

Preparing *sustainable futures*

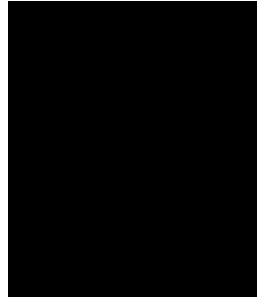
Capgemini ESG policy

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A sustainable future
is achievable only
through deep
collaboration with our
clients, partners, and
all talents.”

Letter from the CEO



Aiman Ezzat
CEO, Capgemini

Now more than ever, we, as a global business and technology transformation partner, are expected to lead in the transition to a more sustainable economy and drive progress for positive futures with transparency.

At Capgemini, we pursue a consistent Environmental, Social and Governance (ESG) strategy embedded in all our activities by leveraging technology, human capabilities and alliances with key partners.

We published our first ESG policy in 2021, and we are proud to have achieved clear milestones on climate change mitigation and adaptation, equal opportunities, employability, inclusion, responsible business practices as well as data protection and

cybersecurity, to name but a few. These results demonstrate our unique ability to apply our expertise and partnering power to help solve some of the most challenging global issues.

While we are confirming our existing ESG commitments, we need to consider new technologies, business drivers, and challenges that have emerged in the last years and anticipate those still rising.

As a leader of digital eco-economy, we help our clients grow while promoting environmental and societal sustainability. We must speed up both our Group policies and sustainability of our offerings. Therefore, we continuously work to put sustainability at the heart of every asset and offering across the Group, delivering enduring impacts.

Our updated ESG Policy forms the basis for our sustainability activities. We intensify our efforts on areas where we are uniquely positioned to achieve our purpose of **Unleashing human energy through technology for an inclusive and sustainable future**, creating a virtuous circle that generates economic, environmental and social value for all communities we operate in.

Hence, our ESG Policy regroups from 2025 nine priorities and 14 objectives still focusing on combating climate change, creating a safe, inclusive, and upskilling work environment for our

talents, fostering digital inclusion, adhering to the highest ethical standards in each of our decisions and actions, and rigorously managing data privacy, data protection, and cybersecurity. We also aim at strengthening the ethical use of AI, as it will deeply reshape our economies and the offerings of the Group, and enlarging the portfolio of sustainability offerings, helping our clients achieve their sustainability commitments.

We continue to monitor and report on a yearly basis our progress towards our objectives.

Introduction of Group General Secretary and ESG Lead

Olivier Lepick

Group General Secretary, Capgemini

Since 2021, we have made significant progress, but our work does not stop here. The update of our ESG policy is simultaneously the continuity of the previous policy and aims at engaging a dynamic of renewal. We confirm our commitment to addressing the key issues that shape a more sustainable and responsible future for the planet and the society as a whole.

Our ambition is to remain a responsible Group for our stakeholders. This requires a rigorous adherence to ESG principles, a framework that has become more than ever a strategic pillar. We are committed to maintaining our lead, anticipating regulatory evolution, and seizing the ESG opportunities to make our activities even more responsible, while meeting the increasing demand of our clients.

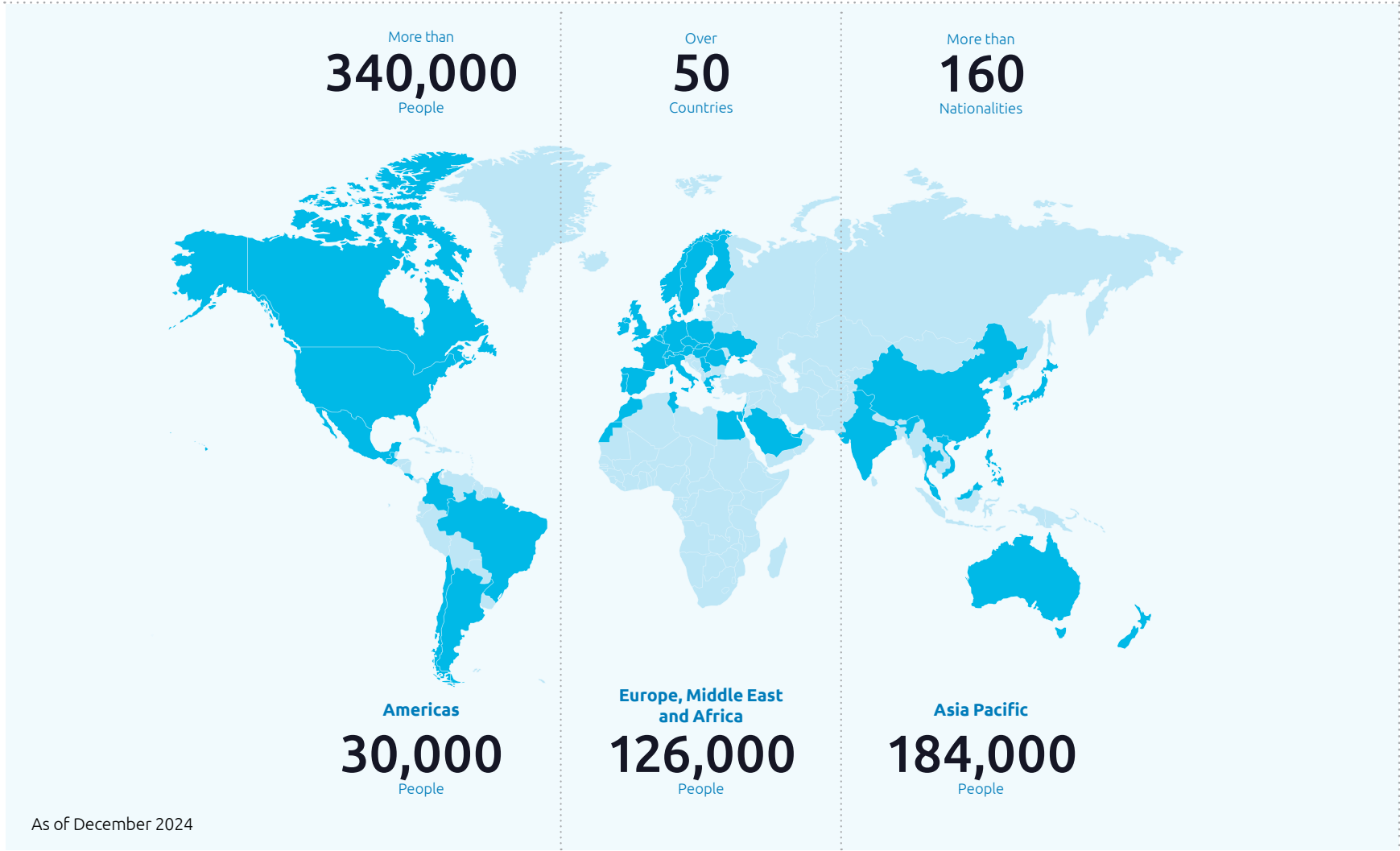
Transparency and performance will be at the heart of our approach as it helps build long-lasting trust. We will therefore maintain our enhanced reporting mechanisms to provide clear visibility on our ESG actions and their impacts.

Finally, it is crucial to take control of the environmental and social impacts of our activities, as these are not anecdotal. For us, ESG is not just a communication tool, but a true lever of transformation. We must anticipate, mitigate and adapt to the ESG challenges with a long-term vision. By adopting a proactive approach, we position ourselves as a key player in building a world where economic profitability harmonizes with respect for resources and individuals.



Despite a complex environment, we confirm in this policy our ambition and conviction”

A global leader, strategic partner of businesses



Our businesses

Strategy and Transformation
Application and Technology
Engineering
Operations

Our seven values

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

Achievements of our ESG policy at the end of 2024

These achievements reflect our unique ability to leverage our expertise and collaborative approach in addressing some of the world’s most pressing challenges

Priorities	Objectives	Metrics	2019	2024	2025 target	2030 target	Status
Environment: Accelerating the transition to net zero							
Priority A: Act on climate change by being carbon neutral by 2025 and becoming a net zero business	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 by 2040	Absolute Scopes 1 and 2 emissions (tCO ₂ e)	154,078	11,159	-	- 80% (vs 2019 baseline)	Achieved
		Employee commuting emissions per headcount (average total headcount) (tCO ₂ e/ head)	1.08	0.55	-	- 55% (vs 2019 baseline)	In line
		Purchased goods and services - Scope 3 (tCO ₂ e)	305,718	301,522	-	- 50% (vs 2019 baseline)	Not in line ⁽¹⁾
		Business travel emissions per headcount (average total headcount) (tCO ₂ e/ head)	1.26	0.48	-	- 55% (vs 2019 baseline)	Achieved
	Transition to 100% renewable electricity by 2025, and electric vehicles by 2030	Total energy use - % of electricity from renewables	28.4%	98%	100%	100%	In line
Priority B: Lead to low-carbon economic transition by helping our clients achieve their environmental commitments	Help our clients to save 10M tCO ₂ e by 2030	tCO ₂ e savings delivered for our clients (tCO ₂ e)	-	-	-	10 M tCO ₂ e	-
Social: Aligned entrepreneurs with protection and respect for all							
Priority C: Relentlessly invest in our talents through a unique experience developing tomorrow's skills	Increase average learning hours per employee by 5% every year to ensure regular lifelong learning	Average Completed Learning Hours per headcount at the end of the year, trained during the reporting period	41.9 (C)	77.36	-	-	Achieved
Priority D: Enhance a diverse, inclusive and hybrid work environment	40% of women in our teams by 2025	Breakdown of total headcount by gender, at the end of the year (%)	33% (C)	39.7%	40%	-	In line
Priority E: Support digital inclusion in our communities	5M beneficiaries supported by our digital inclusion programs by 2030	Cumulated number of Digital Inclusion beneficiaries (since 2018)	29,012 (C)	7,542,231	-	5,000,000	Achieved

Scope: (C) Capgemini legacy; otherwise Capgemini Group
(1) Reducing our absolute Scope 3.1 purchased goods and services emissions has proved challenging in the context of significant business growth since 2019. However, in 2024, we started to demonstrate good progress, reducing Scope 3.1 emissions by 14% since 2023.

