outcomes between students from more and less advantaged backgrounds.
- The cost of living and housing in the region can present additional barriers to entering professional careers.
- Many young people from disadvantaged backgrounds have limited access to professional networks, industry insight and visible role models.

By addressing these challenges locally, we aim to contribute to a more inclusive regional talent pipeline and ensure that opportunity within the Cambridge STEM community is accessible to a broader cross-section of society.

Community engagement

Early age/Outreach

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.



Cambridge Science Centre (CSC)

CAMBRIDGE
SCIENCE
CENTRE

Partnership Impact:

*Cambridge Science Centre
(2025)*

30,000+ *Children and adults reached through CSC programmes – Extending access to STEM at scale across diverse audiences*

21,000+ *Visitors to Cambridge Science Centre main site – Sustained engagement with hands on science in a dedicated learning environment*

3,000+ *Visitors engaged at Inspire Wisbech, supporting underserved Fenland communities – Reaching communities with limited access to STEM opportunities*

3,700+ *Children reached through school visits across the region (100+ classes) – Supporting early engagement with STEM at critical stages in education*

500+ *Community sessions supporting groups facing barriers to STEM access – Enabling repeated, long term engagement for those most in need of support*

Our partnership with Cambridge Science Centre, strengthened through our membership of its Executive Council, enables us to contribute meaningfully to widening access to STEM education across the region. In 2025 alone, Cambridge Science Centre reached over 30,000 children and adults, delivering hands on, curiosity led experiences that help build confidence, skills and engagement in science and technology.

Through this partnership, we support Cambridge Science Centre not only in delivering programmes, but in shaping its long-term strategic direction. Our involvement has contributed to the development of Cambridge Science Centre's impact framework and five-year strategy, helping to ensure that its work is both evidence based and aligned with regional priorities around inclusive growth and access to opportunity.

A key focus of our collaboration is translating complex technologies into accessible, engaging experiences. Working with Cambridge Science Centre's content and exhibitions teams, we co-developed a bespoke AI exhibit, enabling young people to explore how AI systems learn and make decisions through hands on interaction. The exhibit has proven highly engaging, with strong dwell time and repeat interaction, helping children and families build confidence and understanding of emerging technologies.



The partnership also extends our impact beyond Cambridge, supporting Cambridge Science Centre's expansion into underserved areas such as Fenland, where access to STEM enrichment opportunities is more limited. By helping to remove barriers such as transport and enabling community-based engagement, we contribute to widening participation and supporting inclusive growth, ensuring more young people, particularly those facing socio economic disadvantage, can access high quality STEM experiences, build confidence and skills, and develop pathways into future careers within the region's innovation economy.

People and culture

UK gender pay gap 2025

Statement from our CEO

"As a company built on breakthrough innovation, Cambridge Consultants thrives when our teams are diverse, empowered and able to contribute their best. A diverse workforce doesn't just strengthen our culture, it drives better innovation, stronger client outcomes and superior business results.

Our 2025 gender pay gap report reflects both the progress we have made and the work that remains. Like many organisations in the deep-tech and consulting sectors, our gender pay gap is strongly influenced by representation patterns across senior technical and commercial roles. But it is our responsibility to address these structural barriers. This means continuing to attract, retain and develop exceptional women at every stage of their careers and ensuring that Cambridge Consultants is a place where they can excel and lead.

As CEO, I am committed to accelerating this progress. For 2026, we have set clear priorities. We will strengthen our governance, so progress is owned at the highest levels. We will build a more intentional engine to retain, develop and progress diverse talent across the organisation. We will improve how we capture and use data to inform future strategic initiatives and ensure full legislative compliance. And we will continue to invest in and better support our established and growing employee networks, recognising the vital role they play in building an inclusive community.

This report reflects where we stand today; our priorities reflect where we intend to go. We are committed to creating an environment where innovation flourishes because opportunity is genuinely equitable and where every colleague can help shape the breakthroughs that define our future."

Richard Traherne,
Chief Executive Officer



This year's results show both progress and areas where structural imbalances remain. We continue to focus on long-term actions that support gender balance across all levels.

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 remain 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.

Summary

Our pay gap is primarily caused by two main factors.

- There are more men than women at every career grade in our UK workforce, including senior technical and leadership roles, which has the greatest influence on the pay gap. In the 2025 data period 69% of our workforce were men and 31% were women. Around 67% of all women in the organisation were in the lower two quartiles.
- Women are more represented in administrative support roles, which typically fall into the lower pay quartiles.

