



# ESG POLICY

Environment | Social | Governance

November, 2021

# LETTER FROM OUR CEO

Last year, we published our purpose (*Raison d'être*) reaffirming our commitment to **“Unleash Human energy through Technology for an inclusive and sustainable Future.”**

In these challenging times for our planet and our communities, there is a collective move to speed up the transition to more sustainable and inclusive economies. There has never been a better time to leverage technology and human energy in order to tackle Environmental, Social and Governance (ESG) challenges and accelerate the transition to a sustainable and inclusive society. The next 10 years will be crucial.

As Serge Kampf, the founder of Capgemini, once said, “the core values will retain their meaning in our common adventure when the challenges of the times call everything into question.”

At Capgemini, we partner with companies globally to transform and reinvent their businesses by harnessing the power of technology. Our responsibility is to make a positive impact and contribute to societal progress, by helping clients take advantage of the always-on technological innovations, while being attentive to the ethical use of these technologies. We also need to be role models in terms of driving a diverse and inclusive workforce, contributing to digital inclusion and minimizing our own environmental impact.

ESG is not new at Capgemini, we have collectively accomplished great results through our Architects of Positive Futures program. Our actions mirror the entrepreneurial spirit and engagement of our teams. To boost our impact, we shall now focus on eight ESG priorities approved by our Board of Directors.

In short, we **(1) act on climate change, (2) lead to low-carbon economic transition by supporting our clients to achieve their environmental commitments, (3) relentlessly invest in our talent, (4) enhance a diverse and inclusive work environment and (5) support digital inclusion in our communities.** We also need to **(6) foster a diverse and accountable governance, (7) maintain high ethical standards at all times for mutual growth and increase digital trust by (8) protecting and securing both our own and our clients' data.**

While the eight ESG priorities clearly define our scope of action, this document also sets out 11 objectives that should act as a compass for each of us for the next decade. Most of them, like becoming a fully net zero business, are challenging. However, I am fully confident that we will reach these ambitious targets.

In closing, let me share how proud I am of the 300,000 women and men of Capgemini and the thousands more with whom we partner – who already work every day to bring these commitments to life and who are determined to leverage technology for the benefit of each of us.



**Aiman EZZAT**  
CEO

is a global leader in consulting, digital transformation, technology and engineering services.

The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms.

**300,000** employees  
**120** nationalities  
**50** countries

**OUR PURPOSE:**

**“Unleashing human energy through technology for an inclusive and sustainable future.”**

**SEVEN SHARED VALUES**

- |          |             |
|----------|-------------|
| Honesty  | Team Spirit |
| Boldness | Modesty     |
| Trust    | Fun         |
| Freedom  |             |

There has never been a better time to mobilize technology and unleash the human capability to address ESG challenges. We are working with clients, partners and communities to leverage our leadership and operations, to speed up the transition to sustainability, and find solutions to societal challenges.

## 8 AMBITIOUS ESG PRIORITIES FOR POSITIVE FUTURES

IMPACTING **11** SDGs

### ENVIRONMENT

- Act on climate change by being carbon neutral by 2025, and becoming a net zero business.
- Lead to low-carbon economic transition by helping our clients achieve their environmental commitments.

**Zero**  
Become a fully net zero business





### SOCIAL

- Relentlessly invest in our talent through a unique experience, developing tomorrow's skills.
- Enhance a diverse, inclusive and hybrid work environment.
- Support digital inclusion in our communities.

**40%** of women in our teams by 2025

**5M** beneficiaries supported by our digital inclusion programs by 2030

### GOVERNANCE

- Foster a diverse and accountable governance.
- Maintain high ethical standards at all times for mutual growth.
- Protect and secure data, infrastructure and identity.

**80%** of the workforce with an Ethics Score between 7-10



We advocate and outreach to peers, partners, clients, consumers and the public at large. For example, we have been signatories of the **UN Global Compact** since 2004; we support the principles of the **1948 Universal Declaration of Human Rights** and the **fundamental conventions of the International Labor Organization (ILO)** refusing the use of forced labor or child labor; and joined the **World Economic Forum's Alliance of CEO Climate Leaders** to help deliver the transition to a net zero economy.



**Our ESG reporting is aligned with international standards**

We map our existing disclosures to the Global Reporting Initiative (GRI), the Sustainable Accounting Standards Board (SASB), and the Task Force on Climate-Related Financial Disclosures (TCFD) voluntary disclosure frameworks, as relevant to our business. Capgemini discloses Environmental, Social, and Governance (ESG) data across several reports and websites according to **Capgemini ESG Index**.



# TABLE OF CONTENT



<b>Capgemini ESG pledge: leveraging technology for the benefit of all</b>	<b>6</b>
Eight ESG priorities for positive futures	6
Eleven objectives to share our progress toward our eight priorities	8
Committed to achieving 11 Sustainable Development Goals	10
Scaling up a collective impact by joining public initiatives	11
<b>Capgemini ESG integrated approach</b>	<b>12</b>
Empowering local initiatives through an aligned leadership: Our ESG governance and organization	12
Leveraging the dynamics of our stakeholders through a constant dialogue	13
Focusing on ESG material impacts	14
Embedding ESG in our Corporate strategy	15
Managing significant ESG risks	16

## CAPGEMINI ESG PRIORITIES

<b>ENVIRONMENT: ACCELERATING THE TRANSITION TO NET ZERO</b>	<b>17</b>
<b>PRIORITY A</b> Act on climate change by being carbon neutral by 2025, and becoming a net zero business	20
<b>PRIORITY B</b> Lead to low-carbon economic transition by helping our clients achieve their environmental commitments	24



<b>SOCIAL: ALIGNED ENTREPRENEURS, WITH PROTECTION &amp; RESPECT FOR ALL</b>	<b>27</b>
<b>PRIORITY C</b> Relentlessly invest in our talent through a unique experience, developing tomorrow's skills	30
<b>PRIORITY D</b> Enhance a diverse, inclusive and hybrid work environment	34
<b>PRIORITY E</b> Support digital inclusion in our communities	38
<b>GOVERNANCE: LEADING WITH TRUST &amp; TRANSPARENCY</b>	<b>41</b>
<b>PRIORITY F</b> Foster a diverse and accountable governance	44
<b>PRIORITY G</b> Maintain high ethical standards at all times for mutual growth	50
<b>PRIORITY H</b> Protect and secure data, infrastructure and identity	54
<b>Capgemini ESG Reporting</b>	<b>58</b>
Our ESG reporting is aligned with international standards	58
Capgemini ESG index	58



# LEVERAGING TECHNOLOGY FOR THE BENEFIT OF ALL

## Eight ESG priorities for positive futures

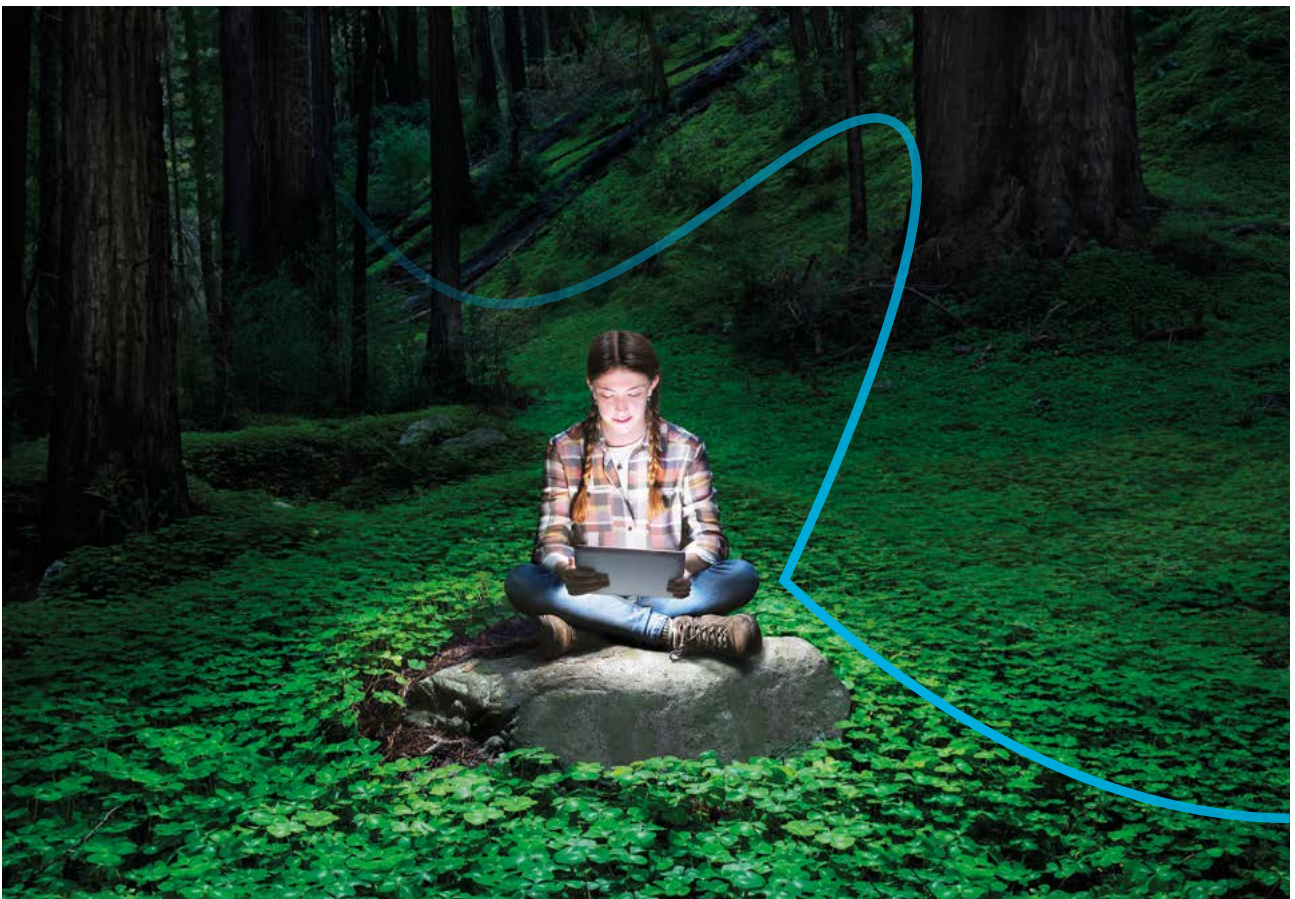
**“Unleashing human energy through technology for an inclusive and sustainable future.”**

This is Capgemini’s purpose, which now forms one of the fundamentals of the Group. Capgemini has a key role to play in ensuring that the future lives up to all its promises. We believe that all technologies can enable progress for everyone if, first and foremost, they are designed by and for humans.

Our culture and business practices have been inspired by our seven core values – Honesty, Boldness, Trust, Freedom, Fun, Modesty and Team Spirit. These guiding principles that we stand for collectively and individually, are at the heart of our purpose as an ethical

and responsible business. Since the creation of the Group in 1967, they are part of what makes working at Capgemini different and are relevant now more than ever; they empower our people to master their business and technology domains, build meaningful relationships with their colleagues, partners and clients, and design positive futures for the benefit of all.

The Group is realistic when it comes to the promises of technological innovation: our role is to make it useful, accessible and ethical. This purpose, developed in collaboration with the Group’s many stakeholders, and with its employees at the heart of the process, must act as a compass for each and every one of us.



**Our conviction: There has never been a better time to mobilize technology and unleash the human capability to address ESG challenges. We - in business - must leverage our leadership and our operations, to speed up a bold transition to sustainability.**

We contribute to society by fighting exclusion and promoting diversity, by tackling climate change and natural resource depletion and by ensuring that digital transformation benefits all of society.

We do this both through our own activities and in collaboration with our clients for shared success.

We not only comply with regulations; we are committed to upholding the highest standards of governance and ethics, and fully subscribe to the key principles of sustainable development, namely inclusivity, integrity, stewardship, and transparency.

We aim to be the cornerstone of our ecosystem for lasting positive ESG impacts. Leveraging the spirit and energy of Capgemini teams, and using our operational excellence, innovative assets, and added-value partnerships, we continually increase our ESG performance and develop solutions and services to substantially improve the environmental performance of our clients.

Therefore, we focus on eight material ESG priorities that have significant positive impacts on Capgemini’s business model and value drivers, as well as for our stakeholders.

**ESG is embedded in our corporate strategy focusing on eight ESG priorities material for shared success.**

## ENVIRONMENT

### • Priority A

Act on climate change by being carbon neutral by 2025, and becoming a net zero business

### • Priority B

Lead to low-carbon economic transition by helping our clients achieve their environmental commitments

## SOCIAL

### • Priority C

Relentlessly invest in our talent through a unique experience, developing tomorrow’s skills

### • Priority D

Enhance a diverse, inclusive and hybrid work environment

### • Priority E

Support digital inclusion in our communities

## GOVERNANCE

### • Priority F

Foster a diverse and accountable governance

### • Priority G

Maintain high ethical standards at all times for mutual growth

### • Priority H

Protect and secure data, infrastructure and identity

## Eleven objectives to share our progress toward our eight priorities

Our ESG ambition for the next ten years: Leading the way to positive futures with our ecosystem.