Achievements of our ESG policy at the end of 2024

These achievements reflect our unique ability to leverage our expertise and collaborative approach in addressing some of the world’s most pressing challenges

Priorities	Objectives	Metrics	2019	2024	2025 target	2030 target	Status
Governance: Leading with trust and transparency							
Priority F: Foster a diverse and accountable governance	30% of women in Executive leadership positions in 2025	Gender distribution in Executive leadership positions, at the end of the year (%)	16.8% (C)	29%	30%	–	In line
	Maintain best-in-class corporate governance	MSCI ESG rating on Corporate Governance	–	Rating achieved	Top quartile of MSCI ESG rating compared to industry peers		Achieved
Priority G: Maintain high ethical standards at all time for mutual growth	Maintain over 80% of the workforce with an Ethics score of between 7-10	% of the headcount (average total headcount), with an Ethics score of between 7 and 10	–	85%	>80%	>80%	Achieved
	By 2030, suppliers covering 80% of the purchase amount of the previous year, will have committed to our ESG standards	Purchase amount of the previous year with suppliers who have committed to our ESG standards(committed to Capgemini’s SSC or an SSC equivalent) over the total purchase amount of theprevious year ⁽²⁾	–	60%	–	>80%	In line
Priority H: Protect and secure data, infrastructure and identity	Be recognized as a front leader in data protection and cybersecurity	Cyber Rating agencies - CyberVadis score (out of 1,000)	–	977	940-950/1,000 Top 3% performer		Achieved
		Cyber Rating agencies - RiskRecon score (out of 10, 6-month average)	–	8.8 (A)	A rating		Achieved
		Cyber Rating agencies - BitSight (out of 900, 6-month average)	–	758	740+/900-Advanced	800+/900 -Advanced	Achieved
		% of DPO (number of DPO at the end of the year) certified with one of the external official certifyingbodies (worldwide scope)	–	76%	95%	–	In line
		% of revenues associated with client engagements triggering processing of personal data subject toan end-to-end digital maturity assessment	–	82%	80%	–	Achieved

(2) The figure associated to this metric was calculated for the first time in 2024 to be aligned with the objective. For the previous years, we had a restrained calculation method (% of new vendors above \$0K spend committed to the ESG Standards enforced by Supplier Standards of Conduct commitments), which is no longer relevant. This explains the absence of historical data.

01

ESG ambition and priorities →



Accelerating sustainability

Our conviction and ambition

Technology is a wonderful tool to transform society and contribute to a more sustainable world. Because the union between human energy and technology holds the power to transform society for the better, it generates opportunities for everyone. It's how we continue finding new ways to do more and waste less at national, regional and global levels.

We are committed to supporting 11 of the UN Sustainable Development Goals.

We are addressing the planet and people challenges through our environmental, social and governance policies and programs:




- By driving net zero thinking into our operations and the work we do with clients, we're ensuring a sustainable future for our planet.
- We support the next generation of digital innovators and build an inclusive culture where everyone can be their true, authentic self. We aim to offer them the opportunity to strengthen their skills and make a difference by working with a diverse team of experts across industries, technologies, and geographies, and by grasping countless learning and development opportunities.
- Our ethical culture that guides the behavior of all our team members across the world, enables us to adopt an ethical approach. It requires a

spirit of enquiry and uses dialogue and debate to reason, always in the light of our values, and to define what "doing the right thing" means in our business, for our stakeholders, and in our Group.

- Our success is built upon our ability to establish trusting but demanding relationships with all stakeholders. We therefore strive to communicate regularly with all stakeholders and require from our suppliers to conduct their business with the highest environmental and social standards, specifically avoiding all forms of corruption, bribery, extortion or embezzlement, and unfair business practices. We are committed to protecting the privacy of our clients, employees and partners.

**Together, we will
get the future we want.**

Focusing on 9 priorities and 14 objectives

<div> Environment: Protecting the planet</div>		<div> Social: Shaping a future with protection and respect for all</div>				<div> Governance: Embedding trust and transparency at every level</div>		
Priorities		Priorities				Priorities		
Priority A: Act on climate change and become a net zero business, by 2040	Priority B: Lead to a sustainable economy, by helping our clients achieve their sustainability commitments	Priority C: Invest in our talents through an empowering experience	Priority D: Maintain high ethical standards at all times	Priority E: Enhance inclusion in our activities	Priority F: Support digital inclusion in our communities	Priority G: Foster a diverse and accountable governance	Priority H: Value responsible business practices across the value chain	Priority I: Protect and secure data, infrastructure, and identity
Objectives		Objectives				Objectives		
Objective 1: Reduce our Scope 1, 2 and 3 emissions by 90%, by 2040	Objective 3: Increase bookings (value) delivering sustainability benefits to our clients	Objective 4: Reach and maintain, on average, 70 learning hours per employee per year	Objective 7: Keep over 80% of the employees with a positive perception of our Values, culture, and ethical behaviors in the Group	Objective 9: Maintain at least 40% of women in our global teams and reach 35% of women in group executive leadership positions, by 2030	Objective 10: Support 10M beneficiaries in underserved communities through our programs, by 2030	Objective 11: Maintain best-in-class corporate governance	Objective 12: By 2030, suppliers covering 80% of the purchase amount of the previous year, will have committed to our ESG standards	Objective 13: Embed data protection into our culture, operations and clients' delivery
Objective 2: Scale up our investment in climate and nature solutions at a level commensurate with our total GHG emissions		Objective 5: Upskill our talents on one yearly defined strategic topic	Objective 6: Maintain our employees' belonging index above 80	Objective 8: Enhance awareness and foster the adoption of Ethical AI practices				Objective 14: Be recognized as a front leader on cybersecurity

Establishing trust with each stakeholder in the value chain

Capgemini strives to be a valued member of the communities in which it operates. Hence, we communicate with our stakeholders on three levels - at Group level, at the level of our local entities, and also at the level of each employee, to consider their opinions.

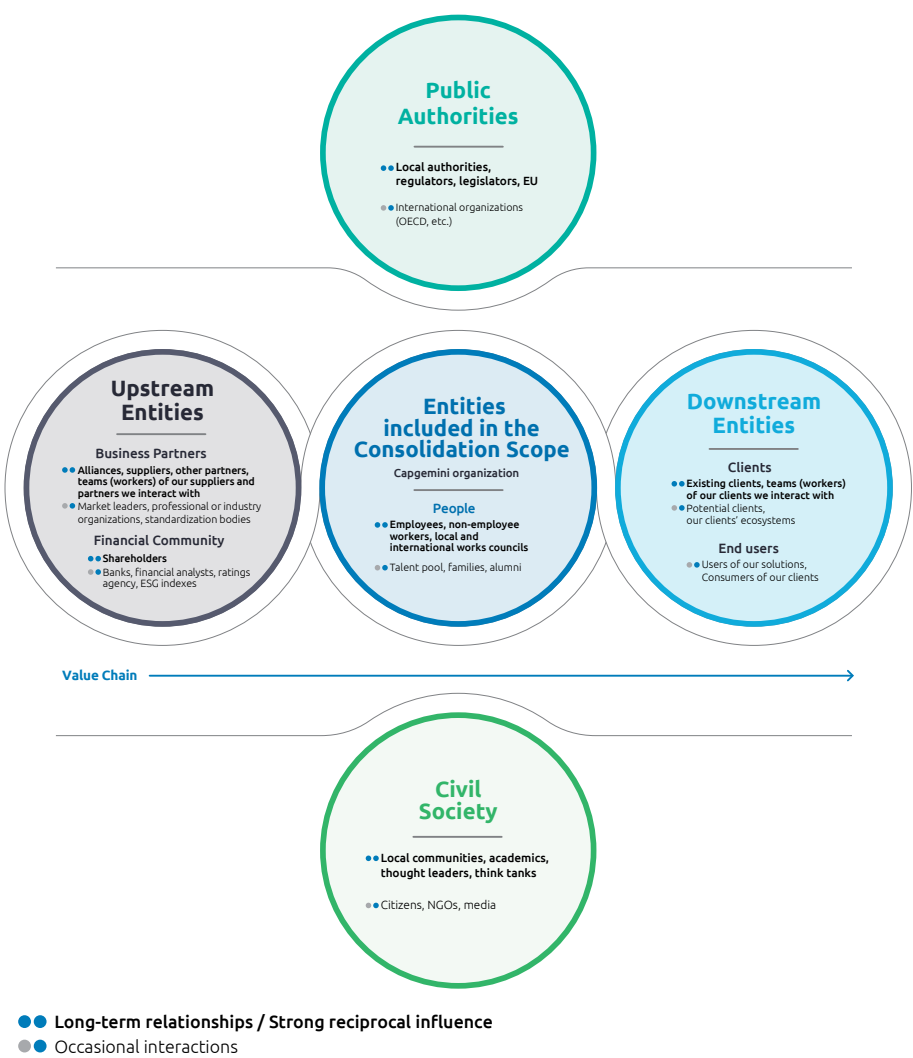
We have always forged strategic partnerships with high profile technology companies and startups with specialist skills. Within our global network of Applied Innovation Exchanges (innovation centers focused on concrete client use cases), our ecosystem of technology partners constantly works with clients on ESG issues to turn innovation into valuable, business-focused solutions at pace. In addition, through Capgemini Ventures we interact with the start-up ecosystem, building a joint go-to-market with startups and partner ecosystems, and in some cases, making minority investments.

We communicate with our shareholders and investors through our financial result presentations, shareholders meetings, Investors’ Days, and participation in institutional investor, and analyst conferences and roadshows.

Our global “Voice of the Client” program, covering our priority clients, enables us to broaden and deepen the way we assess our clients’ experiences in multiple dimensions including ESG matters.

Through the Capgemini Research Institute, our internal think-tank, we also regularly interact with a global network of experts, universities, major academic institutions as well as startups and partners across sectors to publish reports and studies on major trends, focusing on digital, innovation, inclusion and sustainability.

Last but not least Capgemini regularly organizes stakeholders’ (citizens, NGOS, and media) consultations on dedicated topics.



Our material impacts

In 2024, the Group updated its double materiality assessment to be compliant with the framework of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). In the CSRD framework, the double materiality assessment is a fundamental prerequisite for identifying and assessing sustainability matters, referred to as “Impacts, Risks, and Opportunities” (or “IROS”).