As noted above, our reported gap is significantly impacted by the ratio of men to women across the organisation, particularly those at senior leadership level. Within wider diversity aims we are working to increase gender diversity in new hires and to support progression.

We recognise that we are operating in a challenging environment for women in engineering and technology where women remain significantly under-represented. According to a 2025 report analysing 2024 Labour Force Survey data, women made up 16.9% of engineering and technology occupations, whilst making up over half (56%) of all other occupations combined.

Undertaking additional analysis, we are proud to continue to have gender equity in our promotion rates as a proportion of our overall workforce in 2025.

However, progression into senior roles continues to be a key driver of our gender representation and, in turn, our gender pay gap. During the year to 5 April 2025, women accounted for 39% of promotions at the Director, Associate Director, Group Leader and Function Manager levels, with men representing 61%. While this reflects positive movement in strengthening the pipeline of women into senior positions, we recognise that there is still more to do to achieve a more balanced distribution at these grades.

We are continuing to focus on actions that support fair and transparent progression, including strengthening our talent review processes, improving access to development opportunities, and ensuring that promotion decisions are consistently aligned with our inclusion and diversity commitments. These steps are designed to help us build a stronger, more gender-balanced leadership population over time.

Overall, our 2025 gender pay gap results continue to reflect the distribution of men and women across different levels of seniority within our organisation. While the hourly pay gap has increased slightly, the mean bonus gap has reduced, and we have seen encouraging signs in senior hiring and representation at both ends of the organisation. We remain committed to improving gender balance at all levels. We will continue to track indicators and be taking an evidenced based approach to supporting career progression and creating a more representative leadership pipeline over time.

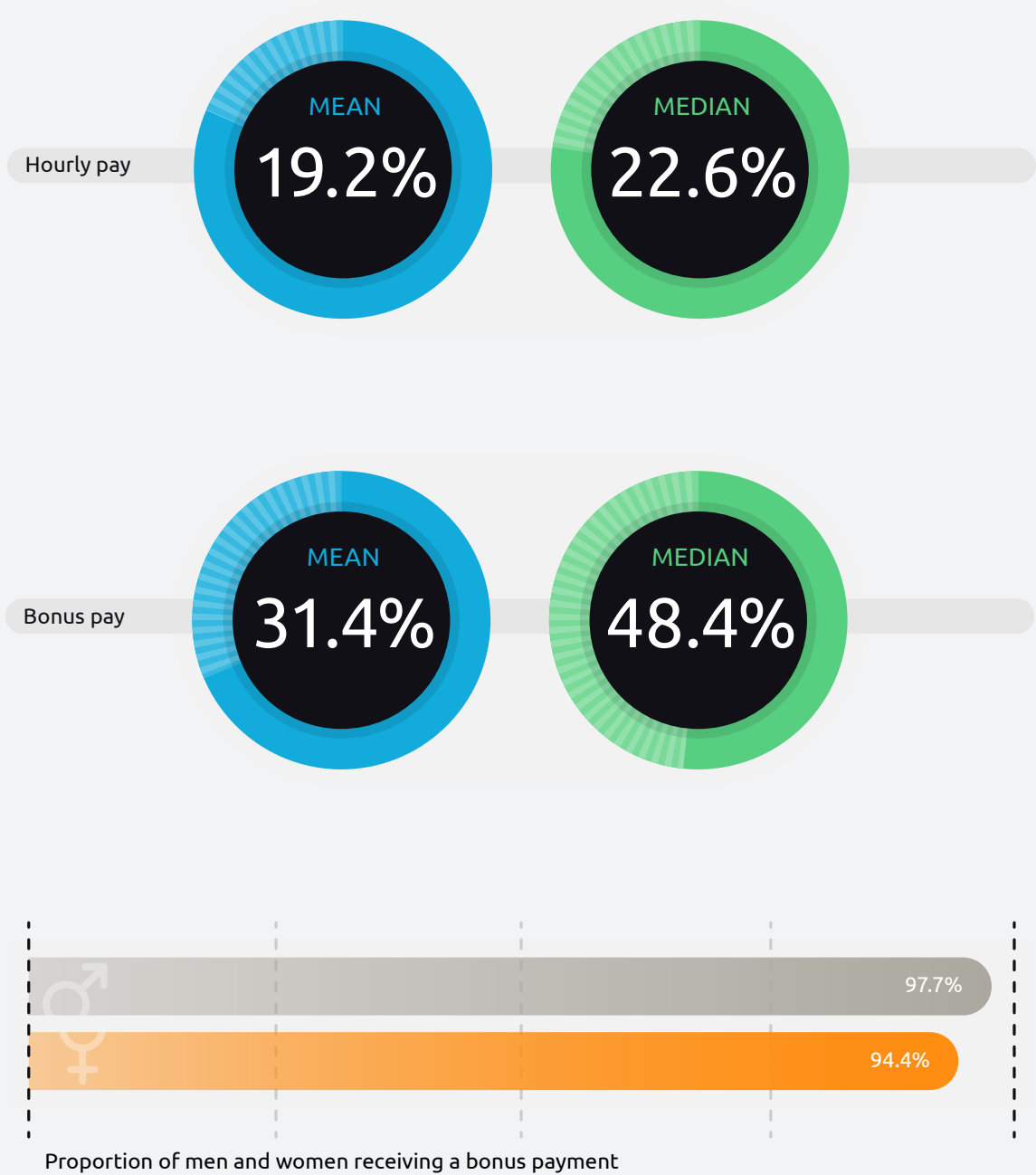
What is Cambridge Consultants doing to address the gap?