We will achieve our ambition, if we stay focused on the areas where we can have the greatest impact and evolve in the way we operate. Our ESG Policy is the guide for an effective integration of our priorities into the Company's strategy, decision-making process, development of solutions and services, and in our relationship with our main stakeholders. It aims not only to comply with applicable regulations,

but also to incorporate national and international ESG best practices and recommendations. To this end, the policy frames 11 objectives that will ensure that we deliver on our priorities. All staff members are responsible for following the policy with the support, direction, and commitment of our leadership.

### PRIORITIES

### OBJECTIVES

**ENVIRONMENT:**  
Accelerating the transition to net zero

**SOCIAL:**  
Aligned entrepreneurs, with protection & respect for all

**GOVERNANCE:**  
Leading with trust & transparency

**A** Act on climate change by being carbon neutral by 2025, and becoming a net zero business

**B** Lead to low-carbon economic transition by helping our clients achieve their environmental commitments

**C** Relentlessly invest in our talent through a unique experience, developing tomorrow's skills

**D** Enhance a diverse, inclusive and hybrid work environment

**E** Support digital inclusion in our communities

**F** Foster a diverse and accountable governance

**G** Maintain high ethical standards at all times for mutual growth

**H** Protect and secure data, infrastructure and identity

**1** Be carbon neutral for our own operations no later than 2025 and across our supply chain by 2030, and committed to becoming a net zero business well ahead of 2050

**2** Transition to 100% renewable electricity by 2025, and electric vehicles by 2030

**3** Help our clients to save 10m tons of CO<sub>2</sub>eq by 2030

**4** Increase average learning hours per employee by 5% every year to ensure regular lifelong learning

**5** 40% of women in our teams by 2025

**6** 5M beneficiaries supported by our digital inclusion programs by 2030

**7** 30% of women in executive leadership positions in 2025

**8** Maintain best-in-class corporate governance

**9** Maintain over 80% of the workforce with Ethics Score between 7-10

**10** By 2030, suppliers covering 80% of the purchase amount of the previous year, will have committed to our ESG standards

**11** Be recognized as a front leader on data protection and cybersecurity

\* The implication on this objective of SBTi's new Net-Zero Standard, published on the 28th October 2021, is currently being reviewed.

## Committed to achieving 11 Sustainable Development Goals

In 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development, along with a set of 17 United Nations (UN) Sustainable Development Goals (SDGs). They provide a shared blueprint for peace and prosperity for people and the planet, now and in the future. Business plays a vital role in mobilizing and sharing knowledge, expertise, technologies, and financial resources to advance these goals.

**Capgemini has committed to helping achieve 11 of the 17 SDGs**, as we believe that they best reflect our ability to integrate material ESG challenges in the way we do business.

These goals also reflect our commitment to the Ten Principles of the UN Global Compact, which Capgemini first signed in 2004.

### ENVIRONMENT: Accelerating the transition to net zero



### GOVERNANCE: Leading with trust & transparency



### SOCIAL: Aligned entrepreneurs, with protection & respect for all





## Scaling up a collective impact by joining public initiatives

Leading the path to positive futures with our ecosystem means also advocating for, and reaching out to peers, partners, clients, consumers and the public at large. Capgemini's commitment extends to ambitious national, regional, and global initiatives.

**We have been signatories of the UN Global Compact since 2004.**

The member companies of this program support and comply with ten principles in the areas of the environment, human rights, labor rights and the fight against corruption.

### Environment

- We have been signatories of the **UN Global Compact's "Caring for Climate" initiative** since its inception in 2007.
- We became a signatory to the Taskforce for Climate-related Financial Disclosures (**TCFD**), supporting action to build resilient solutions to climate change through climate-related financial disclosures.
- We signed a joint letter along with over 170 CEOs to European heads of state calling on them to increase emissions reduction targets to ensure they reach their net zero target by 2050.
- We became a signatory to the **RE100**, committing to transition 100% of our electricity to renewable sources by 2025.
- Science Based Targets initiative (**SBTi**) validated our carbon reduction targets as being in line with the level of reduction needed to limit global warming to 1.5°C.
- We became a founding member of the **UN's Race to Zero campaign** - a coalition of leading net zero initiatives.
- We signed the **Business Ambition for 1.5-degree targets**.
- We joined the **World Economic Forum's Alliance of CEO Climate Leaders**, a global community of Chief Executive Officers who catalyze action across all sectors and engage policymakers to help deliver the transition to a net zero economy.

### Social

- We joined the **Business 4 Inclusive Growth (B4IG)** coalition which is a partnership between the OECD and a CEO-led coalition of global organizations, where we are leading a working group on the digital divide.
- In 2020, we joined the **"Valuable 500"** which is a global CEO community revolutionizing disability inclusion through business leadership and opportunity.
- We are a member of the **International Labor Organization's "Global Business and Disability Network."**
- Capgemini supports the principles of the 1948 Universal Declaration of Human Rights and the **fundamental conventions of the International Labor Organization (ILO)** refusing the use of forced labor or child labor.
- We have been signatories of the **Women's Empowerment Principles** since 2011.

### Governance

- We refer to the **AFEP-MEDEF Corporate Governance Code** for issuers listed on the Paris stock exchange since its initial publication in 2008.
- We follow the principles and concepts of the <IR> Framework published by the **International Integrated Reporting Council (IIRC)**, and are part of the <IR> Business Network.

# CAPGEMINI ESG INTEGRATED APPROACH



## Empowering local initiatives through an aligned leadership: Our ESG governance and organization

We have created a clear ESG governance and organization to structure and implement the Group and local programs.

The Board of Directors promotes long-term value creation by taking into consideration the social and environmental challenges of our activities. At the end of 2018, the Board of Directors entrusted its Strategy & Investment Committee, subsequently renamed Strategy & CSR Committee, with a specific duty relating to the monitoring of the Group's CSR strategy, ensuring consistency in the consideration of social and environmental aspects in the Group's main strategic orientations. The Ethics & Governance Committee verifies the implementation of good governance rules within the Group and proposes to the Board, initiatives aimed at guaranteeing the excellence of its practices.

Each year, one Board meeting is devoted to monitoring the Group's CSR strategy and progress made toward our targets, based on a report issued by the Strategy and CSR Committee. The Board also ensures that the compensation of the CEO and top management includes objectives and performance conditions in line with our CSR strategy.

The General Secretary sponsors a centralized ESG team working with key corporate functions, business teams and geographies to structure our ESG priorities, monitor our performance and progress, guide local teams to speed-up both client and corporate innovative solutions, and manage our ESG reporting. He also chairs the ESG Steering Committee which proposes strategic recommendations and decisions on our integrated responsible business and ESG priorities to the Group Executive Board and the Board of Directors. Consistent, unified, and resolutely client-focused, Capgemini's ESG organization draws on the full range of the Group's expertise and develops synergies between businesses, offerings, and the geographical areas. Thanks to this unified approach, our stakeholders benefit from unique breakthrough ideas combining strategy, technology, data science, and creative design.

We support local initiatives and dedicated organizations, such as our Net Zero Board for example, to leverage energies on each of our eight priorities. These groups meet regularly to monitor our ESG performance and identify areas for improvement. The ESG reporting team shapes and recommends our ESG reporting strategy, goals and reporting frameworks.

## Leveraging the dynamics of our stakeholders through a constant dialogue

Capgemini’s success is built upon its ability to establish relationships of trust with each of its stakeholders, in accordance with its values, as well as its ethics and performance requirements.

As a committed player in the regions where we operate, the Group strives to communicate regularly with all parties to ensure that digital and technological transformation is a source of long-term growth. This dialog enables us to offer solutions that are best adapted to the needs of each stakeholder whether we have regular or occasional interactions. For example, we interviewed key external and internal stakeholders during the first semester of 2021, to gather their vision of the emerging risks and opportunities impacting our business.



- Long-term relationships / strong reciprocal influence
- Occasional interactions

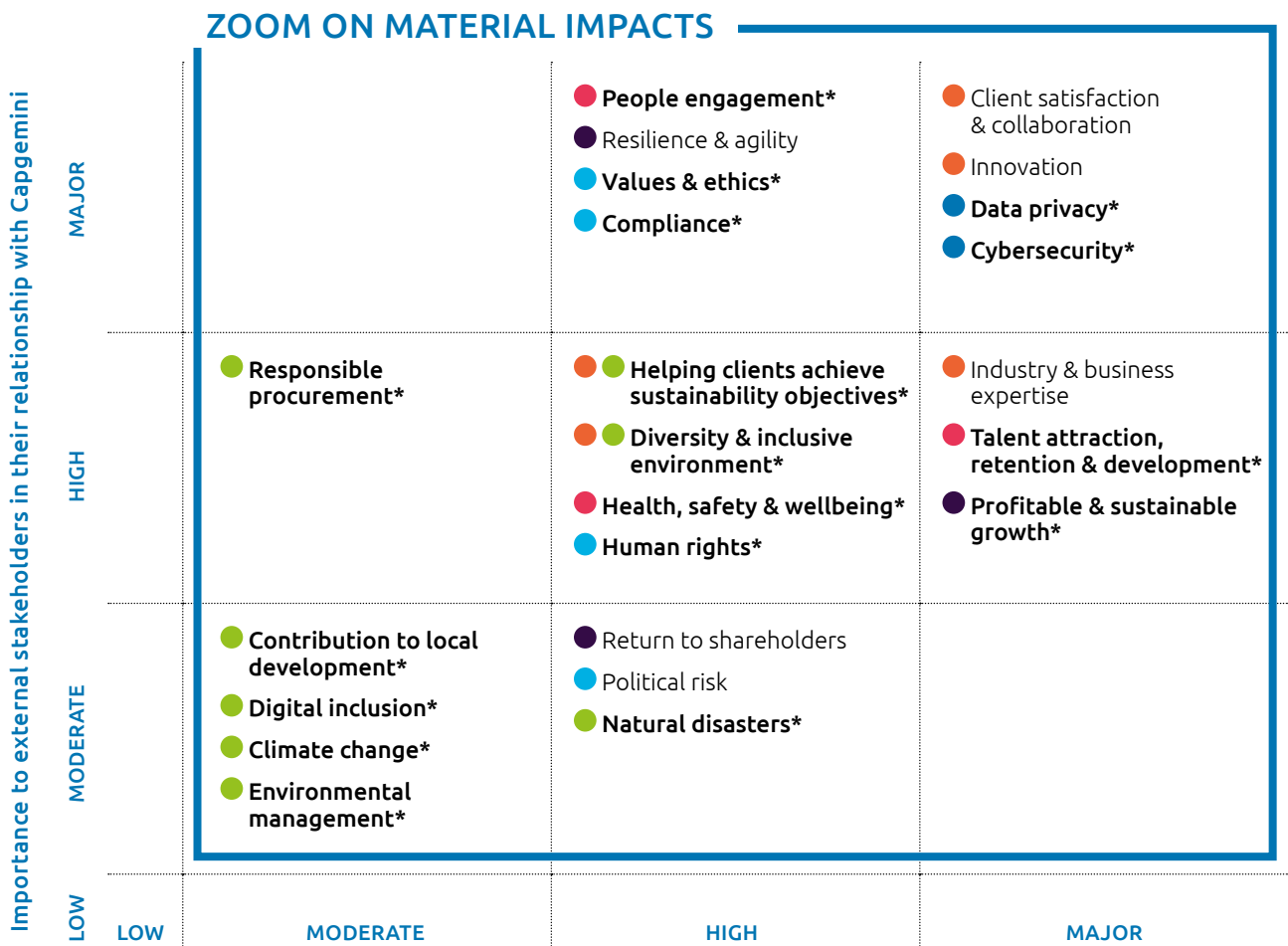
The Group also set up an Advisory Board, chaired by Paul Hermelin. It consists of four women and four men who are technology experts selected on their ability to deliver a strategic vision and echo the expectations of our clients.



## Focusing on ESG material impacts

We update our materiality matrix regularly. In line with the Integrated Reporting Framework, we consider economic, social, environmental and governance topics to be “material” if they have, or may have, an effect on our ability to create or protect value. This is determined by considering their effect on our strategy, governance, performance, or prospects.

The positioning of topics on the materiality matrix clearly demonstrates a strong level of alignment between the views of internal and external stakeholders, gathered independently through consultation.