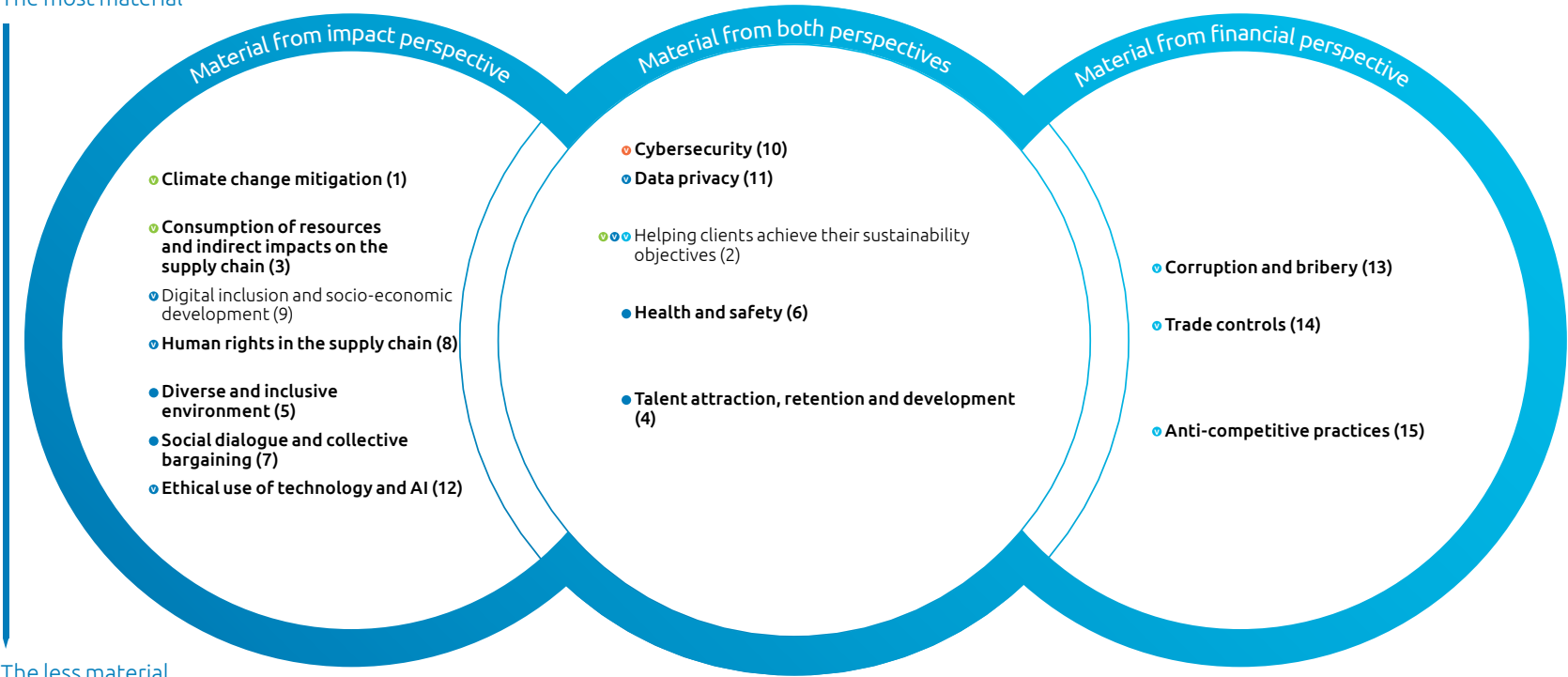
The Impact materiality (“Inside-Out” vision) focuses on impacts, positive or negative, actual or potential, on the population or the environment linked to the Group’s own activities and its value chain including its services and its business relationships.

The Financial materiality (“Outside-in” vision) focuses on sustainability issues that have a significant influence or can reasonably be expected to have a significant influence on the Group’s business and financial performance (results, cash flow, market position, access to financing, etc.): i.e., risks or opportunities.

The double materiality assessment considers sustainability matters that are either material from one perspective only (impact or financial) or both perspectives at the same time (impact and financial).

Overview of our 15 material sustainability matters

The most material



The less material

- Environment
- Social
- Business conduct
- Entity-specific
- ⊗ Involves value chain (upstream and/or downstream)

The matters presented in bold correspond to negative impacts or risks, while the matters without bold formatting correspond to positive impacts or opportunities.

Advocate and reach out to peers, partners, clients, experts and the public at large

The Sustainable Development Goals

In 2015, all 193 UN Member States of the United Nations came together to adopt a global plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of the « Agenda 2030 » are the 17 Sustainable Development Goals (SDGs), which clearly define the world we want – applying to all nations and leaving no one behind.

We are committed to contributing to 11 of these 17 SDGs, as we believe they best align with our ability to address material ESG challenges through the way we do business.

These goals also align with our ongoing commitment to the ten principles of the UN Global Compact, a pact Capgemini first endorsed in 2004. The member companies of this program support and comply with ten principles in the areas of environment, human rights, labor rights and the fight against corruption.



Other collaborations and partnerships

We engage in a number of corporate partnerships and initiatives. These help to deepen our knowledge, while partnering on topics that require collective action.

Planet

People



Corporate

02

Environment

Protecting the planet →

Priority A: Act on climate change, becoming a net zero business by 2040

Accelerating climate action

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

The Group focuses on climate action and our commitment to become a Net Zero business by 2040. This commitment is underpinned by a target to reduce our Scope 1, 2 and 3 greenhouse gas emissions by 90% by 2040, compared to a baseline of 2019. To ensure we make rapid

progress, we have also set science-based targets for 2030 focused on driving a reduction in Scope 1, 2, and all our major Scope 3 impacts, including business travel, commuting and purchased goods and services emissions.

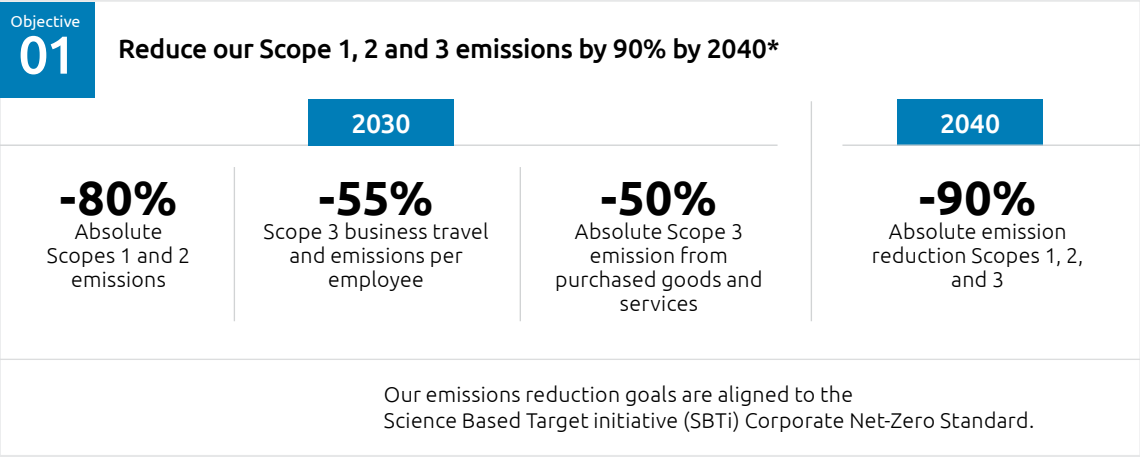
Our Net Zero ambition builds on strong progress over the last decade in decarbonizing our business. Hence, we have set additional supporting targets to ensure we are powered by 100% renewable electricity from 2025 onwards and have a fully electric company car fleet from 2030 onwards.

Training and upskilling are key enablers in achieving our targets across our Group and value chain.

A robust governance structure which includes key representation from across the business has enabled us to turn our ambition into action, embedding climate action into every level of our organization. Executive level governance is provided by Net Zero Board which comprises our Group CEO and other members of the Group’s Executive Board and Committee. Annual targets are cascaded down to a country and function level to ensure climate action across the entire Group.

In addition, three systems are essential for managing and monitoring our activities and for taking informed decisions:

- 1. **Our Global Environmental Management System (EMS)**, which is certified to ISO 14001, provides the framework for managing the environmental performance of our business.
- 2. **Our Global Carbon Accounting System** provides a comprehensive data set about our carbon impacts, supporting stakeholders across the business to make informed decisions.
- 3. **Our Climate Change Risk Assessment**, which is embedded into our global risk management approach, helps ensure our business is resilient and well prepared to respond to climate risks and opportunities.

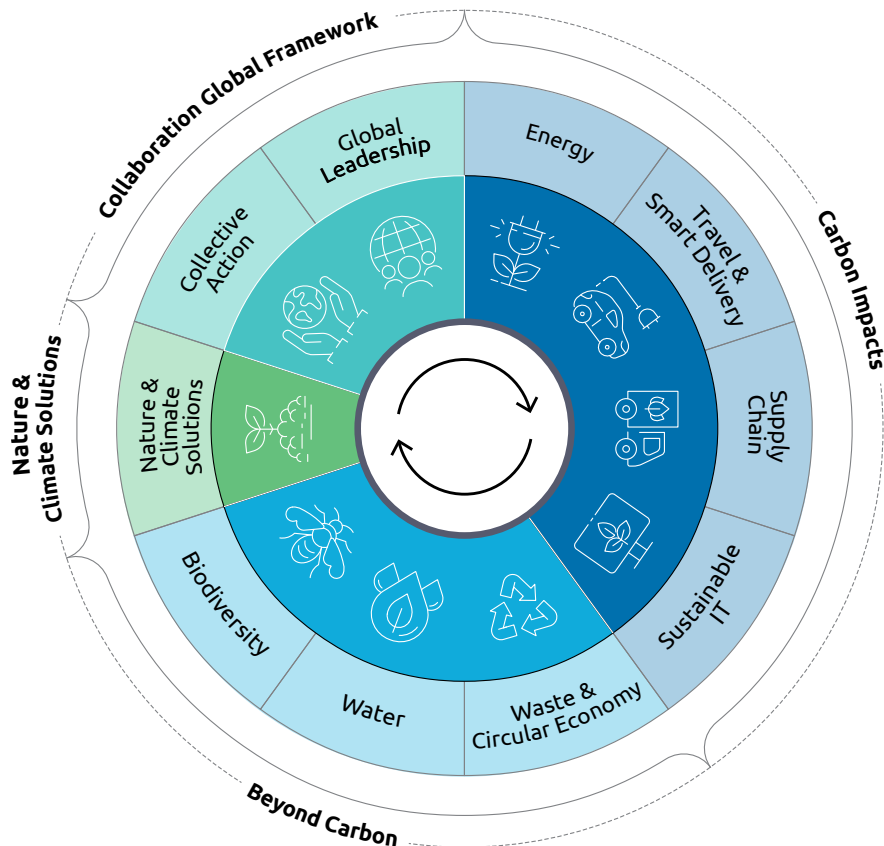


* versus 2019



Our transition roadmap

Our 10-point transition roadmap defines all the areas we are tackling across our sustainability program. We have a key focus on reaching Net Zero.



Climate action is not our only priority, we are also committed to minimizing our use of natural resources such as water, taking steps to enhance biodiversity, and reducing waste and embracing the principles of a circular economy.

Mobilizing our people for a sustainable future

Since we set our first environmental reduction targets, we've been striving to create a culture where sustainable actions are normalized. Our approach to mobilizing our people includes programs focusing on awareness, education, and empowerment.

We run regular campaigns highlighting key issues and engaging employees in direct action. We provide interactive information and training sessions on emerging key topics and create opportunities across the group for employees to share and develop their skills, proposing and developing innovative tech solutions to address real-life planetary challenges

In 2022, we launched our award-winning virtual Sustainability Campus to accelerate the knowledge of our global workforce on sustainability. It was created to centralize sustainability learning and offers specialized training, focusing on specific roles, as well as industry-specific training modules and deep dives on key topics.

The Sustainability Awareness module became mandatory to all employees in 2024. Internal certifications are awarded to employees who meet the course requirements. For those needing more in-depth sustainability training, specific extended programs have also been launched, with external university programs from the University of Exeter, UK; Stanford University, USA; and ESSEC Business School, France.

Managing our energy consumption

Alongside our focus on renewable energy, we are improving the energy efficiency of our operations. The Energy Command Center (ECC) launched in 2022 has helped drive a significant reduction in energy consumption across our main campuses in India. It is a unique initiative to reduce our own emissions, using smart technology to optimize the use of resources and to monitor asset health.

The ECC measures various metrics such as indoor air quality, energy and water intensity, health of critical assets, renewable energy generation, and overall performance across all energy assets.

Scalable both geographically and operationally, it will enable us to manage and reduce our energy use across the Group.