Actions that we take should be specific, evidence-based and allow connection to impact. For us addressing this is a strategic issue and is embedded in our company direction. As we prepare for the required action plan in next year's reporting we are already seeking data-led explanations for our gap and to focus our efforts to close the gender pay gap.

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

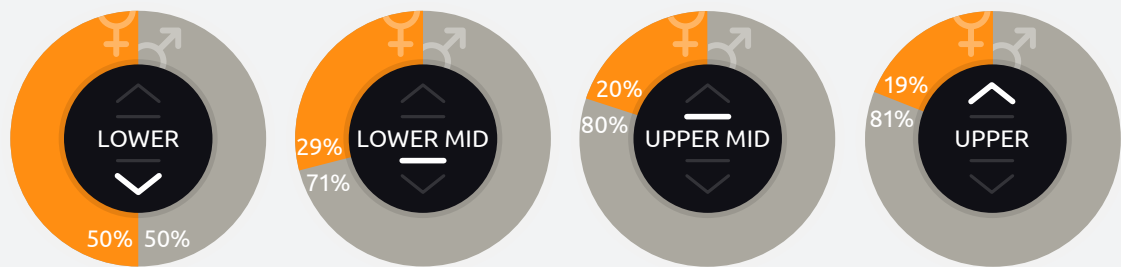
Source: <https://www.engineeringuk.com/research-and-insights/our-research-and-evaluation-reports/engineering-and-technology-workforce-may-2025-update/>

Our figures



Pay quartiles

	LOWER		LOWER MID		UPPER MID		UPPER	
	Women	Men	Women	Men	Women	Men	Women	Men
2025	50%	50%	29%	71%	20%	80%	19%	81%
2024	48%	52%	31%	69%	16%	84%	19%	81%
Difference to 2024 +/-	1.7%	-1.7%	-2.6%	2.6%	4.2%	-4.2%	0.2%	-0.2%
2023	49%	51%	26%	74%	19%	81%	17%	83%
2022	50%	50%	20%	80%	22%	78%	15%	85%
2021	40%	60%	30%	70%	20%	80%	13%	87%



Employee Engagement

Engagement and inclusion remain essential drivers of high performance, innovation and long-term retention across CC. To deepen our understanding of the employee experience, we conducted a Global Employee Engagement Survey in 2025, inviting colleagues across all regions and functions to share their perspectives.

The survey generated a strong level of participation, reflected in a 74% response rate. Overall engagement scores were high, and while the results were encouraging, we also identified several areas that merit further exploration. In response, we facilitated a series of voluntary discussion sessions to gather richer insights and ensure employees had meaningful opportunities to contribute their views.

From an ESG perspective, the findings were particularly positive.

- 90% of respondents agreed that CC actively champions health, safety and wellbeing.
- 81% agreed that CC makes a positive impact on people, communities and the environment.

These results reinforce our commitment to fostering a workplace culture where employee voice is valued and acted upon. We remain focused on maintaining robust, actionable feedback mechanisms that support continuous improvement and enable us to respond effectively to the needs and expectations of our people.

Inclusive futures @ CC

Innovation happens when different perspectives come together. Diversity of thought has always been central to who we are at Cambridge Consultants. In 2026, we are evolving our approach to supporting diversity, inclusion and belonging through Inclusive Futures. Our refreshed Inclusive Futures strategy will help us to build a workplace where everyone can thrive.