Internal stakeholders view on the impact on Capgemini’s ability to create and protect value

- |   |  |
|---|--|
| <b>Clients</b> ● Partnering with leading clients            | <b>Data</b> ● Ensuring data protection and cybersecurity |
| <b>People</b> ● Committed to people                         | <b>Ethics</b> ● Uncompromising on ethics and compliance  |
| <b>Growth</b> ● Achieving profitable and sustainable growth | <b>World</b> ● Being a responsible business              |

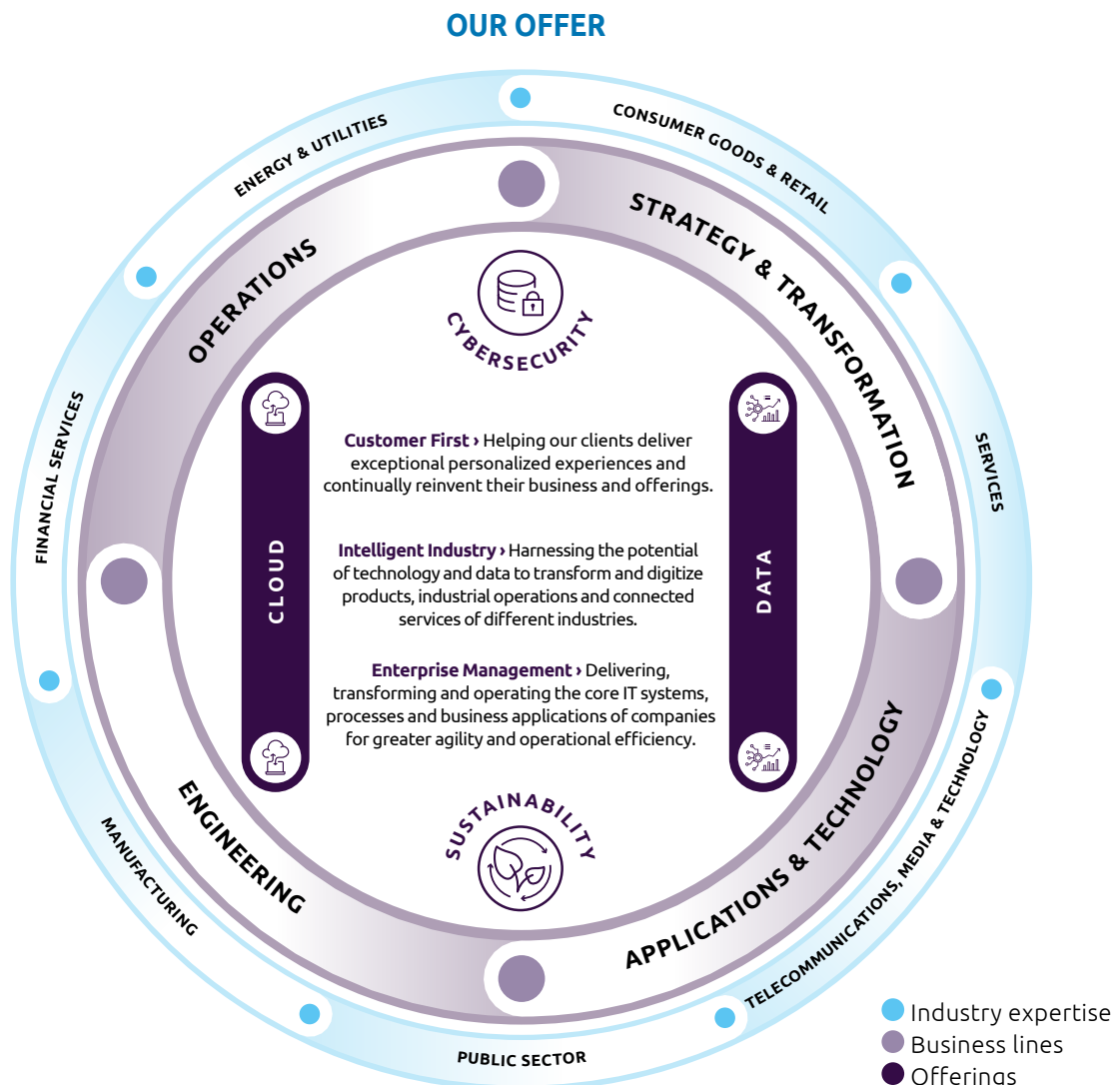
\*Material impacts related to ESG

## Embedding ESG into our Corporate strategy

Sustainability is a key pillar of our strategic ambition, and we are committed to helping our clients achieve their net zero objectives in addition to reducing our own environmental impacts. Our new offering goes beyond structurally transforming IT in terms of consumption habits and ways of working, to empowering clients to create a culture of sustainable digital economy. Organizations must reassess their sustainability approaches to unlock the potential of smart technologies and move from a net zero strategy to green product and service experiences.

We take a holistic approach to identifying a company’s emission hotspots and reducing their environmental impact. We leverage new technologies including the Internet of Things (IoT), Augmented Reality (AR), Virtual Reality (VR), and Analytics to address the environmental challenges of an organization, thereby enabling efficient data capture, evaluation and analysis, monitoring and control, and supporting decision making.

**As a responsible company, we leverage technology to serve clients and society, working for useful, accessible, and sustainable innovation.**



## Managing significant ESG risks

ESG risks across the Group's entire value chain are regularly updated.

We draw up a mapping of non-financial risks throughout the Group's value chain, embedding the activities of Capgemini, its subsidiaries, customers, suppliers and subcontractors at three levels: group activities, purchasing, use of assets and services. Six main areas are covered: Human Development related to talent, Human Rights into the supply chain, Health and Safety, Respect for the Environment, Data Protection and Client Sustainability Objectives.

The methodology used is aligned with the Group's risk mapping methodology, which assesses a level of impact and likelihood for each risk. The impact is calculated according to five main criteria: Business Impact, Financial Impact, Safety and Security, Ethics and Compliance and Reputation. The potential risk has been weighted thanks to the Sustainable Development Goals Index per country (first worldwide index to assess where each country stands with regard to achieving the Sustainable Development Goals) and stakeholders expectations through sector reference frameworks (Sustainability Accounting Standards Board and Global Reporting Initiative). Certain contextual factors such as the health crisis were considered aggravating factors. A temporal dimension also plays a role in the assessment of likelihood.

The Group functions that play a key role in identifying and controlling major risks include the Internal Audit, Ethics, Compliance, CSR, Finance, Risk & Insurance, Legal, Human Resources, and Security & Mobility.

For each material topic, we set out in the Universal Registration Document the risks or missed opportunities, the policies implemented to mitigate them, and we detail the results of these policies through specific key performance indicators.

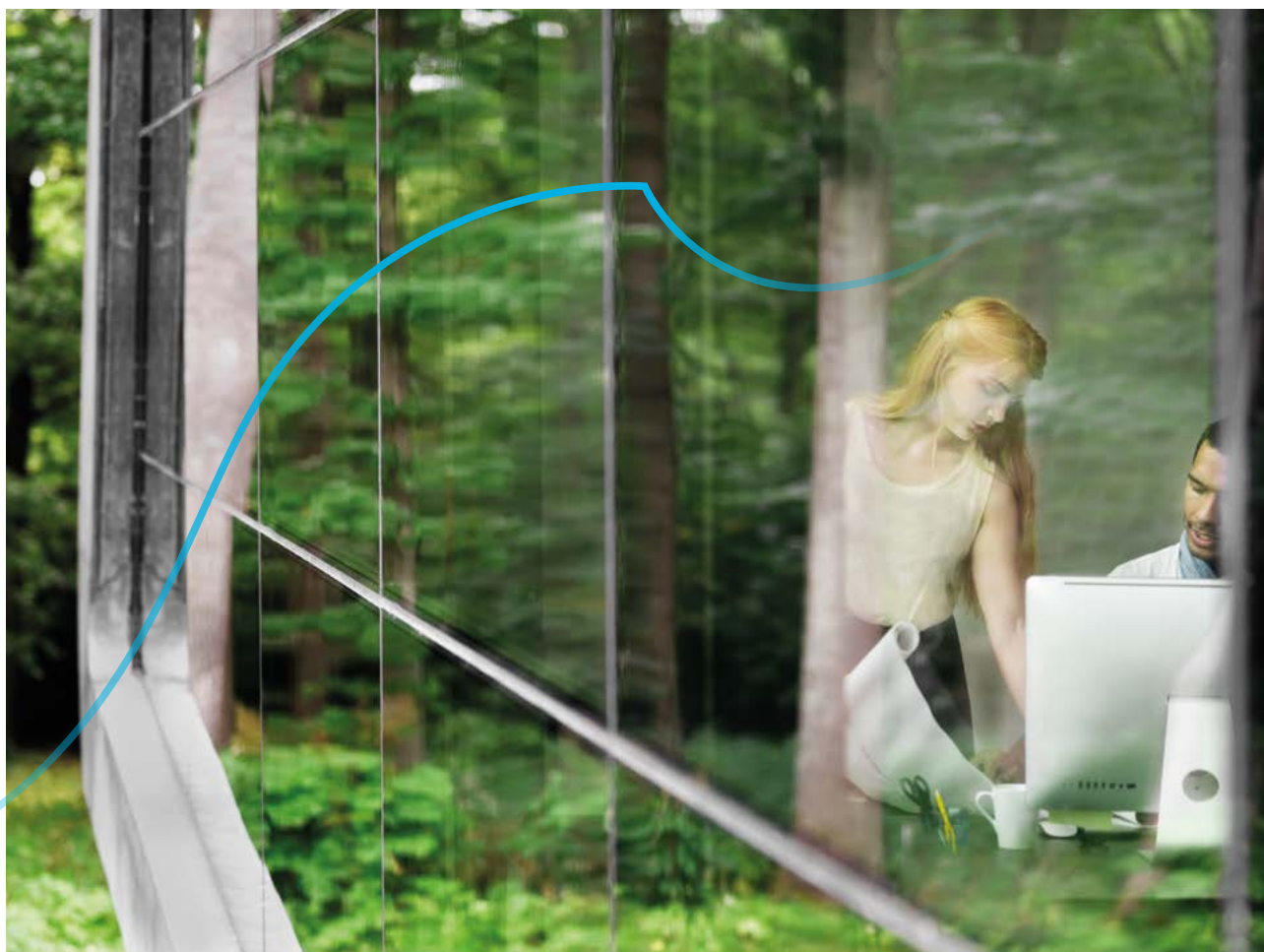


# ENVIRONMENT: ACCELERATING THE TRANSITION TO NET ZERO





## ENVIRONMENT: ACCELERATING THE TRANSITION TO NET ZERO



Capgemini has a longstanding commitment to environmental sustainability, with a strategy that focuses on managing and reducing our own environmental impacts whilst deploying our expertise in technology, engineering and business transformation to help clients address their own sustainability challenges.

In line with the recommendations of the Taskforce on Climate-Related Financial Disclosures (TCFD), we consider the potential impacts of climate change on our business in terms of physical risks, transition risks and opportunities. The diverse and agile nature of our business, serving a wide range of sectors with a varied portfolio of services, gives us some protection in terms of our exposure to climate risks. However,

we recognize that the level of climate-related risks will escalate in the coming years and therefore managing climate risks is essential.

We drive efficiency and innovation across our operations to ensure we minimize our depletion of natural resources and play a leading role in **acting on climate change (P.A)**. We empower our people and collaborate with clients to **lead to low-carbon economic transition (P.B)**.

Our approach to environmental sustainability is underpinned by strong governance and collective responsibility. **The CEO, the Group Executive Committee, the Group Executive Board and the Board of Directors are all consulted and involved in key decisions relating to our sustainability program.**

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

**The Net Zero Board**, which meets monthly, provides ongoing executive level governance for our environmental sustainability program, with responsibility for monitoring climate risks and reviewing, debating, and approving Group policies and practices. The Board is chaired by our sponsor, who is also a Group Executive Board member and Global Head of Capgemini Invent and includes the Chief Financial Officer, the Chief CSR Officer, the Group Head of Corporate Real Estate, the Group Head of Environmental Sustainability and the CEO of Capgemini India. The Board is also supported by a **Cross-Function Sustainability Committee**, which brings together sustainability, procurement and corporate real estate teams to monitor progress and cross-function collaboration across the key streams of our Net Zero program, and a **Net Zero Steering committee** composed of key members of the sustainability team, which meets weekly. In addition to this global governance, all Capgemini entities with ISO 14001 environmental management certification

also have country or regional level governance, usually in the form of a Country Board or Sustainability Board.

**Our ISO 14001 certified Environmental Management System (EMS)**, which is built on over a decade of experience in environmental management, provides a framework for managing the environmental performance of our business with climate change mitigation as a key focus area globally. At the end of 2020, Capgemini's EMS **covers operations in 28 countries, meaning 212,321 employees, 97.8% of Capgemini's business, (excluding Altran operations) by headcount.**

It is delivered by a global Sustainability Center of Excellence: environmental experts who make sure that we manage all our environmental risks and impacts effectively and remain compliant with all legal and regulatory requirements. In addition, our Altran teams have ISO 14001 certification at several strategic sites, covering 33% of the Altran headcount. This means that overall, 86% of Capgemini group is certified under ISO 14001. **We are currently bringing those teams fully into the scope of our global certificate.**

## Capgemini has a longstanding commitment to environmental sustainability relying on

**A strong governance and collective responsibility**

**An ISO 14001 certified Environmental Management system (EMS)**

**Employee engagement through volunteering**



PRIORITY A

## ACT ON CLIMATE CHANGE BY BEING CARBON NEUTRAL BY 2025, AND BECOMING A NET ZERO BUSINESS

Capgemini has been committed to cutting its carbon emissions for many years and was one of the first companies in its sector to have its carbon reduction targets validated by the Science Based Targets initiative (SBTi). Our original headline 2°C science-based target, set in 2016, was to reduce our total carbon footprint per employee by 20% by the end of 2020 and by 30% by the end of 2030 (compared to a 2015 baseline). We achieved this 2030 target in January 2020, more than 10 years ahead of schedule and before the COVID-19 related lockdowns.