The ECC demonstrates the power of technology and sustainability combined and its success has led to it being offered as a service for clients to help organizations accelerate their transition towards smarter and more sustainable energy management.

Nature and climate solutions

Objective

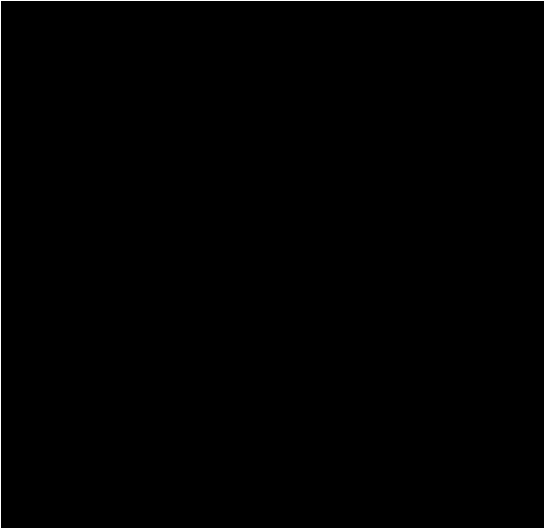
02

Scale up our investment in climate and nature solutions at a level commensurate with our total GHG emissions

Aligning the carbon credits retired to

- operational emissions from 2025
- total emissions (including supply chain) from 2030

While rapid and ambitious decarbonization aligned to the SBTi’s Corporate Net Zero Standard must be at the heart of our climate commitment, we recognize that the voluntary carbon market offers a way to scale up the needed climate finance and tackle the concentration of carbon dioxide in the atmosphere today.

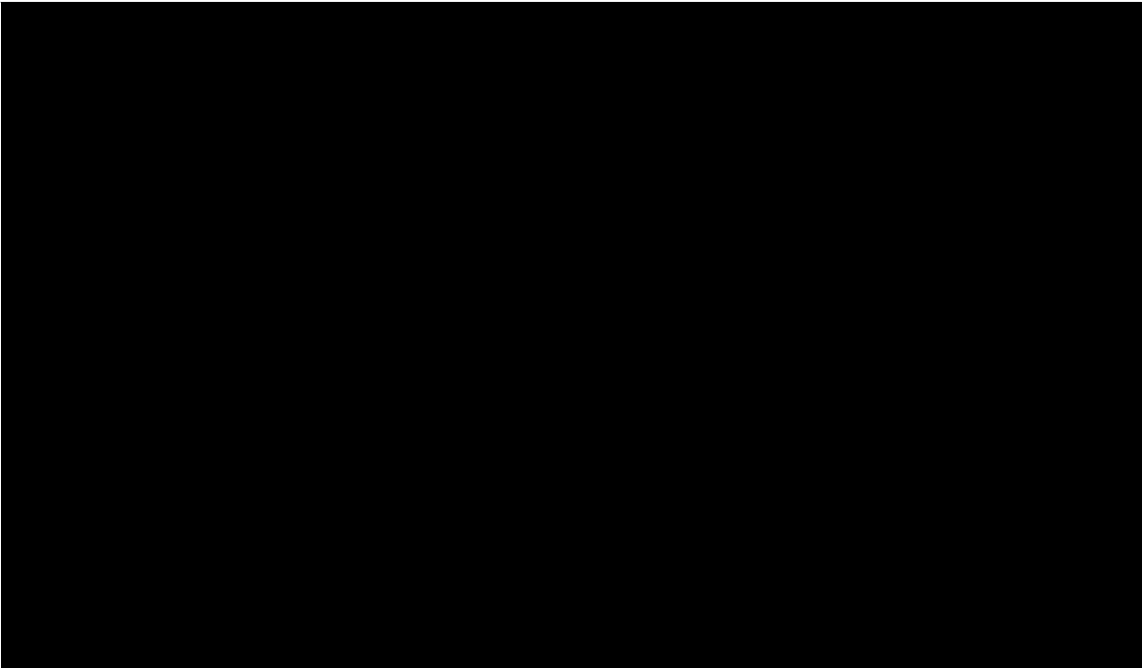


We will retire credits on a ton-for-ton basis against the residual carbon emissions, associated with our direct operations from 2025 and against the residual emissions including our supply chain from 2030.

Our carbon credit program will support a mix of activities that both avoid new greenhouse gases entering the atmosphere and that remove them. Our focus is on both nature-based and technological solutions. Nature-based because of the ability to scale quickly and significant co-benefits, although they have their limitations and technologies that have potential but need to scale.

Our balanced carbon credit portfolio is made up of both development and offtake projects that will deliver our long-term supply and supporting existing projects to secure short-term needs.

We aim to secure carbon credits that are high-quality, as defined by programs that have passed assessment by the Integrity Council for the Voluntary Carbon Market or equivalent bodies.



Turning ambition to long-lasting action

We are members of the Lowering Emissions by Accelerating Forest Finance (LEAF) Coalition, a public-private partnership with the goal to halt deforestation by financing large scale tropical forest protection at jurisdiction level (country/state) and last year we were one of the first companies

to commit to purchase forest carbon credits from pioneering jurisdictions

We have also invested in funds including the Mirova Climate Fund for Nature. This fund launched in 2023 with a number of corporate members and is targeting projects dedicated to protecting and restoring

nature in emerging markets, as well as supporting farmers in their transition to regenerative agriculture.

In 2023, we joined the First Movers Coalition for carbon removal, committing to contract at least 50,000 tons or \$25m of durable and scalable carbon dioxide removals by the end of 2030.

Priority B: Lead to a sustainable economy, by helping our clients achieve their sustainability commitments

Achieve sustainability together with business value

Objective
03

Increase bookings delivering sustainability benefits to our clients

>1

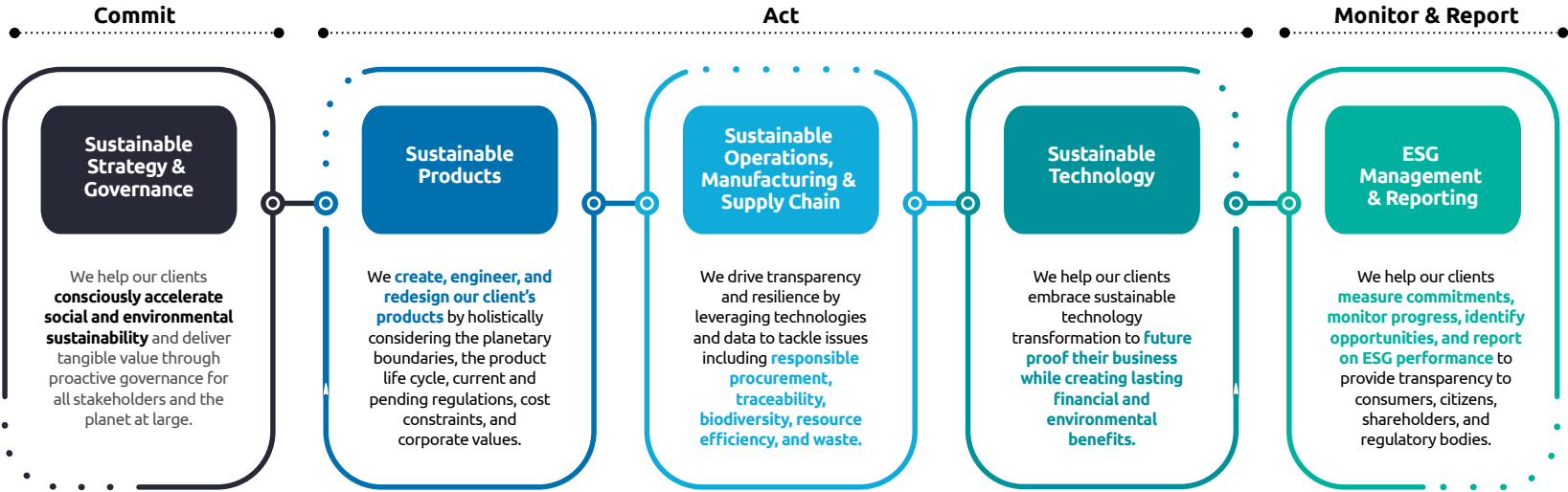
Sustainability bookings FY N / Sustainability bookings FY N-1

As one of the world’s leading value creation partners, we are uniquely positioned to not only minimize our own environmental footprint but to also assist other organizations in achieving their sustainability transitions. In addition, we believe that sustainability can create tangible business value, making it consistent with our initial vocation.

Our Business to Planet approach turns sustainability challenges into catalysts for innovation and drivers of value.

We embed sustainability at every decision-making stage, from strategy to operations, so that organizations can continue to achieve their current business objectives and be well-prepared for an inclusive and sustainable future.

We have built a dedicated portfolio of offers around five major transformations, organized according to the timelines they represent for our clients, and ensuring that we address both immediate needs and long-term goals. As part of this approach, and given the key role data will play in every aspect of this transformation, we have not only developed a specific set of offers but also created cross-cutting assets to promote the use of data and AI, including Gen AI, in our clients’ sustainability transformations.



In addition to our service offerings, we have developed a targeted approach to support emerging players in the field of climate technologies, assisting in the development of future-proof solutions for batteries, renewables, hydrogen, and carbon capture.

This dual focus ensures that we not only enhance our existing services but also deliver tailored solutions that address the needs of organizations dedicated to climate innovation and sustainability.

Turning ambition to long-lasting action

A sustainable future calls for collective action, bolder leadership, and smarter technologies. Discover how technology is leveraged to tackle environmental challenges in four examples



Supporting Mobilize in the development of electric micro-vehicles, integrating over 40% recycled materials



Helping Kyanos optimize the production of algae, accelerating its market readiness while optimizing energy consumption



Supporting Shagowaskee in remote sensing and advanced analytics to monitor biodiversity and foster sustainable policies and economic models, while integrating indigenous knowledge



Assisting Equigy to enable decentralized energy resources such as electric vehicles and heat pumps to offer flexibility in maintaining grid stability

03

Social

Shaping a future with
protection and respect for all →

The choices you make today will lay the foundation for tomorrow's change.

“Get the future you want”

Capgemini is a people-oriented business. Together, we tackle the challenges of today and tomorrow in a demanding environment, working closely with our clients to build the future they want. This requires a constant refresh of our collective capabilities, and we do so by leveraging the expertise, creativity, and commitment of all our people.

Capgemini's purpose acts as a compass to our employees to be inspired and engaged in pursuing the common goal of making an impact in the world. This is further translated through our 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.

For the past few years, the Group has focused on providing a highly engaging “People Experience”, structured using a holistic framework covering the candidate and employee experience end-to-end.

Values and Ethics at the heart of our identity

We commit to protecting and promoting human rights across our full value chain. Our seven values – Honesty, Boldness, Trust, Freedom, Fun, Modesty, and Team Spirit – express our personality, our spirit, they inspire and guide us to never lose sight of who we are. We define our ethical culture as an aspiration to guide the behavior of all our team members across the world.

Everyday empowerment

We believe everyone joining Capgemini is a talent in the making. Through offering individualized learning and career paths, appropriate guidance, and coaching, as well as fostering a positive and healthy work environment, we build an inclusive culture where every form of diverse talent thrives.