Strengthening our foundations

Building on years of grassroots activity and strong leadership support, we have introduced a new Inclusive Futures governance model to help us raise our game. This includes a strengthened Steering Committee – bringing together our employee network leads, APAC and NA representatives, and members of the leadership team – to ensure open feedback, shared accountability, and coordinated action across the organisation. This model spans SteerCo, employee networks, specialist teams and the wider business, embedding inclusion into how we operate day-to-day.

Listening to our people and understanding barriers

We know that meaningful progress requires evidence. That's why we are investing in improved data capture and deeper insight into the employee experience. This year, our focus is on expanding demographic data collection beyond sex and analysing the full employee lifecycle to illuminate where barriers exist and how they affect different groups. This evidence led approach will help us focus our efforts where they can have the greatest impact.

Empowering our employee networks

Our employee networks remain at the heart of our inclusive culture. These voluntary, employee led communities include:

- Race, Ethnicity & Culture
- Parent & Carer
- Wellbeing & Mental Health
- Women's+
- LGBTQ+
- Neurodiversity
- Disability
- Social Mobility

Our networks provide peer support, drive organisational change, and help us build belonging across CC. Network leads sit within the Inclusive Futures Steering Committee, ensuring their insights shape strategic decisions and that they receive the sponsorship, learning and development support they need to thrive.

Our Women's+ Network that was launched in 2021 has become established and aims to create an empowered community of women and allies working together to promote equity and inclusion in the workplace. Through our coordination with other Networks, we will continue to explore cross-cutting topics around mental health, parental support, disability, ethnicity and LGBTQ+. Discussions have included gender bias in neurodiversity, period health, fitness and imposter phenomenon. Additionally, we have a Women's Health Hub bringing together our cross-disciplinary thinking to research and consider ways in which we as a business can create more equity in health and wellbeing through our strategy consulting, product development and service design.

Supporting colleagues experiencing menopause is a key part of our commitment to building an inclusive workplace where everyone can thrive. Over the past years we have hosted Women's+ Network discussion forums and brought in external medical experts and social influencer advocates for company-wide webinars. The topics have been wide ranging from male allyship to lifestyle medicine exploring ways in which those affected can be supported. We have launched our own menopause guidance document to provide clear, accessible support and we have formally signed the Menopause Workplace Pledge. We recognise that this is an ongoing journey, and we remain committed to learning, improving and taking action to ensure our culture supports all colleagues at every stage of life.

Building an engine for diverse talent

A diverse workforce drives innovation, better client outcomes, and stronger business results. Through Inclusive Futures, we are designing a systematic framework to retain, develop and progress diverse talent. This includes leadership training on inclusive behaviours, and organisation-wide learning to interrupt bias, such as neurodiversity awareness in feedback. In parallel, we are delivering manager enablement to our global line manager population. These learning initiatives strengthen gender inclusion, developing practical skills that support inclusive day to day behaviours, and embed inclusive management practices within our people manager community.

Building on our previous success with focused leadership development, these actions aim to strengthen the female leadership pipeline and continue to address the underrepresentation of women in senior roles.

4 Governance

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

[Modern Slavery statement](#)

[Anti Bribery Policy](#)

[Supplier Standards of Conduct](#)

[Ethical Policy](#)

[Privacy Policy](#)

[Environmental Policy statement](#)

[Quality Policy statement](#)

[Health and Safety Policy statement](#)

Cambridge Consultants operates a mature Environmental Management System externally certified to ISO 14001. Scope of certification includes 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. Consultancy in the management of technology. This 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.

Our ISO 14001 certificate: [Cambridge, UK](#)

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.

Cambridge Consultants is committed to the prevention of work-related injury or ill health. To enable this we use the good practices of ISO 45001 to inform our Health & Safety Management System to provide a structured framework for managing occupational health and safety (OH&S) risks.



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 2025 and relates to UK emissions only and the following scope of emissions.

Scope 1 Direct GHG emissions

- Energy Consumption used to calculate emissions (kWh)
- Emissions from combustion of gas
- Emissions from combustion of fuel for transport purposes

Scope 2 Energy indirect emissions

- Emissions from purchased electricity

Scope 3 Other indirect emissions

- Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel
- Emissions from employee business travel which the company does not own or control and where not responsible for purchasing the fuel

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 4,675 MWh / 837 tCO₂e (2024: 4,778 MWh / 948 tCO₂e). Other indirect emissions from energy transmission and distribution are estimated to be 57 tCO₂e (2024: 56 tCO₂e) and in connection with business travel (by air, car, taxi, and rail) during the year were estimated to total 889 tCO₂e (2024: 1,124 tCO₂e).