In July 2020, we launched **our new net zero program**, which covers all aspects of our operations, with three essential components:

- Setting new science-based targets aligned with 1.5°C climate science;
- Creating a strategy to reduce emissions in line with those targets – focus areas include transitioning to renewable electricity,



switching to electric vehicles, increasing engagement with suppliers as well as a continued focus on creating sustainable workplaces and supporting digital collaboration;

- Developing a new carbon offsetting program to offset residual emissions - with a focus on projects such as reforestation which remove carbon emissions from the atmosphere and deliver positive social impacts for local communities.

Our net zero program is underpinned by two key management systems:

- Our global ISO 14001 certified **Environmental Management System (EMS)**; and
- Our **carbon accounting system** that provides a comprehensive data set about our carbon impacts, with around 10 million data points covering 99% of our operations, collected and analyzed each year. We use this extensive data set to enable a very granular view of greenhouse gas emissions, and to help us pinpoint opportunities to reduce emissions.

**In 2020, Capgemini re-launched its Climate Change Risk Assessment (CCRA) process with stronger alignment with the recommendations from the TCFD.** Specifically, we revised our CCRA process first implemented in 2016 with a stronger focus on transition risks and climate-related scenario analysis, and with increased integration into our corporate risk management processes.



### OBJECTIVE 1: **BE CARBON NEUTRAL** for our own operations no later than 2025 and across our supply chain by 2030, and committed to becoming a net zero business well ahead of 2050.

This objective is supported by Capgemini's new science-based targets which are as follows:

- Reduce absolute Scope 1 and 2 Greenhouse Gas (GHG) emissions by 80% by 2030 from a 2015 base year (this will be achieved by reducing office emissions by 80% by 2030 and improving the energy efficiency of our offices by 35% by 2030);
- Reduce Scope 3 GHG emissions from business travel and employee commuting by 50% per employee by 2030 from a 2015 base year;
- Reduce absolute Scope 3 GHG emissions from purchased goods and services by 50% by 2030 from a 2015 base year; and
- Increase the proportion of renewable electricity to 100% by 2025.

Whilst our primary focus is on reducing emissions, we are also developing a robust carbon offsetting program to compensate for any residual emissions and enable us to achieve carbon neutrality.

Following the new definition of net zero announced in the SBTi (Science Based Targets initiative) Corporate Net Zero Standard published on the 28<sup>th</sup> October 2021, the Group remains committed to becoming a net zero business and will announce its detailed net zero targets in the near future.



## ENVIRONMENT: ACCELERATING THE TRANSITION TO NET ZERO



In operations, **our most material environmental impacts result from the use of energy in our facilities, business-related travel, the commuting** of employees from their home to the office, the **disposal of office waste**, as well as from the **goods and services we buy**. We are committed to:

- **Reducing business travel and commuting emissions.** Whilst meeting our clients and teams face-to-face remains important to building relationships, we are determined to leverage what we learned from the Covid-19 pandemic to create a new and more sustainable delivery model for the future. The new Group Travel Policy that will be launched in 2021 incorporates a strong set of sustainability principles, guiding employees on both if and how to travel.

We have also developed a comprehensive strategy to transition company cars to electric vehicles as soon as possible, starting by ensuring that 100% of the cars offered to employees in our catalogs are electric or hybrid;

- **Creating more sustainable, energy efficient workplaces**, which are good both for our people and for the environment. This starts with strong environmental design, with several flagship buildings across India, France, Germany, Poland, Spain and Sweden certified under LEED, IGBC, BREEAM or equivalent green building accreditations. We have developed new sustainability selection criteria to be applied when choosing buildings, as well as renewing leases, and across our estate. We have progressed on a range of efficiency

Capgemini joined the RE100 and EV100 initiatives in 2020.

**OBJECTIVE 2:  
Transition to**

**100** % renewable electricity by 2025, and electric vehicles by 2030.

measures to reduce energy and water use, including the deployment of highly efficient air handling units, the smart management of lighting, heating, and cooling systems, through building management systems;

- **Transitioning the entire Capgemini group to renewable electricity.** This builds on several years progress in investing in cleaner, more sustainable energy. There are three main priorities to our new renewable energy strategy: 1) continuing to scale up solar capacity at our offices in India, where we have the greatest potential both in terms of scale and the amount of sunlight available; 2) securing renewable Power Purchase Agreements (PPA) in areas where our electricity consumption is of sufficient volumes; and 3) pursuing renewable electricity contracts backed up by Guarantee of Origin certificates where these are available (in Europe) or high quality renewable certificates where no other options exist;
- **Managing our waste effectively** is important in terms of minimizing our use of finite natural resources, as well as being a tangible, impactful way of demonstrating our environmental commitments to our people. The most efficient way of reducing the environmental impacts from waste is not to generate waste in the first place. We have sought to apply the principles of circular economy to our operations

in numerous ways, from **innovative e-waste partnerships enabling the donation of end of life IT equipment wherever possible**, to local initiatives such as swapping disposable cups with reusable ones or replacing paper towels with high-efficiency hand driers. We also look for opportunities to partner with charities and universities to reuse stationary, furniture and IT equipment;

- Reducing our plastic consumption through **our #RethinkPlastic campaign** which aims to make small changes in behavior that can contribute towards the bigger impact required to safeguard the environment.



PRIORITY B

## LEAD TO LOW-CARBON ECONOMIC TRANSITION BY HELPING OUR CLIENTS ACHIEVE THEIR ENVIRONMENTAL COMMITMENTS

As a responsible global company, we are in a strong position to transform the way our industry thinks about sustainability and to ensure that the maximum positive impact is achieved for the planet.

We work with our clients and our communities to help them measure and reduce their greenhouse gas emissions and to support and accelerate their transition towards a low carbon future. Innovation within our industry forms a vital role in helping shape the solution not just for today but for the future, and is an integral part of our client's net zero strategies.

**Invent for Society** aims to value how ESG impact is part of the fabric of what we do every day with our clients. Our team members are engaged in projects that shape the future in areas that include waste reduction, energy transition, education, digital inclusion, predictive healthcare, employment, poverty prevention and housing.

**We have developed a Client Carbon Impact Calculator** and the associated methodology to provide a transparent carbon impact assessment of clients projects. We have focused on both positive carbon impacts i.e., what potential does the project have for reducing the client's emissions; and negative impacts i.e., what is the carbon impact associated with the delivery of the

project – in terms of business travel, home working, commuting, office energy consumption, and the digital or data center footprint (in terms of virtual conferencing, email and online storage). That framework has already allowed us to evaluate substantial carbon savings for our clients through multiple projects under delivery, and we are currently working with local state agencies and NGOs to certify the underlying methodology and thus ensure full transparency. This activity will continue to adapt our methodology to country specific regulations in the coming months.





**OBJECTIVE 3:**  
Help our clients to save

**10** m tons of CO<sub>2</sub>eq  
by 2030.

The Carbon Calculator is under integration with our sales and delivery platforms to incorporate environmental costs and savings into each step of project tracking and make related data easily auditable.

**We propose a wide range of capabilities which can support clients with sustainability challenges** from business strategy consulting and deep data analytics to designing sustainable IT architectures and implementation. IT plays a crucial role in delivering the eco-credentials demanded by clients, investors and regulators. We help them leverage data and insights to drive sustainable performance by:

- **Defining** the net zero strategy, designing new business models & transformation paths and getting all relevant stakeholders on board;
- **Designing** sustainable products & services, implementing sustainable operations and circular models, running sustainable IT capabilities, optimizing products and manufacturing through product lifetime management (PLM) solutions, building information management (BIM) in the construction industry, Industry 4.0 plant floor management, including energy and CO<sub>2</sub> focus with in its operating parameters;
- **Implementing** stock procurement models and transportation management systems based on AI to reduce uncoordinated purchasing plans, optimize fleets and logistics, reduce fuel consumption, costs, and emissions;
- **Instilling** aggregated and intelligible data into the sustainable transformation, by modeling environmental impacts, reporting ESG criteria and enabling sustainable AI technologies;

## ENVIRONMENT: ACCELERATING THE TRANSITION TO NET ZERO



- **Analyzing** client climate and sustainability expectations and weak signals expressed on social media regarding services, products, distribution network, and brand experience;
- **Managing** climate and sustainability end-to-end data in financial services (know-your-customer ratings, business portfolio risk exposure, etc.);

and it will expand to other services and industry sectors until 2025.

### **Capgemini has a long tradition in educating, engaging and empowering its communities.**

As a business, we are focused on creating a culture where individual sustainable actions are normalized, and people are empowered to make a difference on problems that matter to them. Our approach to mobilizing our people includes a focus on three areas: education, engagement and empowerment.

- We have developed guides and computer-based training modules to **enhance the collective sustainability knowledge** of our communities. With engagement campaigns, we encourage people to make sustainable choices.

- We **joined with other companies to raise the bar on around climate action**, became a founding member of the UN's Race to Zero campaign, and signed a joint letter along with over 170 CEOs to European heads of state calling on them to increase emissions reduction targets to ensure they reach their net zero target by 2050. We also participate in and run public events, including a LinkedIn live event in December 2020 focused on 'How AI can Power Climate Action Strategy.'
- Through hackathons and business challenges, we create a platform for our people to use their expertise and skills to address sustainability challenges and through **strategic partnerships with leading NGOs and industry groups**, Capgemini is supporting the acceleration of cross-industry action on sustainability.



**To discover more on environment**

1. *Capgemini group Environmental Policy 2021*
2. *Capgemini-group-ISO-Certificate*
3. *Capgemini group ISO – Support document, list of controlled buildings*
4. *Our principles of sustainable procurement This sets out our expectations for our work with suppliers.*



# **SOCIAL: ALIGNED ENTREPRENEURS, WITH PROTECTION & RESPECT FOR ALL**







**Capgemini shapes the future  
of its employees by:**

Deploying  
**NEXT**,  
the new Digital  
learning Platform

Moving to  
the **NEW NORMAL**  
ways of working

Fostering  
**OUTFront**,  
our LGBT+  
Network

Capgemini's purpose acts as a compass to our employees to be inspired and engaged in pursuing the common goal of making an impact on the world. This is further translated through our new brand promise **"Get the Future You Want"**.

This aims to empower our talents to actively engage and shape that future for themselves, our clients, our partners and for the planet and society through their daily work.

Our social responsibility mirrors how we aim to be a responsible employer by **investing in our talent through a unique experience, developing tomorrow's skills (P.C)**, and **enhancing a diverse, inclusive and hybrid work environment (P.D)**; and our commitment to build stronger communities by **supporting digital inclusion (P.E)**.

We drive Human Resources (HR) strategy and transformation with efficiency through a strong governance:

- **The CEO, the Group Executive Board and the Group Executive Committee** are collectively steering and ensuring the consistency of our HR strategy and transformation.
- **The Human Resources Executive Committee (HR-EC)** brings together the Group HR representatives, Strategic Business Units and Group Business lines Chief HR Officers, as well as key Country HR Directors. The members collectively set the Group HR ambition & priorities, monitor the implementation of key transformation projects, and ensure global alignment. Therefore, we have defined common priorities for 2021 and a 3-year roadmap.

- **The Human Resources Operational Committee (HR-OPCOM)** ensures Group HR visibility and alignment on HR operational matters, the implementation of key decisions, the communication concerning the Group's strategic agenda and HR priorities. Country HR Directors remain responsible for the efficient execution of the above in all regions.

In addition to this global governance, we have developed a strong "network" of Centers of Expertise, to ensure consistency in running our common priorities.

Finally, Social or People Country Boards in large regions also enable a certain level of geographic alignment across entities on HR topics.

# PRIORITY C

## RELENTLESSLY INVEST IN OUR TALENT THROUGH A UNIQUE EXPERIENCE DEVELOPING TOMORROW'S SKILLS

As specialists recognized in their field of expertise, our employees are essential to our success. They work on the frontlines of business transformation, embodying our entrepreneurial culture and delivering leading-edge services. To achieve our ambitious growth objectives, we **(1) attract and retain top talents** in our industry, **(2) invest in the development of our teams** offering motivating individualized learning & skills development paths with appropriate guidance and day-to-day coaching, **(3) provide a highly engaging "People Experience"**, and **(4) pay a fair compensation to all our employees.**

**Workforce planning** – Capgemini's diverse workforce of 270,000 employees, in 50 countries representing more than 120 nationalities as of December 31, 2020, brings a wide array of expertise, profiles, and experiences. **We attract and retain top talent in our industry offering diverse motivating projects and fulfilling opportunities with appropriate guidance, ongoing coaching on projects and industry experience.** Each year, the Group welcomes more than 50,000 new colleagues. Our global staffing tool is designed to harness the business demand, skills, people data and project mobility choices to map the pool of interested talent profiles against the right demand. This is further leveraged by our resource planners to make decisions about staffing. We aim to offer a global marketplace,

where people can express their interest in projects that we have chosen to publish rather than having a resource assigned directly.

The **"Promote first, hire second"** principle ensures internal candidates who display development potential are given priority over external candidates regarding career development and new position openings. Publishing vacancies and internal job opportunities (if applicable) and reviewing various candidates with the Human Resources teams for each Strategic Business Unit/Global Business Line are standard requirements before turning to external recruitment. Regarding senior hires, every Vice-President hired undergoes an external assessment (different from the one carried out by the recruiting body).