Hybrid-first way of working

Flexible work is our day-to-day reality at Capgemini. Underpinned by our trust-based managerial culture, we aim to empower everyone, in all countries, to deliver exceptional work.

We continue to enhance our Group well-being offerings to support long-term employee well-being through feedback and employee listening.

Constructive and respectful continuous social dialogue

Capgemini is strongly committed to creating and maintaining a constructive and respectful social dialogue.

A vibrant and inclusive workplace that represents society in all its richness

A diverse workforce and an inclusive and equitable culture boost creativity and innovation, and are, therefore, integral to being a high-performance company.

We have made strong progress in increasing the representation of women in our workforce and in executive management. Our commitment starts at the top—with our Chair and CEO, our Board of Directors, and our Global Executive Committee.

Bridging the digital divide

Capgemini's ambition is to take part in making the digital revolution an opportunity for all by bridging the gap between technology and society. Today more than ever, digital empowerment determines whether someone is socially and digitally included or excluded.

Four ESG priorities are focusing on social and societal matters to drive value and fuel growth.

Priority C: Invest in our talents through an empowering experience

Objective

04

Reach and maintain, on average, 70 learning hours per employee and per year

>70 hours

Including work shadowing (spending time with someone who is doing a particular job so that you can learn how to do it)

Objective

05

Upskill our talents on one yearly defined strategic topic

>X%

as defined by the Group in N-1

Number of active learners at the end of the year having completed one of the learning modules, dedicated to the topic over total active learners at the end of the reporting period.

We believe in the vital role that learning and development play in helping our talent achieve their objectives.

All our people are given the opportunity to grow their career with a continuous learning program that ensures they stay up-to-date with the latest tools and technologies while also growing their soft skills.

We embed learning into our daily work and culture while striving to create learning experiences that are unique to everyone's needs so as they work to rewrite the future for our clients and communities they are also rewriting the future of their careers.

Hence, we put the focus on hard and soft skills with collaborative, innovative approaches. This includes professional networking opportunities and access to content from some of the world's leading learning and development content providers.

Our NEXT digital learning platform gives our learners access to 250,000+ courses, 3 million learning activities from 1,200 sources, and numerous external certifications.

Anticipate tomorrow's skills

Integrating strategic skills into our skills architecture lets our people develop in-demand capabilities, which can help them enhance their careers and us to address future clients needs.

Skill-based talent deployment

Through a global digital platform, our team members are able to share their career aspirations. Supported by artificial intelligence, they have visibility into the opportunities that best match their skills and goals and are able to apply for these, becoming active players in the choice of their next engagement.



Objective

06

Maintain our employees' belonging index above 80

>80

Each year

We developed an index encompassing key dimensions related to the employees' affinity with the Capgemini values and the organization, peers' relationships, ability to voice and well-being. This index is made of:

- **a set of 7 questions in the employee pulse survey** that serves as a qualitative measure of our employees' perception of their daily experience
- **the Pulse survey participation rate**
- **the Employee Assistance Program coverage** - including the utilization of resources provided to support employees' well-being and address personal or professional challenges.

Reimagining the way we work

Work-life balance

We know work-life balance is the cornerstone of a positive employee experience.

Flex Abroad gives team members an opportunity to adjust their working environment according to their personal needs. International and bi-national employees can extend the length of an overseas visit to family or friends by a few extra working days, while any employee who feels the need to occasionally change their working environment can do so, whatever the reason.

Employee listening

To better understand the expectations of our employees, the digital “Pulse” platform – where more than 140,000 employees share their thoughts every month – captures employee feedback anonymously and enables line managers to directly see how their teams perceive their work and corporate experience.

Health & safety, well-being

Health and Safety information is provided to all employees and regular training sessions are promoted and conducted to prepare employees to react in the event of an incident.

In 2024, we have implemented ISO 45001 certified Occupational Health and Safety Management Systems in major countries (e.g. India, Germany, Netherlands, Italy). We expect to continuously increase the number of certified countries.

Fair compensation

The total reward package for a given employee includes a fixed salary, a variable portion for eligible employees based on individual and company performance, and a set of benefits which are not all cash related (healthcare, unemployment coverage, wellness benefits, life and disability coverage, among others).

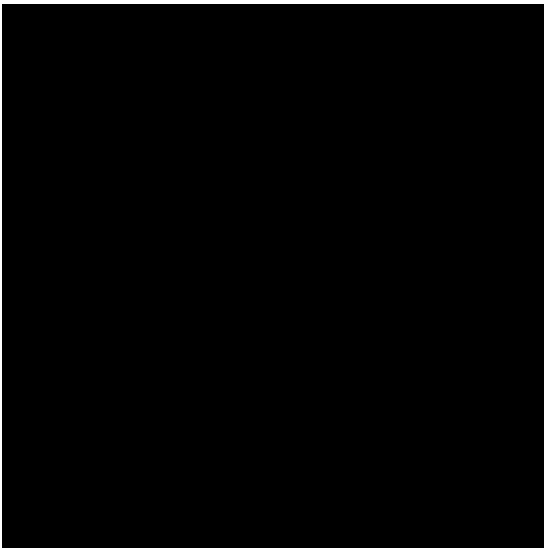
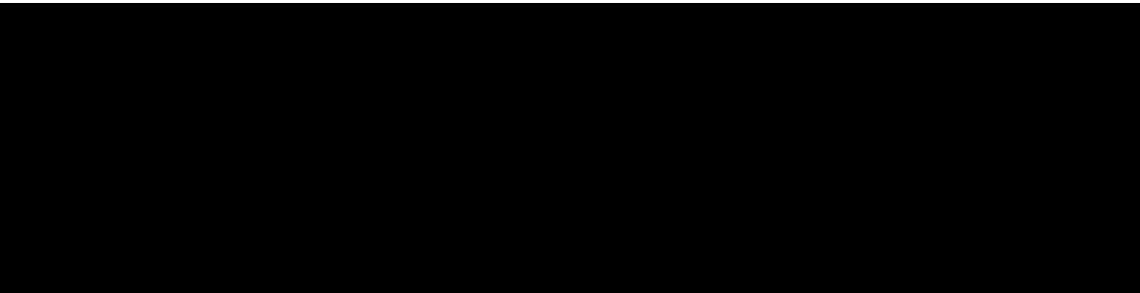
The minimum salaries applied by the Group in countries in which we operate exceed the corresponding country legal minimum wage.

We enhance a consistent approach for pay equity, with a strong commitment towards intersectional equity in multiple dimensions (ethnicity, gender, sexual orientation, age, nationality, disability, etc.).

Employee dialogue and labor relations

We adopted an Employee Relations Policy in 2023. Through our Employee Relations Policy, we ensure that our fundamental principle, i.e., creating and maintaining a constructive and respectful social dialog, for the benefits of the company and its employees, is applied throughout the Group.

The International Works Council (IWC) was first set up in 2001 ahead of European regulations and then extended to other Group regions. It aims to put forward employees' interests to management and is kept informed of management plans and projects and their impacts on employees.



Priority D: Maintain high ethical standards at all time

Our Values and Ethics are at the heart of our identity

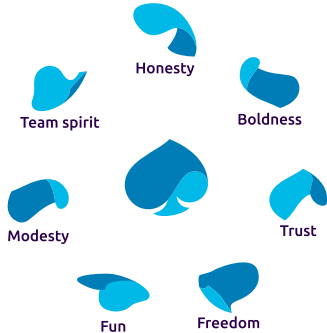
Objective
07

Keep over 80% of the employees with a positive perception of our values, culture, and the demonstration of ethical behaviors in the Group

>80%
Each year

% of employees surveyed with an average ethical culture score between 7 and 10

Our seven Values inspire and guide our team members, who each contribute to our ethical culture. Capgemini’s founder, Serge Kampf, was deeply convinced that sound ethics are 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.



As one of the World’s Most Ethical Companies®, we take the time to talk about ethics together. We regularly ask for employee feedback, empowering our team members to enrich our understanding, and further strengthen our ethical culture.

SpeakUp is a web and phone-based ethics concerns reporting and incident management tool, hosted by an independent service provider, managed by our Group Ethics Office, and supported by our global network of General Counsel – Ethics and Compliance Officers and SpeakUp investigators. It is made available by Capgemini to team members, customers, suppliers, and business partners. By upholding our people’s freedom to raise concerns and empowering us to put ethics into action, SpeakUp also contributes to safeguarding Capgemini’s culture of openness and our high ethical standards.

SpeakUp is voluntary, confidential, and allows anonymity. It ensures fairness, organizational justice, and prompt, systematic investigation. Capgemini trusts and expects team members to use SpeakUp in good faith, and firmly prohibits retaliation against whomever raises or helps address a legitimate concern.

Ethical AI practices

Objective
08

Enhance awareness and foster the adoption of Ethical AI practices

>80%
Each year

% of employees who successfully complete the annual 'Ethics in AI' training

Capgemini pays particular attention to Artificial Intelligence (AI) as a key growth area presenting both huge opportunities and ethical challenges. We envisage our developments in AI as a contribution to building the inclusive and sustainable future we all aim for.

Our Code of Ethics for AI is an ethical framework for the development of all AI solutions within the Group. It guides us on how to embed ethical thinking in our AI related work and is intended to launch ethical discussions within the company, with our clients and stakeholders. It addresses both the intended purpose of the AI solution and the way we embed ethics in the design and delivery of AI solutions and services to our clients.

Our training on the Code of Ethics for AI sets out guidelines and our principles for the ethical and human-centric design and delivery of AI solutions.

Priority E: Enhance inclusion in our activities

As technology increasingly sits at the heart of innovation and value creation, building a more representative workforce that better represents our clients, their customers, and the richness of society at large, becomes critical. We value the differences and uniqueness of our people, while cultivating our commonalities, to ensure a safe, open, and collaborative environment, where all individuals feel valued and contribute effectively to the success of the Group.

Objective
09

Maintain at least 40% of women in our global teams and reach 35% of women in group executive leadership positions, by 2030

>40%
2030

% of women in the global workforce (Headcount at the end of the year)

>35%
2030

% of women in group executive leadership positions (Headcount at the end of the year)

Accelerating gender equality in the workplace...

Women are key to shaping the future of the digital economy. Therefore, we have launched an ambitious program focused on supporting the career development of women at all levels of our organization.

Our global employee network Women@Capgemini complements our corporate initiatives through networking and mentoring and by participating in external events.

To meet our goals, we developed a global framework around four main levers:

- Showcasing more inspiring role models and reflecting our focus on improving gender balance in our recruitment processes and sourcing talent pool.
- Enabling women's representation in managerial and leadership roles, through talent development programs, mentoring, and sponsorship.
- Supporting women representation in business, client-facing, and core tech roles.
- Promoting engagement and retention through more flexibility at work and parental support.

...and in society

More women in TECH

We encourage girls, women, and people from underprivileged backgrounds and vulnerable minorities to pursue STEM (science, technology, engineering, and mathematics) studies and acquire digital skills.