In summary, these are the total emissions associated with Cambridge Consultants Ltd in 2025:

	2025 (t CO ₂ e)	2024 (t CO ₂ e)
Scope 1	295	316
Scope 2 (location-based)	542	632
Scope 2 (market-based)	4	0
Scope 3*	946	1,179
Total (location-based)	1,783	2,127
Total (location-based)	1,245	1,495

* 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.

Scope 2 market-based emissions are more than 0 tCO₂e due to the short-term rental of a lab space that was not under a REGO contract. The emissions associated with the electricity consumption have been estimated at approximately 4 tCO₂e.

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 16 tCO₂e (2024: 21 tCO₂e). The main reasons for this decrease is changes to emission factors for calculating the associated emissions, particularly for electricity consumption and air travel, and an increase in revenue compared to 2024. This resulted in a 16% decrease in total emissions compared to 2024.

This is the sixth full reporting year where CCL's electricity has been purchased through a renewable electricity contract supported by the REGO scheme.

Energy efficiency actions undertaken in 2025 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, this has resulted in improvement of energy profiling at weekends.

Building Management System (BMS) reviews have been undertaken to see if further measures can be taken to optimise building plant operations, including kitchen heating and cooling reduction opportunities.

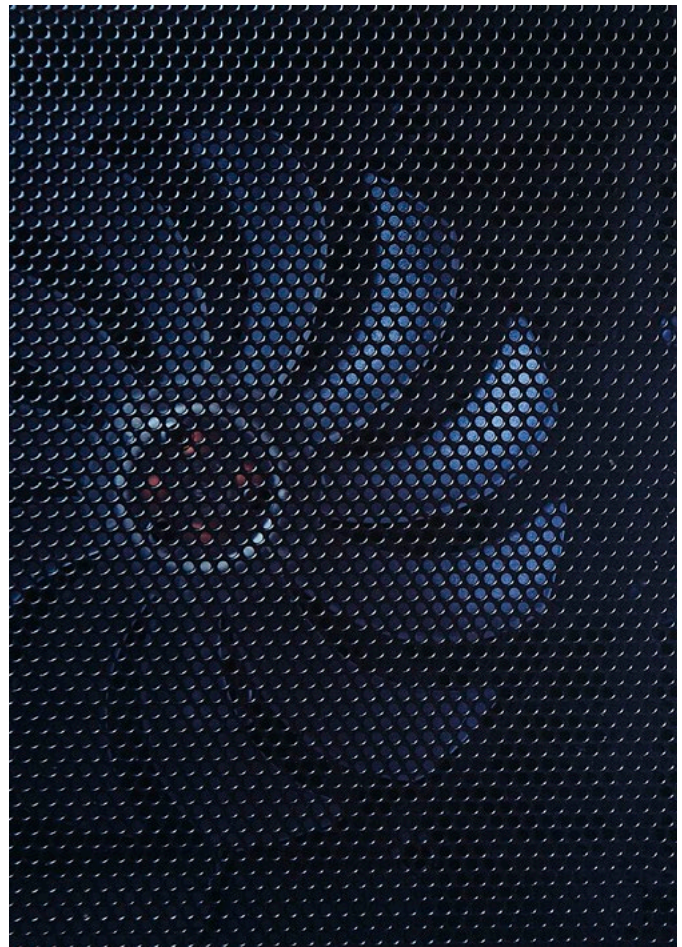
Further initiatives from the action tracker (based on the decarbonisation review by our Energy Consultant) were completed during 2025. These included a review of the Multi Storey Car Park absence detector timings and the Intelligent Lighting systems in the Auton and Richardson buildings reducing the operational timings to optimise usage. Additionally, the Auton & Richardson Fan Coil Unit (FCU) time schedules were investigated to ensure alignment with their original design and remove any redundant 'special event variances.' Quarterly 'BMS time schedule review meetings' were implemented to adjust FCU's as per changing temperature demands.

New gas boilers were installed in the Energy Centre to replace end of life units, and work was undertaken to implement an operational strategy to maximise efficiency. During warmer months hot water temperature settings were lowered to reduce heating demand.

Data logging of the main site distribution boards was completed and analysis undertaken to identify anomalies in energy usage for further investigation and action with the Building Services team.

A new electrical substation was installed in 2025 to increase site capacity due to issues with demand nearing previous capacity limits. This will also providing additional capacity for any future projects looking to reduce gas use and associated GHG emissions.

Communications with staff on energy saving opportunities have continued, including switching off manual air conditioning during the summer months and equipment during holiday periods when site occupancy is low.



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 defensible 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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