**People development** – We invest in the **skills development** and **growth** of our teams, supported by **individualized learning** paths. We **embed learning into our culture and our daily work**, and we strive to ensure that Capgemini's learning experience is unique and tailored. We offer a huge variety of courses that focus on different skill sets – from leadership and professional development to enhancing critical soft skills – in a wide array of formats and through various learning platforms, virtually and face-to-face, supported both on a global and regional scale.



Capgemini also partnered with Degreed, a global leader in on-line learning, to launch its **Digital Learning Platform “NEXT”**. It provides all Capgemini learners **access to 250,000+ courses and 3 million learning activities from 1,200 sources** - including Coursera, Harvard, and Pluralsight, empowering them to fully customize and optimize their own professional and personal learning journey. All development activities on NEXT are recognized internally, and many externally, with numerous external certifications available free of charge.

The Connected Manager program, in partnership with leading academic institution Harvard University, supports our managers through a hybrid and flexible development model.

We continuously work on improving our already robust approach to Vice-President level hiring, promotion and reward, and review this key population in the **annual Strategic Talent Reviews for development, succession and mobility actions**.



**OBJECTIVE 4:**  
Increase average learning hours per employee by

**5** % every year to ensure regular lifelong learning.

## SOCIAL: ALIGNED ENTREPRENEURS, WITH PROTECTION & RESPECT FOR ALL



**We seek high performance through clear goal setting, continuous feedback and close support by our managers.**

Destined to primarily respond to our entry level and young professional employees (who represent the majority of our workforce), **the “Perform” model is a continuous system focusing on progression rather than on past performance** by clarifying a standardized limited set of development needs and objectives by role and grade; evidencing attainment through continuous 360-degree-feedback from co-workers, managers, partners and clients; running quick and effective assessments by the People Manager; and reviewing promotion decisions in quarterly People Review roundtables.

We offer a selection of **acceleration and development programs for employees** with high potential – within each grade – to boost the progression of specific talents and thus accelerate their career. We also offer them

a selection of Leadership Development Programs to align habits and behaviors with expected leadership skills. For example, **our E.L.I.T.E program** is a brand-new concept providing a launch pad for our future leaders. This program focuses on hiring top talent out of Tier 1 business schools **in India** and placing them on a ten-year track to senior management as they explore new ideas and solve key business challenges across a broad spectrum of roles and functions. E.L.I.T.E. includes exposure to a consistent set of onboarding activities, rotation projects, international contacts, extra-curricular projects and events, community building, and learning and development.

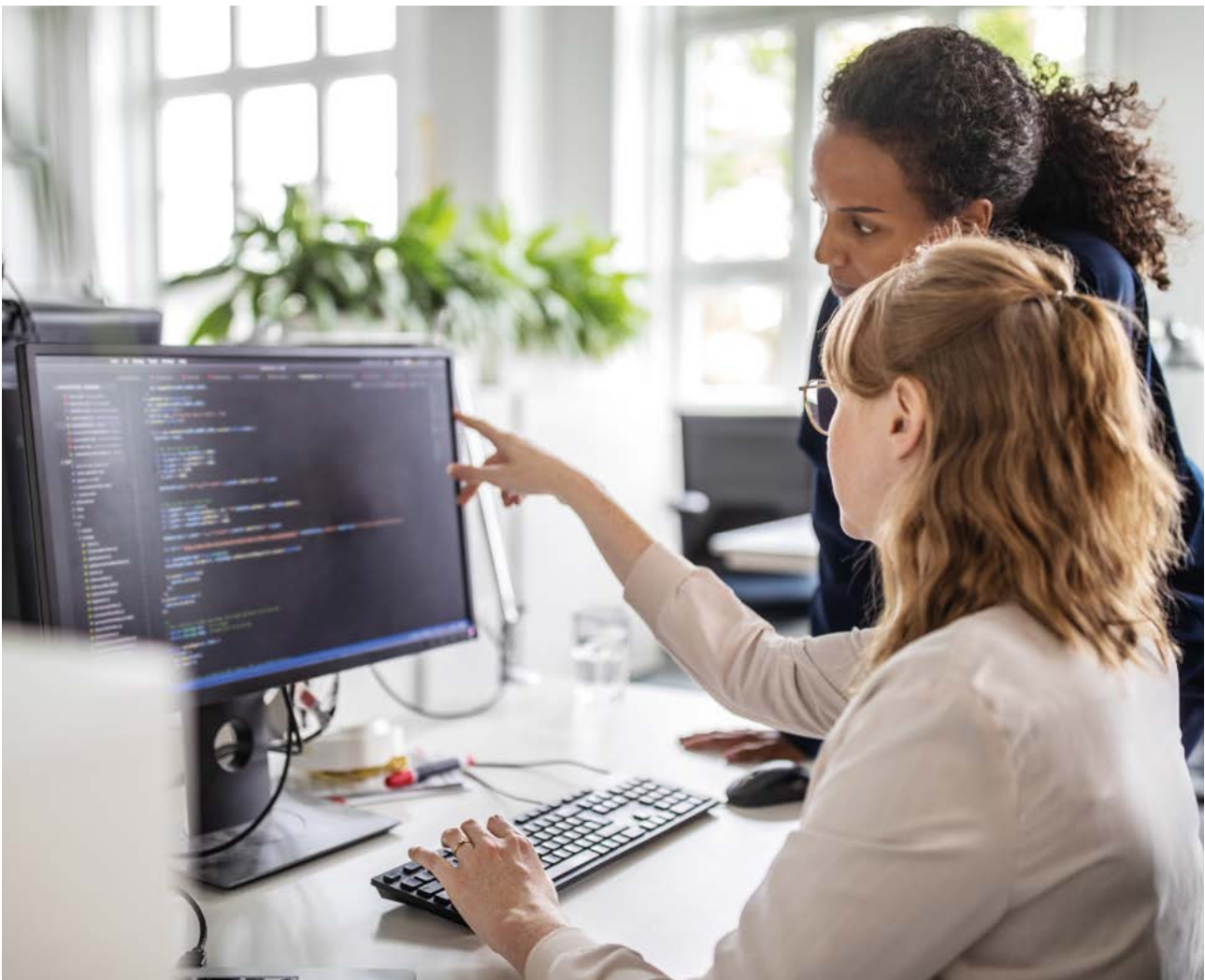
**Employee engagement** - For the past few years, the Group has focused on providing a highly engaging “People Experience” structured by a **holistic People Experience Framework** that covers the candidate and employee experience end-to-end. Our goal is to provide a stimulating professional



environment, in which employees are encouraged to share their point of view and are engaged in meaningful work. They are empowered to take ownership of their career development. The overall **Employee Engagement score “Pulse”**, measured on a 0 to 10 scale and the **eNPS (employee Net Promoter Score)** measured on a -100 to a +100 scale, are key indicators for Leadership to take action to improve employee experience across the Group. “Pulse” is Capgemini’s continuous listening digital platform that captures the voice of all employees through monthly voluntary and anonymous engagement surveys, enabling managers to directly see how their teams perceive their work experience. This allows us to (re)act quickly

and, at all levels of the organization to develop a tailor-made employee experience by entity, country and profession in line with each and every employee’s expectations. In turn, this increases our attractiveness in the talent market.

**Fair compensation** - At Capgemini, we believe that earning a decent wage is essential for all. We pay employees fairly, at or mostly above local laws, supporting employees’ needs. We also develop a fair compensation plan to pay employees an appropriate amount according to their performance, experience, and job requirements.



PRIORITY D

## ENHANCE A DIVERSE, INCLUSIVE AND HYBRID WORK ENVIRONMENT

Making our people feel welcome and working together seamlessly is critical to our long-term success.

Therefore, we commit to

**(1) building a diverse and inclusive environment** of aligned entrepreneurs, where every form of diverse talent thrives

and brings the best value to our clients;

**(2) safeguarding the health, safety and wellbeing of our employees and sub-contractors,** and; **(3) maintaining constructive employee dialogue and labor relations at all levels of the organization,** both locally and globally.

### Diverse and inclusive environment –

Diversity and Inclusion are essential to our Group identity. We foster **collaboration of diverse and multi-cultural teams, which promotes creativity and innovation,** leading to an inclusive culture to the benefit of all. Our definition of diversity encompasses cultural identity, race/ethnicity, social origins, sexual orientation, ideologies, working methods, skills and experiences, gender identity, and disability. We value the differences & uniqueness of our people, and guarantee an open, inclusive, collaborative, and safe work environment for their wellbeing.

- We **continue to address the gender gap** still present in our industry. We aim to ensure that female employees fully take part in both corporate life and decision-making processes at all levels, as equals with their male counterparts and have made continuous and significant progress with

respect to increasing the representation of women in our organization at all levels over the last few years.

- Over the next years, we will keep **improving the pipeline of future women leaders at Capgemini.** This involves increased hiring of women from entry to managerial levels, developing and retaining female talent by ensuring greater diversity in interview panels; the expansion of sponsoring and mentoring programs; the roll out and implementation of a flexible work policy (adjusted by geography and role); and our Diversity and Inclusion learning and development programs for managers and unconscious bias training.
- We truly believe in “People First.” The LGBT+ (Lesbian, Gay, Bisexual, Transgender, Queer, and Allies) inclusion efforts at Capgemini, are primarily governed and strategically developed by the Employee Resource Group (ERG) **OUTfront.** Its mission is to provide a forum for education and awareness supporting the professional growth of LGBT+ individuals by fostering a safe environment globally where people can be authentic in the workplace. As of December 31, 2020, **OUTfront** was operating in 17 countries (United States, Canada, Mexico, Brazil, United Kingdom, France, Spain, Germany, Switzerland, Austria, Netherlands, Sweden, Denmark, Norway, Finland, Australia, and India) across the Capgemini landscape.
- In accordance with our profound belief that a workplace where people can thrive leads



### OBJECTIVE 5: Reach

**40** % of women in our teams by 2025.

to the best innovation and business solutions, our Diversity and Inclusion efforts also focus on actively embracing our colleagues with disabilities – any limitation on business or any restriction in participating in society as a result of lasting impairment of a person’s mental or physical abilities constitutes a disability. In 2017, **we joined the International Labor Organization’s Global Business and Disability Network**. This is a network of several multinational enterprises, employers’ organizations, business networks and disabled persons’ organizations who share the conviction that talent and expertise can be found everywhere.

### Health, safety and wellbeing of our employees and sub-contractors – be it in the workplace, working from client sites or from home, or while travelling.

- Information on **health and safety** is provided to all employees, regular training is promoted to keep people’s reactions

sharp in case of incidents and to prepare them to handle emergency situations. Employees who have received first aid and emergency training are thus able to provide an adequate response in the event of an emergency. Support through third parties is offered for work-life balance, disability and rehabilitation, as well as during business travel.

- To successfully **promote wellbeing**, several stakeholders align their efforts, such as Learning & Development teams to promote training and e-learning that address topics such as work-life balance, and Corporate Real Estate Services to support colleagues with equipment to make working at home easier. We also engage with partners, such as insurers and healthcare providers, who run initiatives to enhance wellbeing and support in the event of grief, loss or stress.
- **Moving into the “new normal” ways of working** - Our working conditions were truly challenged in 2020 and 2021 as a result of the Covid-19 pandemic.



## SOCIAL: ALIGNED ENTREPRENEURS, WITH PROTECTION & RESPECT FOR ALL

The outcome is clear: the focus on how and where we work has increased the need for collaboration space, digital tools and pre-planned activities before entering an office space. How we see and use our sites is heading towards a **harmonized, hybrid way of working, embracing both on-site and at-home models**, with a rapid development of the ability to support collaboration both virtually and physically, while **ensuring the right to disconnect**. We are deploying **digital SmartOffice solutions** to optimize our building management, while offering multiple services to our employees, allowing them to pre-plan their activity and seamlessly access the office by anticipating their workspace needs and preparing for how they intend to use spaces on site, such as sensors for occupancy and the ability to book seats remotely.

**Flexibility on site** makes it possible to change space based on activities and evolving needs. Rooms can be rearranged by merging or splitting spaces to host the right number of people. Open areas are not as large as before, and the space is divided into smaller open sections to decrease noise levels and host smaller groups of people, while still being in close proximity and with access to different space areas. We have launched 224 workplace transformation projects since 2016, with 216 already completed as of December 31, 2020. While continuing the transformation of our real estate, we are now taking digital innovation to a higher level.

- **Ensuring the right to disconnect** - With the increase in remote working, as well as under normal conditions, we are committed to ensuring the right to disconnect and promote the **importance of maintaining a good work-life balance** to our employees. In March 2020, we published **Group Guidelines for Working from Home** focusing on preparedness, connectivity,

security, and interactions. To address the challenges of remaining socially connected while being physically distanced, Capgemini UK developed and published “Top 10 tips for working from home”, covering topics such as creating a routine and a good workspace, taking regular breaks and keeping fit, as well as making time to chat with colleagues. These tips have been adapted and communicated globally, by mail, via the intranet and other channels.

- **Dealing with stress and anxiety** - We have established many initiatives designed to reduce stress at work and focus on mental health, such as Employee Assistance Programs, Mental Health Champions, and well-being apps such as Thrive or Sanvello. The health crisis led us to pay particular attention to supporting employees feeling a sense of isolation. Mental health support programs are organized and the use of a 24/7 helpline for mental well-being issues is promoted.