More women in Sports

As a Global Partner of the Women in Rugby program, we support the Women in Rugby Leadership Program that identifies and develops the current and next generation of female leaders.

Our global partnership and affiliations



Build inclusive futures for all by nurturing an inclusive culture



With 300,000+ team members in more than 50 countries, representing 160 nationalities, we are diverse by nature. Our definition of fair representation encompasses all personal attributes, including, among others, sex and gender identity, age, race/ethnicity or nationality, sexual orientation, ability status, social origin, cultural identity, faiths, working methods, skills, and experience, as stated in our Group Inclusion policy. We strongly believe that every progress made towards inclusion benefit all and strengthen equal opportunities to thrive. To ensure that inclusion and equity are at the heart of our

leadership vision and embedded in our ways of working we align ourselves with relevant charters, pledges, or affiliations, and benchmark ourselves against highest external standards, continuously improving our policies and practices. We offer training programs from day 1 in the company to all employees and equip our leaders to manage diverse teams and translate our inclusion principles into their daily practices. We include Talent and Inclusion metrics in the global performance scheme of our Vice Presidents.

We value the voice and direct contribution of our employees:

- We collect inclusion sentiment through Pulse, our employee experience survey, and other specific surveys;
- We have multiple employee networks, created and managed by groups of volunteers and supported by executive sponsors and allies. These networks are valuable grassroots initiatives and feedback channels that enrich our inclusion priorities. They also play a vital role in connecting us with the broader ecosystem and positioning Capgemini as an inclusive employer.

Key global recognitions:



Empowering our people

Whatever your ability, neurodiversity, mental health or care giver status – CapAbility is our global employee network to help you thrive

Promoting LGBT+ inclusion, OUTfront supports you to take pride in being your authentic self, whatever your sexual orientation or gender identity

Open to all genders, Women@Capgemini connects and empowers women across the Group to realize their full potential



Celebrating connections between all the diverse and vibrant cultures, ethnicities, faiths, and languages across Capgemini

Engaging our leaders

A platform that mobilizes our leaders to set up open conversations encouraging our people to share their insights, perceptions, and experiences.

The Inclusion Circles aren't just about learning – it is a call to action. For example, our colleagues discuss on unconscious bias, highlighting how implicit beliefs can unintentionally influence our actions and decisions in daily lives, ultimately impacting workplace dynamics and how Capgemini can position inclusion as core values in every aspect of its work.

Priority F: Support digital inclusion in our communities

Our approach to empowering local communities

Objective

10

10M beneficiaries in underserved communities through our programs, by 2030

>10M

2030

Cumulated number of program beneficiaries since 2018

Since the inception of our first Digital Academy, we have trained up to 40,032 individuals facing exclusion and welcomed 6,967 as part of our teams.

Capgemini’s ambition is to ensure that the digital transformation is an opportunity for all, so that everyone, whatever their circumstance or background, can develop the knowledge and skills to connect and thrive in a digital world.

Our program focuses on bridging the digital divide through projects that equip excluded groups with basic digital skills needed to connect in society, as well as provide skills and training to open opportunities for employment in our sector.

Through partnerships that focus on our high-impact digital academies, and broader digital literacy initiatives, we continue to strengthen our human-centered approach to technology to open-up the digital world and its opportunities to underserved members of our society.

Digital literacy initiatives

We provide access to digital devices to the most excluded and share foundational digital skills to excluded populations to help them take their first steps toward digital autonomy.

Digital Academies

Our Digital Academy programs are tailored to provide customized training in digital technologies offering disadvantaged individuals the opportunity to acquire in-demand tech skills and explore career opportunities in the tech sector. As part of our commitment, we aim to recruit at least 10% of our Digital Academy graduates annually, either through internships or permanent contracts, to foster inclusive employment and social mobility.

Wider community impact

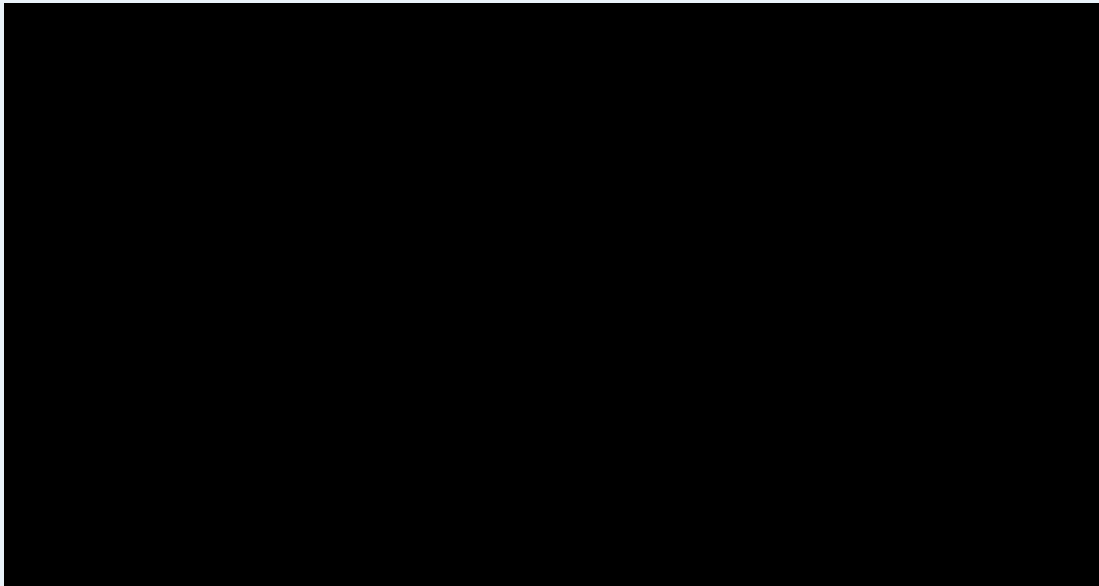
While digital inclusion is our primary focus, we also support programs aligned to our wider commitments on environmental sustainability. For example, in 2023 we announced a multi-year partnership to support UNICEF’s Green Rising Campaign, mobilizing millions of young people on climate action. In addition, through ‘Tech for Positive Futures’, we bring our expertise in innovation and technology to amplify the impact of a broad ecosystem of NGO partners. Each year, by utilizing innovative, technology-enabled solutions, Capgemini talent actively engages in addressing some of the world’s most pressing societal and environmental challenges.

Emergency Humanitarian Response (EHR)

The Emergency Humanitarian Response acts as a centralized body to orchestrate the Group’s response to humanitarian crisis. It sets the Group’s strategic direction for how and when emergency support is mobilized. As a Responsible Business, addressing humanitarian crises through meaningful and authentic actions is in our DNA.

The EHR enables us to support several NGOs and partners such as the Red Cross and UNICEF, demonstrating our commitment to our people and local communities, driving impactful change where it’s needed the most.

Turning ambition to long-lasting action

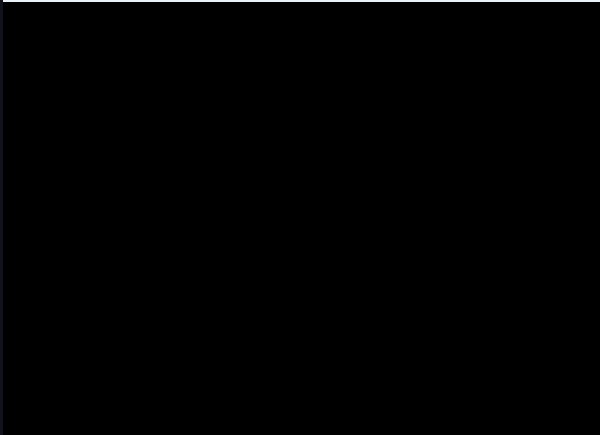
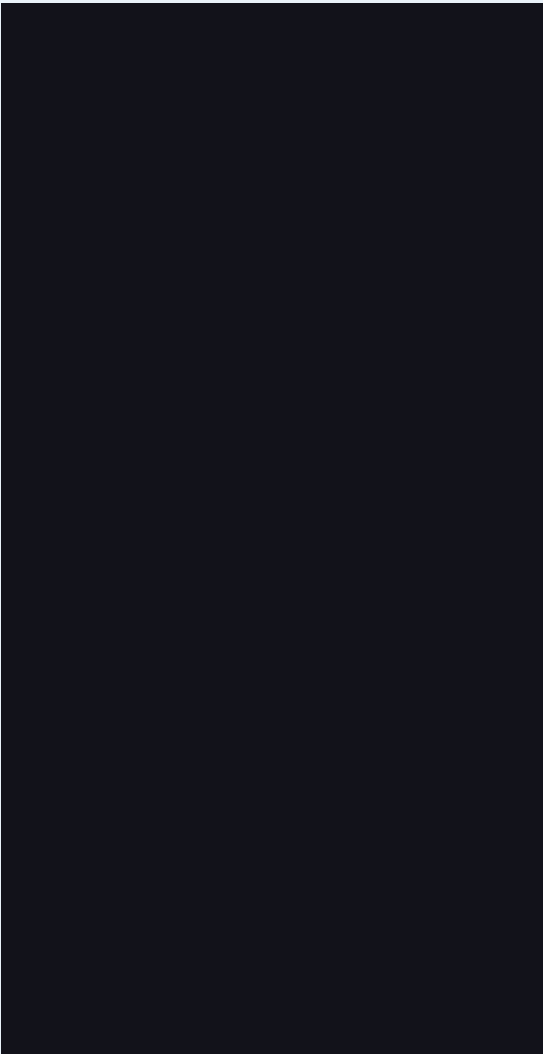


Spotlight on our Digital Academies

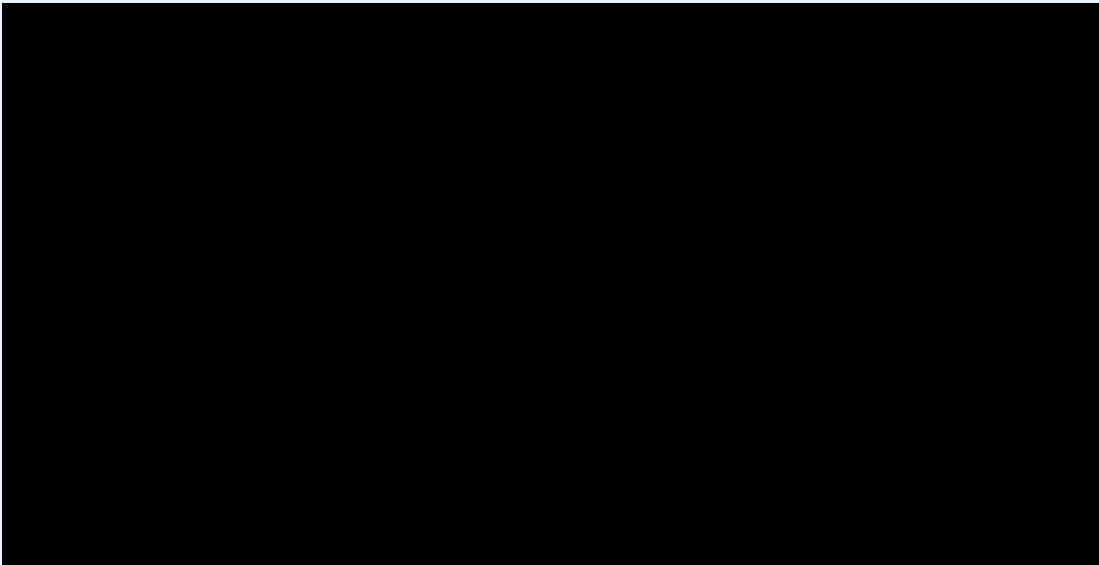
For over five years, Capgemini Spain has partnered with Factoría F5 to promote digital inclusion. We launched a Digital Academy in Asturias for at-risk individuals and an AI training program in Madrid with Microsoft for unemployed youth, women, refugees, and the long-term unemployed. In the UK, we have partnered with CodeYourFuture since 2018, supporting their free software training for refugees and disadvantaged individuals. This initiative has created pathways into digital employment, with many graduates joining Capgemini. In India, with over 25 academies across 11 cities, more than 10,000 youth are annually trained in high-demand digital skills, creating opportunities for careers in technology.

Youth Hub – Connecting young people in India to future job opportunities

In 2023, we launched Youth Hub, an innovative digital app to connect young people in India to future job opportunities. Co-created by YuWaah at UNICEF, PwC India, Capgemini, and India’s Children’s Investment Fund Foundation (CIFF), the platform connects young people to curated jobs, skills, and volunteering opportunities, especially for girls and youth from marginalized backgrounds. It simplifies the employment process for young people and is expected to impact around 1 million youth in the first four years.



Turning ambition to long-lasting action



Digital Literacy for all

In Italy, we partner with Librì-Progetti Educativi through the “Futuri Fantastici e Dove Trovarli” program to develop learning materials for teachers and offer students coding challenges. In Germany, our THRIVE Mentoring Program with KIRON Open Higher Education helps female refugees with job applications, confidence-building, and networking, including skills development and financial support. In India, the Pi Lab Program with PiJam Foundation provides government school students (Grades 5-10) with technology and problem-solving skills, fostering critical thinking and technological proficiency. In Morocco, following the earthquake in 2023, we support the InnovEd initiative, bringing digital skills to children through solar-powered mobile caravans.

Impact Together – Mobilizing our employees

Sharing our time, skills, and expertise in support of our NGO partners is a critical enabler for our community strategy. Impact Together Month, held in October every year, provides a focus for our collective actions around the globe. Each year, our team members, together with clients and partners, support a range of activities focused on climate action, digital literacy, promoting gender equality, and developing green skills. Each year, thousands of employees take part, supporting hundreds of partners and impacting hundreds of thousands of beneficiaries.

04

Governance

Embedding trust and transparency
at every level →

Priority G: Foster a diverse and accountable governance

Objective
11

Maintain best-in-class corporate governance

In the
top quartile

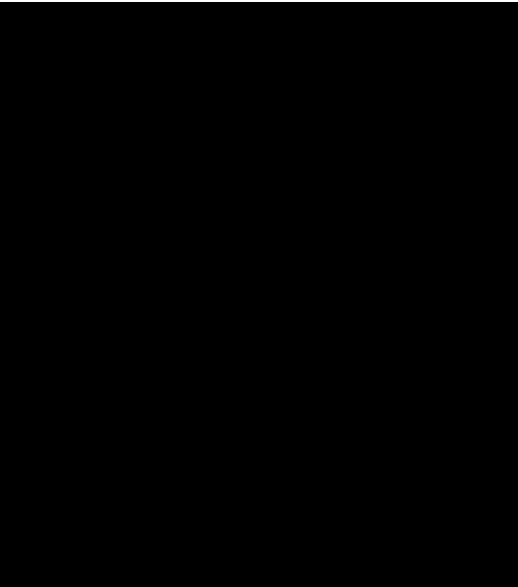
Long-term positioning on MSCI ESG's corporate governance rating compared to industry peers

Capgemini current management and governance structure, in place since 2020, enables us to write the next chapter in our history with passion, energy, and a continued focus on responsible and multicultural global leadership.

The Board of Directors determines Capgemini's strategies and decides on major issues related to the functioning and future of our organization. It takes appropriate measures to nurture a constructive dialogue with shareholders and other stakeholders, and it has the responsibility of monitoring and safeguarding our assets by managing the Group risks, including ESG risks. 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 sets the Chief Executive Officer's compensation aligned with best practices and determined according to clear and quantifiable criteria. This reflects our strategic focus on long-term sustainable growth, with variable and long-term compensation linked in part to CSR criteria.

The Group Executive Board facilitates the conduct of the Group's operations and takes the necessary measures, notably with regard to the setting of quantitative objectives and appointing and assessing the performance of executives with a wide range of responsibilities. The GEB defines the broad strategies and actions to be submitted to the Group Executive Committee for approval and ensures their implementation by the major business units.

The Group Executive Committee helps define, Capgemini's principal direction. It sets major strategic priorities, and the associated action plans. It ensures that these plans are effectively implemented at the operational level. We progressively increase the female and international representation and the Group's long-term objective is to achieve the same percentage of women in the Executive Committee as in the Group's headcount.



We foster responsible behaviors in our daily business practices with specific policies and programs covering:

- the fight against corruption and money laundering in line with our commitment to zero tolerance of corruption. The Group Anti-Corruption Policy also reiterates our long-standing rule that strictly prohibits contributions to political organizations,
- fair competition,
- compliance with export and import trade control laws, including sanctions and embargoes, in all countries in which we operate, and
- a responsible, reasonable and coherent approach to our tax obligations, suited to our activities.

We have defined clear guidelines and responsibilities. These are supported by oversight and risk management systems.

Priority H: Value responsible business practices across the entire value chain

Objective
12

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

>80%
2030

% of purchase amount with suppliers who have committed to our ESG standards over the total purchase amount of the reporting year

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.

Capgemini is a signatory to the UN Global Compact and 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.

Driving sustainability across our supply chain

Since 2015, we have built a robust supplier base and strengthened long-term relations with strategic trading partners to create value.

The Supplier Relationship Management program enables Capgemini and its strategic suppliers to align their roadmaps, optimize operational performance, encourage co-innovation, positively affect the total cost of ownership and keep risks under control, including ethical risks. This requires organization, clear communication plans and regular performance reviews covering all aspects of the commercial relationship to be fully aligned. It fosters trust at decision-making level and ensures better cooperation in achieving shared objectives.

Following the ESG Risk Mapping exercise conducted in 2023, Capgemini started in 2024 to assess and monitor its top suppliers' ESG performance via a third-party supplier ESG assessment. This will allow Capgemini to identify potential weaknesses and discuss action plans with suppliers, to ensure our supply chain ESG risk mitigation performance is optimized, and its impacts minimized.

Our Supplier Standards of Conduct sets the minimum commitment Capgemini expects from its suppliers with regards to ESG challenges, including environment, human rights, labor rights and modern-day slavery, and compliance with international, national and local law. It also outlines the obligation of our suppliers to conduct their

business with the highest standards of integrity, avoiding all forms of corruption, bribery, extortion or embezzlement, and unfair business practices.

All Capgemini suppliers are expected to adhere to our Supplier Standards of Conduct with no exception, and regardless of the type and value of the business we do together.

Turning ambition to long-lasting action

Going beyond, with Capgemini supply chain ESG pledge.

In 2023, Capgemini introduced the Capgemini Supply Chain ESG Pledge which is a joint commitment, both for Capgemini and its suppliers. The Pledge aims at creating strong supplier engagement and to support the achievement of Capgemini ESG targets to tackle climate change and other ESG challenges. In this joint commitment, ESG fundamentals are defined, and the suppliers can also define their own voluntary targets, plans and strategies to drive change in their businesses and supply chains to accomplish those objectives. It also encourages

suppliers to go beyond assessment and reporting, to transformations that generate value in the process.

Over time, the Pledge will address each and every ESG challenge where transformation of the supply chain is needed. It requires suppliers to commit to achieving targets that have become de facto industry standards and that offer suppliers the opportunity to voluntarily commit to those additional tangible and measurable results.

Priority I: Protect and secure data, infrastructure and identity

Objective
13

Embed data protection into our culture, operations and clients' delivery

>90%

2030

% of headcount at the end of the year, having completed the e-learning module on Data protection

>90%

2030

% of Data protection officers (DPO) being certified with the International Association of Privacy Professionals

>85%

2030

% of qualified client engagements having reached a top-level comprehensive digital data protection maturity assessment

As a leader in the digital industry, we take seriously our responsibility to create a trusted environment across our entire ecosystem. We believe that a comprehensive and constantly improving cybersecurity and data protection model will foster an increasingly valuable yet elusive, asset: digital trust.

Hence, we have adopted Binding Corporate Rules (BCR) as our global data protection policy.

Capgemini EU Binding Corporate Rules (EU BCR) for Controller & Processor activities were initially approved by the European Data Protection Authorities in March 2016. They were subsequently updated in January 2019 to comply with the General Data Protection Regulation (GDPR) and in April 2023 in light of the so-called Schrems II decision. BCR are updated from time to time to comply with any new requirement from the Data Protection Authorities.

These BCR apply to all personal data processed within Capgemini, where Capgemini is acting as Controller or as Processor.

In practice,

- acting as Controller, Capgemini mainly processes the personal data of its employees and business contacts. The purposes of such processing are related to human resources, internal and external communication, marketing, compliance, etc.
- acting as processor, Capgemini processes personal data on behalf of its clients acting as controllers and according to their instructions while delivering a wide array of services to its clients.

Since it is essential to continuously train employees in data protection to build digital confidence, our data protection training is mandatory for all employees upon their onboarding, and they are required to take it again at regular intervals.

These BCR are implemented by a robust network of certified Data Protection Officers across the countries and regions where we operate.

Capgemini's privacy by design approach has helped the Group ensure full transparency on how we process personal data. This also enables further monitoring and ensures that Capgemini does not process personal data for purposes other than those for which it initially collected the data, without having a valid legal basis and informing data subjects accordingly. Self-assessment and independent controls are managed at different levels and are designed to assess the different dimensions of our activities both as Controllers and Processors. Capgemini also rolls out an extensive audit campaign.