**Constructive employee dialogue and labor relations** – At the Group level, **the International Workers Council (IWC)**, which is involved in all major decisions and is a partner in the continuous transformation of our Group, is a powerful tool to move forward, while allowing safe and conflict-free change. Its mission is to put forward employees’ interests to management, and to be kept informed of action plans and projects made by management regarding their impact on employees. The employees are represented by country delegates and by a permanent standing body called IWC Bureau. The CEO attends the IWC Meeting at least once a year, and the Group Executive Board members are regularly invited to attend the meetings for open discussions with IWC members.

Since 2016, **two directors representing the employees have been appointed to the Board of Directors** of Capgemini SE,



going beyond statutory requirements. One Board member was designated by the French unions and the second was elected by the IWC.

In countries, unions, Work Councils and social representatives lead a continuous dialogue with Cappgemini business leadership and HR, and labor agreements signed in cooperation with both parties contribute to a better, safer, healthier work environment for all employees.



*To discover more  
on Human capital*

1. *Workforce planning*
2. *People development*
3. *Diversity and inclusive environment*



PRIORITY E

## SUPPORT DIGITAL INCLUSION IN OUR COMMUNITIES

Capgemini's ambition is to take part in making the digital revolution an opportunity for all and to provide a bridge between technology and society. This strong connection has led to a deep sense of responsibility in terms of both the impacts of technology and the risks of being excluded from its opportunities

in an increasingly connected world. Fostering the entrepreneurial spirit of our teams, we follow local initiatives with great interest; but as a Group, we want to streamline our efforts to increase positive impacts on our communities.

That's why we are committed to being a leader in **digital inclusion** – because we believe technology should open doors to the future for all. Digital inclusion and equipping everyone with the skills they need for a digital world is also an opportunity for our industry – we need skilled talent, and we all have a responsibility to make careers in technology possible for everyone.

We drive impactful digital inclusion initiatives hand in hand with our ecosystem of NGOs, social innovation organizations and clients across **4 main streams: (1) Digital Literacy, (2) Digital Academy, (3) Tech4Positive Futures and (4) Advocacy & Thought Leadership**, all of which are supported and enabled by employee engagement.

**Through the Digital Literacy program**, we provide access to digital devices to the most excluded, impart foundational digital skills to the digitally uninformed/untrained to help them take their first steps towards digital autonomy,

and aim to raise digital awareness and inspire young people and women to pursue careers in tech. Since its inception in 2019, we have continued to work with local NGO partners to empower the most excluded and have supported almost 330,000 beneficiaries in less than two years. We will also promote the engagement of our employees in these initiatives because we know that they can be real catalysts for change on this journey to bring digitally excluded people out of their exclusion.



**Our Digital Academies** are centers of quality education. Since 2018, they deliver specialized learning on IT & ITES (Information Technology Enabled Services) courses where we are helping the most disadvantaged young people, enabling them to enter the new world of work. We operate a global network of 30 learning institutions across nine countries (France, India, Netherlands, UK, US, Germany, Spain, Morocco and Italy). We strongly believe that **our graduates represent an alternative pool of diverse talent trained in top notch skills which are valuable in the market**. We are confident of their potential and have made a commitment to hire at least 10% of our Digital Academy graduates each year, either as interns or on permanent contracts.

**Tech4Positive Futures** is an initiative, launched in 2019, leveraging innovative, technology-led, ecosystem-enabled solutions to solve some of the world's key societal and environmental challenges. Capgemini is committed to providing its top talent and the financial resources required to bring these ideas to life and deliver social impact at scale. We delivered 79 Tech4Positive Futures solutions so far with hundreds of employees across 15 countries taking part in the global challenge and presenting impressive solutions to a range of problems: food insecurity & hunger in schools, digital exclusion, maternal mortality rates, carbon footprint from emails- to name a few.



## SOCIAL: ALIGNED ENTREPRENEURS, WITH PROTECTION & RESPECT FOR ALL

Each year, we will support the creation and development of these social innovation ideas, which will become reality.

**Advocacy & Thought leadership** is our fourth pillar of action, in which we join forces with other responsible actors (public, private, non-profit, educational institutions, etc.) to create and share knowledge and expertise with the common goal of reducing

the digital divide. We have also joined the **Business for Inclusive Growth** alliance, which is a partnership between the OECD and a global CEO-led coalition of companies, including Accenture, Microsoft, Ricoh, Salesforce, and Schneider Electric. Our ambition is to work together on inequalities in income and opportunities with a key focus on the reduction of the digital divide.



### OBJECTIVE 6:

**5** M beneficiaries supported by our digital inclusion programs by 2030.

Going forward, we will continue our **Digital Literacy** efforts with a more refined approach to increase accessibility to digital devices, alongside other initiatives to reduce the digital divide. We have set a target to impact at least 150,000 individuals through our varied actions on Digital Literacy per year.



*To discover more on digital inclusion*

1. *Digital inclusion*

# GOVERNANCE: LEADING WITH TRUST & TRANSPARENCY



## GOVERNANCE: LEADING WITH TRUST & TRANSPARENCY



Leading with trust and transparency relies on **a diverse and accountable corporate governance (P.F)**, informed by active engagement with shareholders which encourages accountability and transparency, and fosters good decision-making to promote long-term value creation for its shareholders and all stakeholders.

It means on remaining true to principles that have governed us from the start: with our entrepreneurial spirit and passion for clients, we **maintain high ethical standards at all times for mutual growth (P.G)**. Capgemini is committed to **protecting infrastructures, identity and personal data (P.H)** entrusted to it, as part of its activities as a Data Controller and as a Data Processor.

As an international group with entities located in many geographies, it is important to Capgemini that information flows freely and securely.

Capgemini corporate governance ensures the strategic guidance of the Company, the effective monitoring of management, and its accountability to the Company and the shareholders. To ensure compliance with these principles across the Group, we have defined clear guidelines and responsibilities. These are supported by oversight and risk management systems.





Capgemini promotes long-term value creation for its shareholders and other stakeholders through

A **balanced governance**, tailored to Capgemini's specific requirements

Anchoring **ethical behaviors** in all our activities

Strengthening **digital trust**

PRIORITY F

## FOSTER A DIVERSE AND ACCOUNTABLE GOVERNANCE

We are committed to governance best practices and policies that serve the long-term interests of Capgemini and our shareholders by also taking into consideration the social and environmental challenges of the Group's activities.

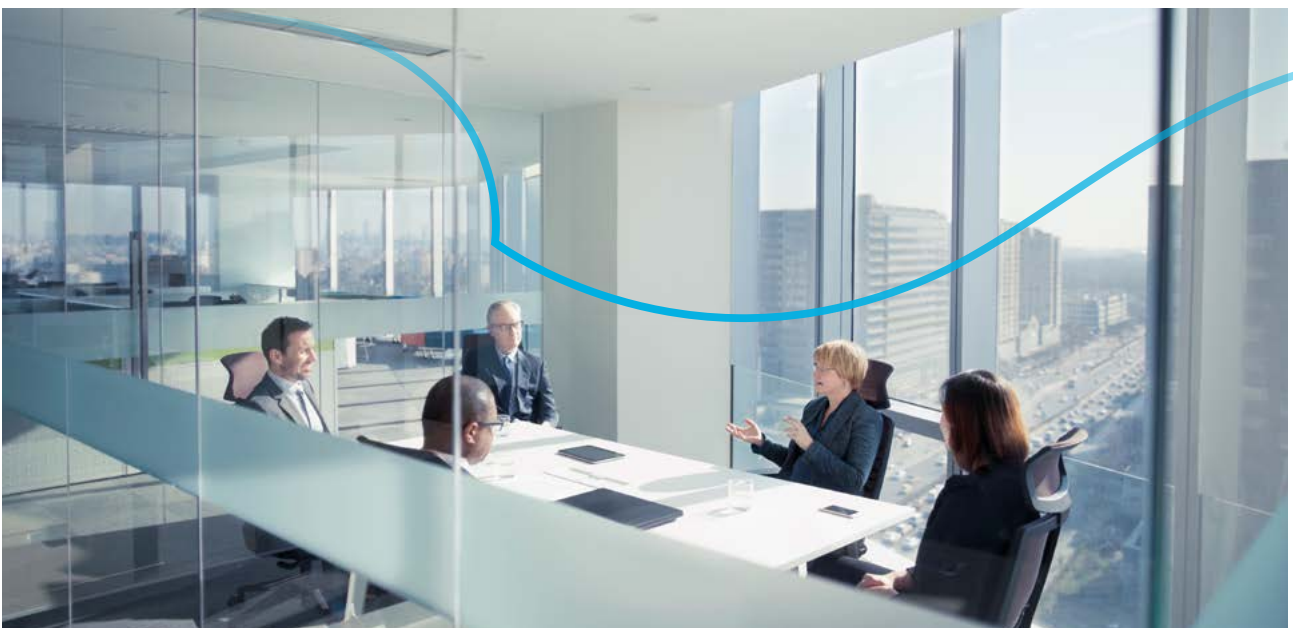
The Board of Directors of Capgemini SE sets the strategic direction of the Company and the Capgemini group. It appoints the executive corporate officers responsible for implementing this strategy, approves the financial statements, convenes the Shareholders' Meeting, and proposes the annual dividend. It makes decisions on the major issues concerning the day-to-day operation and the future of Capgemini.

The Group Board of Directors seeks to implement **a diverse and accountable**

**governance, reflecting shared interests on the Group's long-term performance.** It takes appropriate measures to **nurture a constructive dialogue with shareholders and other stakeholders.** It also has the responsibility of **monitoring and safeguarding our assets** by managing the Group risks, including ESG risks.

**A diverse and accountable corporate governance** – The Company's Board of Directors seeks to implement a balanced governance structure tailored to Capgemini and able to adapt to the circumstances and challenges specific to the Group, as well as changes in best practices in this area.

It chooses between two general management approaches: combining or separating the duties of the Chairman of the Board and Chief Executive Officer.




**OBJECTIVE 7:**

**30** % of women in executive leadership positions in 2025.

The Board of Directors meeting following the Shareholders' Meeting of May 20, 2020, unanimously decided to **separate the duties of Chairman and Chief Executive Officer** with immediate effect, as it considered that the separation of the duties of Chairman and Chief Executive Officer was the most appropriate governance model for the Company in the context of the management succession initiated in 2017. During this meeting, Mr. Paul Hermelin was confirmed as Chairman of the Board of Directors for the remainder of his term of office as director, and Mr. Aiman Ezzat was appointed Chief Executive Officer for his term of office as director. The Board wanted the Company to continue to benefit from Mr. Paul Hermelin's expertise and experience and his in-depth knowledge of the Group, thereby ensuring a smooth management hand-over.

In addition, the Board of Directors also decided to retain the position of **Lead**

**Independent Director**, a role with specific powers and duties since its creation in 2014, for as long as the duties of Chairman of the Board are assumed by a director who is not independent as defined by the AFEP-MEDEF Code to which the Company adheres.

Accordingly, the Group's governance enjoys an active, diligent and independent Board of Directors with a collective approach to its organization and the vigilant authority of a Lead Independent Director. The Board of Directors also considers that a satisfactory balance of power exists though the existence of **four specialized board committees** with different remits encompassing – **(1) Audit & Risk, (2) Compensation, (3) Ethics & Governance and (4) Strategy & CSR** – and the restrictions introduced by the Board of Directors' Charter on the powers of the Chief Executive Officer, who requires the prior approval by the Board of Directors for major strategic decisions, and decisions likely to have a material impact on the Company.



## GOVERNANCE: LEADING WITH TRUST & TRANSPARENCY

Moreover, to satisfy the Board's duties, directors are expected to take a proactive, focused approach to their positions, and have high standards of responsibility and ethics. Capgemini's Board of Directors' Charter requires directors to comply with the recommendation of the AFEP-MEDEF Code concerning the **prevention of conflicts of interest**. Furthermore, in light of the recommendations of the French Financial Markets Authority (AMF) and the Corporate Governance High Committee, the Board of Directors implemented an appraisal procedure to assess any conflicts of interest that may arise from business relations.

In accordance with its **diversity policy**, the Board comprises individuals from diverse and complementary professional and cultural backgrounds, true to the Group's history and values. This enables the Board to perform its duties collectively and in an open manner. The replacement of a large number of directors in recent years has resulted in a change in the composition of the Board of Directors, increasing the number of **independent, international and female directors** and reducing the average age.

The Board has also included a **representative of employee shareholders** since 2012 and **two employee representatives** since September 2016, further contributing to the range of experiences and viewpoints. The Board of Directors monitors annually the implementation by Group Management of its policy of non-discrimination and diversity, notably with regard to the **balanced gender representation in the Group's management bodies**. It has set Executive Corporate Officers objectives to increase female representation within the Group in the variable part of their annual compensation. Since 2018, the Board of Directors includes a criterion applicable to performance shares granted to Executive Corporate Officers and Group

managers targeting an increase in the number of women becoming Vice-President.

Capgemini ensures that the directors have sufficient understanding of the Group, its ecosystem and its challenges. The Board members therefore meet regularly with the members of the Group Executive Board during Board and Committee meetings. Furthermore, **the Board organizes a range of specific training sessions throughout the year to help directors increase their knowledge of the Group** and its competitive environment, as well as recent market disruption trends and technological developments. **A formal assessment of the activities of the Board of Directors** and its specialized committees **is conducted every three years** by an external service provider under the responsibility of the Lead Independent Director.

### Reflecting shared interests on the Company's long-term performance –

The Board works to ensure that the Group's Strategy is aligned with sustainability in the long-term.

- At the end of 2018, the Board of Directors entrusted the Strategy & Investment Committee, subsequently renamed the **Strategy & CSR Committee**, with a specific duty relating to the monitoring of the Group's Corporate Social Responsibility (CSR) strategy, ensuring consistency in the **consideration of social and environmental aspects in the Group's main strategic orientations and decisions**. The Board studies the Group's mid- and long-term strategic focus, considering the social and environmental issues associated with its activities and major technological and competitive trends and developments.
- The compensation policies for the Chairman and the Chief Executive Officer are aligned with best practices and

the Group’s interests. Compensation components are disclosed in detail as part of the Say on Pay procedure. The Compensation Committee refers, in particular, to comparative studies to ensure the consistency and competitiveness of both the compensation level, and structure and calculation methods with market practice. These principles are regularly reviewed and discussed by the Compensation Committee which submits a report on its work and its resulting proposals to the Board of Directors for approval.

The Chief Executive Officer compensation policy strikes a balance between short-term and long-term performance to ensure the sustainable development of the Company and aims for consistency between changes in overall compensation and Company performance trends.

Through its compensation policy, the Group seeks to promote the sustainable and responsible growth of the Company and recognize individual and collective performance in line with the Group’s results. Capgemini ensures the roll-out

of a competitive and inclusive compensation and benefits policy, in order to attract, motivate and retain talent and, more particularly, Group executive management.

- The Group wishes to make the Company’s share capital accessible to a large number of employees, in particular through employee share ownership plans that ultimately aim to increase **employee share ownership to an objective of around 10% of the Company’s share capital** and to open these plans to as many Group employees as possible, thereby aligning their interests with those of the shareholders.

**Nurturing our shareholders’ dialogue** – As for all its stakeholders, the Group strives to communicate regularly with its shareholders and investors, in order to understand and take account of their expectations. Capgemini shareholders are regularly consulted in the same way as the Group’s other stakeholders, on various occasions: for example, they were involved in Group discussions on its Purpose in 2020 and on the update of its materiality matrix in 2021.



**OBJECTIVE 8:**  
 Maintain a  
**best-in-class**  
 corporate governance

## GOVERNANCE: LEADING WITH TRUST & TRANSPARENCY

- **Financial communication principles** - In accordance with prevailing financial market regulations, Capgemini complies with financial information transparency and accessibility principles, guaranteeing all shareholders equal access to information. The main financial events organized for shareholders (revenue and financial result presentations, Capital Markets Days, Shareholders' Meetings) are announced according to a schedule set in advance and updated on the Company's website. Shareholders' Meetings and quarterly presentations of Group revenues and financial results are live streamed on the Company's website, with a replay subsequently available. Financial information, such as financial press releases, Group revenue and financial result presentations, Shareholder letters, information for Shareholders' Meetings and the Universal Registration Document, is available and archived on the Company's website simultaneously in French and English.
- **Shareholders' Meetings** - Capgemini Shareholders' Meetings are a key opportunity for communicating between the Company and its shareholders. For several years now, Capgemini has organized governance roadshows with its investors prior to Shareholders' Meetings to discuss their expectations. The Lead Independent Director communicates regularly with the Company's main shareholders on governance and Executive Corporate Officer compensation issues.

When convening each Shareholders' Meeting, the Company indicates the means of participating, in the documentation communicated to shareholders also available on the Company's website (notice of meeting, notice of convocation, convening brochure), as well as the legal process for submitting written questions and for requesting the inclusion of items or draft resolutions on the agenda.

The Company allows shareholders to use the **VOTACCESS internet voting platform**, via which they can transfer, prior to the Shareholders' Meeting, their voting instructions, request an admission card or appoint or remove a proxy. In addition to the submission of written questions in accordance with legal provisions, **shareholders are able to ask questions during the Meeting** in order to encourage participation during this important time to exchange.

- **Constant communication with shareholders** - In addition to investor roadshows covering the main financial markets after each revenue and financial result publication, Capgemini regularly organizes meetings with its investors to discuss non-financial information and its ESG strategy. The Lead Independent Director communicates regularly with the Company's main shareholders on governance and Executive Corporate Officer compensation issues. Each year, the Group participates in numerous institutional investor conferences and periodically organizes Capital Markets Days to present its activities and strategy in greater detail. Finally, Capgemini distributes an information letter to individual shareholders each year and participates in discussion meetings with individual shareholders. The Investor Relations team is available at all times to answer questions from analysts and investors. Individual shareholders can also call a dedicated toll-free number.

**Monitoring and safeguarding our assets** are fundamental to carrying out Capgemini's strategy and to achieving its long-term goals. **The Group's internal control and risk management systems** seek to create and **protect the Group's value, assets and reputation**, to identify, assess and monitor the critical risks to which the Group is exposed, anticipate and foresee changes in these risks, and finally implement



risk prevention and transfer residual risk measures. Ultimately, the Board of Directors of Capgemini SE has the overall responsibility for risk management and for reviewing the effectiveness of internal control, internal audit and risk management approaches. It relies on the work of the Audit & Risk Committee to that effect.

- **Risk monitoring** – The Group has implemented a systematic and dynamic risk management process, **identifying major risks** to which the Group’s activities are exposed through a risk mapping exercise and defining a specific mitigation strategy for each risk considered critical. Our risk analysis is an integral part of our decision-making processes.

In addition to Group risk mapping identifying critical risks, our specific **mapping of non-financial risks** throughout the Group’s value chain covers the activities, purchases and use of assets and services of Capgemini, its subsidiaries, customers, suppliers, and subcontractors.

Six main areas have been analyzed: Human Development related to talent, Human Rights within the supply chain, Health and Safety, Respect for the Environment, Data Protection and Client Sustainability Objectives.

- **Internal control** – Capgemini has defined and implemented an **internal control system** that seeks to ensure:
  - Management compliance with relevant laws and regulations;
  - Compliance with the Group’s seven core values and guidelines set by the Board of Directors and by the Group Management;
  - Application by the subsidiaries of the instructions communicated by the Group;
  - The smooth functioning of the Group’s internal control processes safeguarding assets; and
  - The reliability of accounting and financial information.

In accordance with professional standards governing this activity, our **Internal Audit function** independently assesses the effectiveness of internal control and risk management procedures given that, irrespective of how well they are drafted and how stringently they are applied, these procedures can only provide reasonable assurance - not an absolute guarantee - against all risks.



**To discover more on  
Fostering a diverse and  
accountable governance**

1. *Charter of the Board of Directors*
2. *Charter of the Audit & Risk Committee*
3. *Charter of the Ethics & Governance Committee*
4. *Charter of the Compensation Committee*
5. *Charter of the Strategy & CSR Committee*
6. *Universal Registration Document – Chapter 3 on Risk and internal control*

PRIORITY G

## MAINTAIN HIGH ETHICAL STANDARDS AT ALL TIMES FOR MUTUAL GROWTH

At Capgemini, we are dedicated to delivering profitable and sustainable growth by working together with our business partners to deliver value through our expertise and our business integrity. Every day, as a global company, we strive to operate in an exemplary manner and uphold the laws and regulations of the countries in which we operate to earn the trust of our customers, suppliers, the communities we serve, and the governments that represent them. **Capgemini is a signatory to the UN Global Compact** and also supports local and global initiatives and business standards to build up the communities in which it lives and operates and to work in a sustainable and ethical manner.

Capgemini has **relentless opposed disloyal business behaviors and corruption**. Since 1967, Capgemini's success has relied on its core Values, including honesty and trust. These values lead the Group to constantly strengthen its ethical culture and compliance approach, both within the organization and with regard to third parties. Our **Code of Business Ethics** was drawn up in 2009 at the initiative of the Board of Directors to that effect. Maintaining high ethical standards in business is about **acting in line with our Values-based ethical framework** and **favoring responsible behaviors in business for mutual growth** by ensuring that everyone in the Group respects the rights and the differences of all those who work with us: employees, clients, business partners and other stakeholders.

### Acting in line with our Values-based ethical framework

– Our Values and Ethics are at the heart of our identity. Unique and human, our seven values – Honesty, Boldness, Trust, Freedom, Fun, Modesty and Team Spirit inspire and guide our team members, who contribute to our ethical culture. Capgemini's founder, Serge Kampf, was deeply convinced that sound ethics is an essential foundation for profitable and sustainable business. From the outset, this belief in doing business ethically and our commitment to our core Values has distinguished us from competitors. **Our Values unite and inspire our Group's international workforce, across nearly 50 countries.** The natural outcome is our shared ethical culture, which we actively nurture through our **ethical framework**. We have a longstanding formal Ethics program, supported by 5 main levers, to create and maintain awareness among employees, enabling them to make decisions aligned with our core values:

- **Policies: Our Code of Business Ethics** provides guidance to all team members on how to behave and act in the right way, so that no one is left with doubts or unanswered questions. It is available in multiple languages, and is complemented by more detailed Group policies for our ethics helpline SpeakUp (including non-retaliation) and the prevention of conflicts of interest as well as policies adopted under our Compliance program. We have published our **Code of Ethics for Artificial Intelligence (AI)** for all employees, to support the ethical development of all AI solutions within

the Group. Our vision of AI is determined by our ethical culture and guided by our core Values; we thus envisage our developments in AI as a contribution to building the inclusive and sustainable future. Our Code of Ethics for AI sets out guidelines for the ethical and human-centric design and delivery of AI solutions.

- **Training programs:** They include **Ethics@Capgemini, mandatory e-learning courses** on Our Code of Business Ethics comprising a core module and scenario-based micro e-learning modules on ethics topics, with short engaging videos on how to handle tricky ethical situations; **Think Ethics, a manager’s toolkit** shared monthly; and **Ethics Café**, featuring short thought-provoking awareness videos on a range of workplace-related ethical situations.
- **The internal ethics awareness communication program**, built globally at Group level and deployed locally in each country, addresses all employees, with targeted communication by grade and role. The program leverages multiple internal channels of communication.

- **SpeakUp**, is a **web and phone-based ethics helpline and reporting, incident management and advisory tool**. Our employees, clients, suppliers and business partners are made aware that they can use the Group’s helpline (SpeakUp) to report any alerts and/or ask for advice and guidance about actions or behaviors that (1) are not aligned with our Values or our Code of Business Ethics and related ethics & compliance policies, (2) not in compliance with applicable laws, or (3) may significantly affect vital interests of Capgemini and its affiliates. Anyone who raises, or helps to address, an alert on SpeakUp in good faith is protected by our non-retaliation policy, and substantiated alerts result in appropriate remediation actions including disciplinary actions, counselling/ training, or process improvements. The system helps us perform root-cause analysis and prevent future similar unethical behavior, misconduct, or violation of policies or applicable laws, by helping us identify areas of improvement in our business processes.
- **The Ethical Culture survey**, in which all our employees are invited to participate and share their views, measures the pulse of our organizational ethical culture. Aggregated feedback and analysis from the survey, along with guidelines, are shared with team managers, and business and country leaders. All managers have access to their span’s dashboard, with scores and feedback, while maintaining the anonymity of employees.



**OBJECTIVE 9:**  
Maintain over

**80** % of the workforce  
with Ethics Scores  
between 7-10.



## GOVERNANCE: LEADING WITH TRUST & TRANSPARENCY

As an on-going priority, scores and employee feedback are shared with managers and leaders, empowering them to take informed and immediate action, and survey findings are acted on for the continuous improvement of our Ethics Program.

### Favoring responsible behaviors in business for mutual growth –

The Code of Business Ethics forms the basis for our **Compliance program**, mainly covering competition and anti-trust laws, the fight against corruption and money laundering, duty of care and human rights, sanctions and embargos, and data privacy.

- **Business conduct and compliance -**

The Group competes vigorously but fairly for its clients' business. The majority of the countries in which we operate have competition or antitrust laws, and trade regulations designed to protect such competition. **The Group is committed to complying with all applicable competition and antitrust laws, and regulations.**

It is fundamental to our purpose as a business that we deliver positive environmental and social impact as well as business growth. Ethical collaboration is a vital element of maintaining clients' trust in our business, and is directly linked to our license to operate and to our reputation. It contributes to business continuity, helps us attract and retain the best talent, increases productivity, and builds long-term value to all.

- **Anti-corruption -** As part of its Compliance Program, the Group has adopted its Group Anti-Corruption Policy and an anti-corruption training formalizing **our zero tolerance for bribery and corruption.**

The Ethics & Governance Committee of the Board of Directors and the Management of the Company ensure the implementation of a corruption and influence peddling prevention and detection system.

- **Duty of care and human rights -** The Group has developed and implemented a reasonable plan (*plan de vigilance*) to identify risks and prevent serious violations with regard to human rights and fundamental freedoms, people's Health and Safety, and the environment, resulting from its own activities and those of their subsidiaries, subcontractors and suppliers. The Ethics & Governance Committee of the Board of Directors oversees Group compliance with rules and conventions on human rights and fundamental freedoms in the exercise of its activities.

- **Responsible Procurement -** Our supply chain, both serves our clients and ensures that our internal operations are conducted properly. We strive to guarantee that it is in line with our ethical standards and that it meets the expectations of our clients. For over ten years, the Group has had a mandatory purchase order policy and a Global Purchasing System, which gives a clear picture of all our activities in this respect from sourcing to payment.

**Since 2015, Capgemini has implemented the Supplier Standards of Conduct, which formalizes the standards that will be applied and enforced within its business relationships with suppliers.**

The Standards of Conduct define the prerequisites regarding ethics and compliance, Corporate Social Responsibility and sustainable development. It also defines our policy regarding the terms of our trade relations with our suppliers, such as the mandatory purchase order as a prerequisite to any commercial commitment. It is critical to Capgemini that its Suppliers - *including their employees and supply chain*, are committed to: maintaining the highest ethical standards, to preserving the environment and adhering to all applicable laws, including, human rights and anti-corruption laws, while avoiding the perception of potential conflict of interests. Our standards can only be met with



**OBJECTIVE 10:**  
By 2030, suppliers covering

**80** % of the purchase amount of the previous year, will have committed to our ESG standards.

To support its 80% signature of its Supplier Standards of Conduct, Capgemini is planning an annual increase by 5% per year from 2021 to 2026, and from 2027 to 2030 an annual increase by 3% per year.

suppliers' cooperation and commitment. The importance attached to suppliers' relationships is reflected in all the guidelines related to selecting and managing them.

**An assessment process is included in the referencing and sourcing procedure**, aiming at identifying and preventing financial and non-financial risks. If necessary, mitigation measures can be defined, and corrective actions may be required. Suppliers presenting a serious risk may be excluded from the business transaction and blocked in the Capgemini Global Purchasing System.

- **Group Tax policy** - Due to the international nature of its activities, the complexity and the absence of clarity of certain specific national or international tax regulations, the Group is exposed to tax risks. We strive to consider all existing factors in this environment in order to make the right tax decisions, even when there is uncertainty. Capgemini does not engage in tax evasion nor in any practice that goes against the Group's Code of Ethics and publicly advocated core ethical values and implements a coherent, consistent

and reasonable approach to its tax responsibilities, suited to its activities. We believe public trust in national tax systems is essential and have published a set of global tax principles.



*To discover more on Ethics and responsible behaviors*

1. Values & Ethics
2. Code of Business Ethics
3. Group Anti-Corruption Policy
4. Code of Ethics for Artificial Intelligence
5. SpeakUp policy
6. SpeakUp Ethics Helpline
7. Capgemini supplier standards of conduct

PRIORITY H

## PROTECT AND SECURE DATA, INFRASTRUCTURE AND IDENTITY

The Group Data Protection and Cybersecurity teams ensure that we have a data breach and security incident management policy, as well as relevant tools to ensure effective implementation of **data, infrastructure and identity protection** obligations. They are also working together to continue raising awareness on data and cybersecurity matters worldwide. For Capgemini, strengthening digital trust is a journey focused on constant improvement. The Group perform a holistic cycle of actions to proactively prevent and effectively respond to threats from all sources.

### Protecting data and data privacy –

Capgemini is committed to **protecting all personal data entrusted** to it as part of its activities both on its own behalf (as a Data Controller) and on behalf of its clients (as a Data Processor).

As an international group with entities located in more than 50 countries, it is important to Capgemini that information flows in a compliant and secure manner. Providing an appropriate level of protection to personal data wherever they are processed within the Group, is one of the reasons why Capgemini has chosen to implement **Binding Corporate Rules (BCR)** which were first approved by the European data protection authorities, in March 2016 and updated to comply with the European General Data Protection Regulation 2016/679 (GDPR). Capgemini's BCR define not only the principles with which it shall comply with when processing personal data

on its behalf and on behalf of its clients, but also specify the procedures designed to address Capgemini's compliance with applicable data protection laws and in particular with the GDPR.

To support an effective implementation of Capgemini BCR, Capgemini rolls out the **Group Data Protection Program (GDPP)** and has defined a strong organization lead by the **Group Data Protection Officer (GDPO)** who relies on Regional Data Protection Officers and Local Data Protection Officers. In addition, Data Protection Champions are appointed to represent each Group function and Global Business Line (GBL) to ensure that functions and GBL specificities are taken into account in the GDPP implementation.

Capgemini Data Protection Program is built to ensure continuous improvement in all Group functions with a focus on Delivery, Sales, Finance, Human Resources and IT. We deploy different **Privacy by Design (PbD)** checklists, operational guidelines and maturity assessments. Privacy by design is an approach to systems engineering that seeks to ensure protection for the privacy of individuals by integrating considerations of privacy issues from the very beginning of the development of products, services, business practices, and physical infrastructures. Additional mechanisms have also been put in place in relation to suppliers.

Capgemini monitors the effective implementation of the above through different procedures and controls such as (1) Data subjects' rights management;



(2) Data transfers; (3) Data processing register; (4) Data breach management procedure; and (5) Data protection training program. Our 2021-2022 roadmap is about strengthening our command and controls by implementing further automated end-to-end maturity assessments and constantly reinforcing the monitoring of our eco-systems' compliance.

**Protecting infrastructure and identity** – Capgemini Group Cybersecurity strongly contributes to building an Ecosystem Trust with our employees, clients and partners by securing internal activities and preventing external threats to deliver trusted digital services. We have responded to the **surge in cybersecurity challenges** with a comprehensive, board-sponsored cybersecurity strategy and governance, composed of four cyber-risk management pillars:

- Internal and external threats (i.e., threat actors and cyber-attack tactics);

- Fortifying assets both internally and externally (i.e., vulnerability focus including external facing assets);
- Compliance with laws and regulations and security standards (i.e., ISO 27001 as a minimum); and
- Ecosystem trust mechanisms within Capgemini and with clients, suppliers, and authorities.

This strategy is deployed consistently across the organization and our cyber-risk management approach is operationalized via the **Capgemini Cybersecurity Management System**, which is modelled on NIST (National Institute for Standards and Technology) framework and includes aspects of the NIS (Network and Information System Security) European Directive.

Today's fast-evolving threat landscape requires a revised cybersecurity vision



## GOVERNANCE: LEADING WITH TRUST & TRANSPARENCY

and architecture—particularly given the advent of new ways of working and the increasing focus on delivering exceptional experiences. Individuals, whether employees or clients, consumers and citizens demand freedom of choice in their devices and locations, with no degradation in performance due to security measures. On the other hand, threat actors are organized and equipped. They have time and money to prepare. They target systems and high value infrastructure and personal / sensitive data. In response, Capgemini group has designed a **security architecture based on “Zero Trust” principles:** Protect what is most important; only allow what is needed; and check before allowing access—always.

Since 2018, Group Cybersecurity has built a **resilient / segregated Identity management infrastructure** (Tier-0) and implemented advanced monitoring services (Security Operations Centers/ Computer Emergency Response Team) supported with recent innovation such as (UEBA – User Entity Behavior Analytics, SOAR - Security Orchestration, Automation and Response). This infrastructure is regularly adjusted and improved based on experience, security testing and level of threat.

**Capgemini Group Cybersecurity department** is tasked with anticipating cyber threats, mitigating cyber risks, preventing cyber incidents, and responding well in all circumstances. This dedicated structure is headed by the Group Chief Cyber Security Officer (CCSO), reporting to a member of the Group Executive Board. The Cyber Risk mapping is consolidated and reported to the Group Risk and Audit Committee twice a year.

**The Group Cybersecurity Community** is the foundation of Capgemini operating

model and involves the Group CCSO and team, the Chief Information Security Officers in Strategic Business Units (SBUs) and Global Business Lines (GBLs), Cybersecurity Officers in the BUs in each country where the Group operates, who support the BUs and liaise with local authorities. **Our Acculturation program based on mandatory awareness courses** (since 2016) has been complemented with phishing tests associated to specific awareness modules. We organize annual Cybersecurity Month in October and a Cyber Culture Challenge to award the most effective and engaged Business Units.

**Capgemini Group Cybersecurity Policy framework** is a series of documented requirements aimed to define and enforce (1) the Strategy and Governance model, (2) the Baseline Policy (100 minimum and mandatory controls based on ISO 27001, NIS Directive and GDPR) associated to management policy documents used for ISO certification, and (3) Technical policies to secure data, endpoints, networks, systems, applications. We have deployed the new Baseline Policy (revised bi-annually) including annual compliance review which contributes to very consistent practices across the units. New policies have been defined such as: data security policy, PenTest policy, security incident and data breach management policy, 3<sup>rd</sup> Party security management policy, log management policy.

We have conducted and completed multiple initiatives and projects such as Technical debt management, Data Leak Prevention, External risk reports management and rating (via two 3<sup>rd</sup> party vendors), and External facing asset vulnerability (Domain Names Management).

We produce a series of 16 metrics demonstrating the cyber risk posture (globally and locally) and room for improvement as well. They are consolidated in a **Cyber Risk Index** reported to the Board.



**OBJECTIVE 11:**  
Be recognized as a  
**front leader**  
on data protection and cybersecurity

To support this objective, Capgemini is planning that:

- By 2025, 80% of revenues associated with client engagements triggering processing of personal data are subject to an end-to-end digital maturity assessment;
- In 2025, 98% of our activities will be covered by ISO 27001 certification, the Group obtains "A grade" by RiskRecon, "Advanced" Bitsight rating and maintains its rank among the Top 3% performers in Cybervadis assessment.

The goal is to maintain a sustainable score within the units showing moderate levels of risk for the Company. Our 2021-2022 roadmap is focused on ten key initiatives amongst them: Deploy Trustification Architecture building blocks, design and build Next Generation Cyber Defense Centers, enhance Tier 0 / Identity management resilience throughout virtualization, harmonize and tool cyber-risk and compliance methodology / practices / reports across units, completion and automation of our cyber risk index. On top of that, **supply chain security and eco-system trust will pave the way to enhanced cybersecurity and data protection processes with our clients, suppliers and partners.**



*To discover more on  
**Protecting and securing  
data, infrastructure  
and identity***

1. Capgemini Binding Corporate Rules



# CAPGEMINI ESG REPORTING

## Our ESG reporting is aligned with international standards

Capgemini's commitment, as well as the ESG policy, the indicators dashboard, the 2025 and 2030 objectives and the strengthened reporting process, meet the European and French regulatory obligations, and are in line and consistent with the requirements of internationally recognized standards:

- the European Union Directive and the French regulations on non-financial statement, known as the extra-financial performance declaration ("déclaration de performance extra-financière" or **DPEF**)
- the **French duty of care** ("Devoir de Vigilance") and anticorruption law ("**Loi Sapin 2**"), which are applicable in France since 2017 and 2016 respectively
- the ten principles of the United Nations Global Compact (**UNGC**), to which we communicate our progress
- the Taskforce on Climate-related Financial Disclosures (**TCFD**)
- the Carbon Disclosure Project (**CDP**) climate change questionnaire
- the **SASB** Software\_IT\_Services\_Standard\_2018
- the **GRI** standards
- the International Integrated Reporting Framework published by the IIRC
- the French Code of Commerce and the AFEP-MEDEF recommendations on corporate governance

## Capgemini ESG index

Capgemini discloses Environmental, Social, and Governance (ESG) data across several reports and websites.

For each subtopic, we map our existing disclosures to the Global Reporting Initiative (**GRI**), the Sustainable Accounting Standards Board (**SASB**), and the Task Force on Climate-Related Financial Disclosures (**TCFD**) voluntary disclosure frameworks, as relevant to our business. Capgemini's ESG index is available in a specific document and all data will be available in our FY21 Universal Registration Document.



*To discover more on Reporting*

1. Capgemini ESG index
2. Capgemini GRI Index

### Forward-looking statements

This document reflects Capgemini's work and commitments as of November 2021. Capgemini ESG policy contains various forward-looking statements about future developments which are based on the current status of Capgemini's assumptions and forecasts. They are thus subject to a variety of predictable and unpredictable risks, uncertainties and other factors, so that the actual outcome, including the Company's financial and assets position, its development or performance could differ considerably. Capgemini makes no commitment to updating such forward-looking statements or to adapting them to future events or developments.

**Writing:** Group ESG team • **Creation and lay out:** **WAT** - [wearetogether.fr](http://wearetogether.fr) - 2104-02049 • **Photo:** Portra (front cover), Joel Saget, AFP (p.1), aaaaimages (p. 4, 20), 10'000 Hours (p. 4, 22, 38-39), Westend61 (p. 5, 17, 26, 42, 45, 51), Stephen Swintek (p. 6), Tom Werner (p. 12), Henrik Sorensen (p. 18), imamember (p. 21), Sunwoo Jung (p. 24), Mike Harrington (p. 25), Luis Alvarez (p. 26), Compassionate Eye Foundation/James Tse (p. 28-29), filadendron (p. 31), xavierarnau (p. 32), Luis Alvarez (p. 33), Morsa Images (p. 35, 37, 49), IndolImages (p. 40), Ezra Bailey (p. 41), Erik Isakson (p. 43), FangXiaNuo (p. 44), Maskot (p. 47), PeopleImages (p. 53), FG Trade (p. 55), CreativeDJ (p. 57).



## About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology.

The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 300,000 team members in nearly 50 countries. With its strong 50 year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms.

The Group reported in 2020 global revenues of €16 billion.

Learn more about us at

[www.capgemini.com](http://www.capgemini.com)

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