Objective

14

Be recognized as a front leader on cybersecurity

>98%

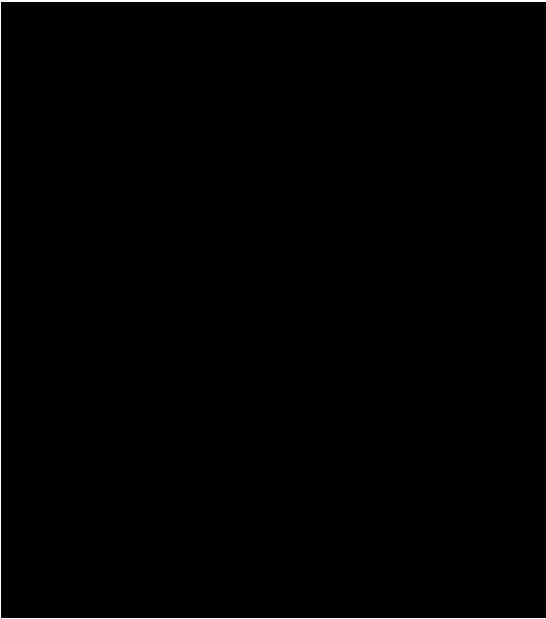
2030

% of operation centers and sensitive facilities at the end of the year, ISO27001 certified

>95%

2030

% of headcount having completed the e-learning module on Cyber security



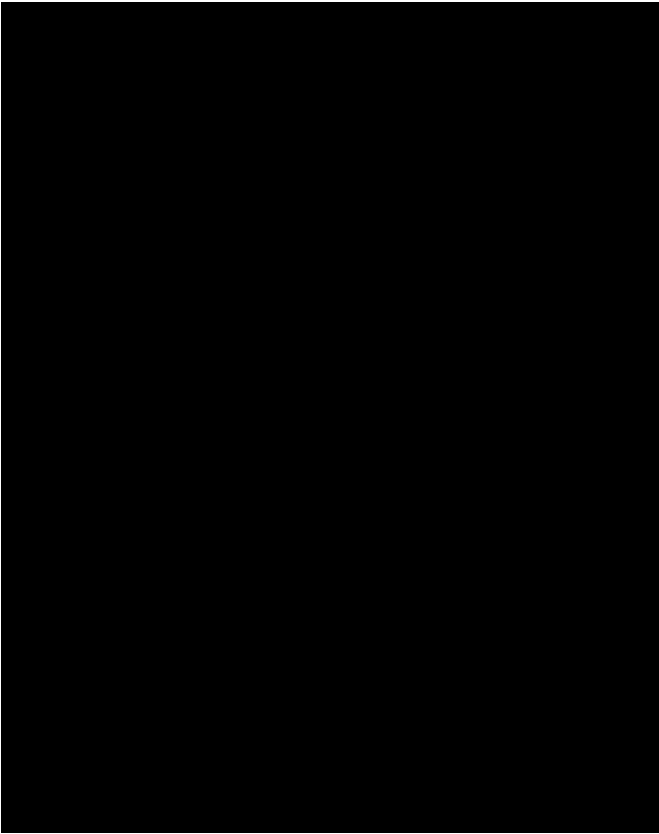
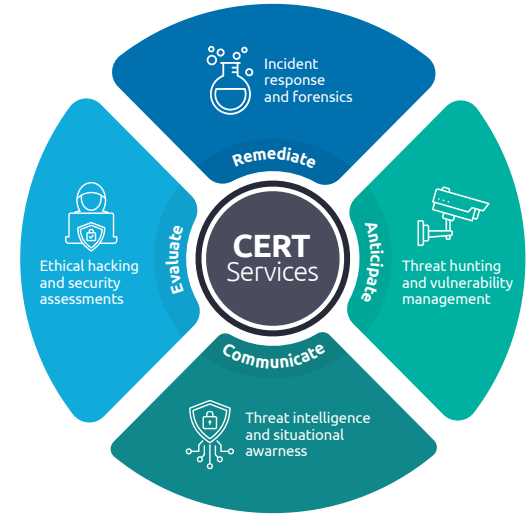
We are committed to protecting all data entrusted to us and defending our business against cyberattacks.

Our board-sponsored cybersecurity strategy, in place since 2014, is focused on: managing internal and external threats; establishing trust mechanisms within our ecosystem and across our organization; and complying with legal requirements and security standards (with ISO 27001 as a baseline).

Our cybersecurity and data protection teams enforce data breach and security incident management policies and ensure effective implementation of data, infrastructure, and identity protection obligations. This includes mandatory training programs for colleagues on how preventing and responding to data breaches and incidents.

Internal cybersecurity and data protection communities are a critical component of our operating model that work together on protecting our company, employees, and clients. The cybersecurity community includes the Group Cybersecurity Officer and team, and Chief Information Security Officers in all global business lines, business units, and countries.

Our **Computer Emergency Response Team (CERT)** collaborates with our Security Operations Center (SOC) teams to establish detection rules, and coordinate responses in line with an established framework.



sites in 34 countries certified
ISO 27001

Experts in Cybersecurity and data
protection

A decorative graphic consisting of a solid blue rectangle on the left. A white line starts at the top right corner of this rectangle, extends slightly to the right, then curves downwards and to the right, ending in the open space of the slide.

05 ESG performance and reporting →

ESG policy metrics and targets

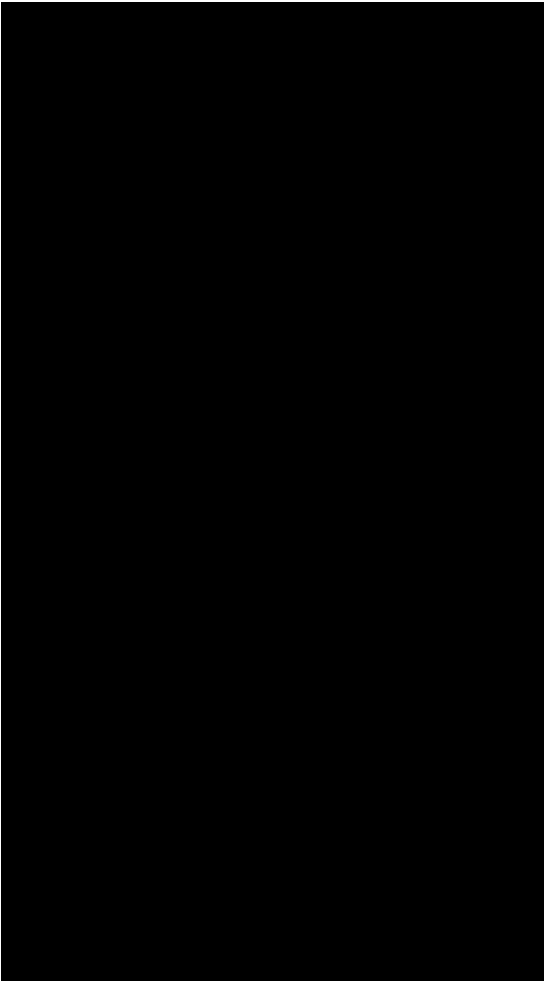
Priorities	Objectives	Metrics	Target 2030
Environment: Protecting the planet Priority A: Act on climate change and become a net zero business by 2040 Priority B: Lead to a sustainable economy, by helping our clients achieve their sustainability commitments	Objective 1: Reduce our Scope 1, 2 and 3 emissions by 90% by 2040 Objective 2: Scale up our investment in climate and nature solutions at a level commensurate with our total GHG emissions Objective 3: Increase bookings (value) delivering sustainability benefits to our clients	Absolute Scope 1 & 2 emissions Scope 3 business travel emissions per employee Scope 3 commuting emissions per employee Absolute Scope 3 purchased goods & services emissions Retired the carbon credits equal to: <ul style="list-style-type: none"> operational emissions from 2025 total emissions (including supply chain) from 2030 Sustainability bookings FY N / Sustainability bookings FY N-1 > 1	- 80% (vs 2019) -55% (vs 2019) -55% (vs 2019) -50% (vs 2019) Carbon credits retired equal to total emissions Positive each year
Social: Shaping a future with protection and respect for all Priority C: Invest in our talents through an empowering experience Priority D: Maintain high ethical standards at all times Priority E: Enhance inclusion in our activities Priority F: Support digital inclusion in our communities	Objective 4: Reach and maintain, on average, 70 learning hours per headcount per year Objective 5: Upskill our talents on one yearly defined strategic topic Objective 6: Maintain our employees' belonging index above 80 Objective 7: Keep over 80% of the employees with a positive perception of our Values, culture, and the demonstration of ethical behaviors in the Group Objective 8: Enhance awareness and foster the adoption of Ethical AI practices Objective 9: Maintain at least 40% of women in our global teams and reach 35% of women in group executive leadership positions, by 2030* Objective 10: Support 10M beneficiaries in underserved communities through our programs, by 2030	Average learning hours per headcount per year Number of active learners at the end of the year having completed one of the learning modules, dedicated to the topic/ Total active learners at the end of the reporting period. Belonging index results for the FY % of employees surveyed with an average ethical culture score between 7 and 10 % of employees who successfully complete the annual 'Ethics in AI' training % of women in the global workforce % of women in group executive leadership positions Cumulated number of programs beneficiaries since 2018	>=70 Above the % defined by the Group and disclosed in N-1 >80 >80% >80% >=40% >=35% >10 M

* We recognize that countries must operate within their local regulatory/legal framework. The objectives for 2030 are set at a Group level and will accelerate our inclusion efforts.

ESG policy metrics and targets

Priorities	Objectives	Metrics	Target 2030
<div>Governance: Embedding trust and transparency at every level</div> <div>Priority G: Foster a diverse and accountable governance</div> <div>Priority H: Value responsible business practices across the value chain</div> <div>Priority I: Protect and secure data, infrastructure, and identity</div>	<div>Objective 11: Maintain best-in-class corporate governance</div> <div>Objective 12: By 2030, suppliers covering 80% of the purchase amount of the previous year, will have committed to our ESG standards</div> <div>Objective 13: Embed data protection into our culture, operations and clients' delivery</div> <div>Objective 14: Be recognized as a front leader on cybersecurity</div>	<div>Long-term positioning on MSCI ESG's corporate governance rating compared to industry peers</div> <div>% of purchase amount with suppliers who have committed to our ESG standards over the total purchase amount of the reporting year</div> <div>% of headcount at the end of the year, having completed the e-learning module on Data protection</div> <div>% of Data protection officers (DPO) being certified with the International Association of Privacy Professionals</div> <div>% of qualified client engagements having reached a top-level comprehensive digital data protection maturity assessment</div> <div>% of operation centers and sensitive facilities at the end of the year, ISO27001 certified</div> <div>% of headcount having completed the e-learning module on cybersecurity</div>	<div>In the top quartile</div> <div>>80%</div> <div>>90%</div> <div>>90%</div> <div>>85%</div> <div>>98%</div> <div>>95%</div>

Capgemini ESG reporting



Our ESG reporting is aligned with international standards

Capgemini’s non-financial reporting meets the European and French regulatory obligations, and is aligned with the following international frameworks and standards:

- the Corporate Sustainability Reporting Directive (CSRD)
- the French duty of care (Devoir de vigilance) and anticorruption law (Loi Sapin II), 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 Greenhouse Gas Protocol Corporate Reporting and Accounting Standard
- the SASB Software-IT-Services-Standard-2018
- the GRI standards 2021
- the Sustainability Development Goals (SDG) and
- 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 IFRS S2 standard, 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 Universal Registration Document.

<https://investors.capgemini.com/en/esg-reporting/>

Forward-looking statements

This document reflects Capgemini’s work and commitments as of May 2025. Capgemini’s ESG policy contains various forward-looking statements about future developments, which are based on current assumptions and forecasts. These statements are subject to both predictable and unpredictable risks, uncertainties, and other factors, meaning actual outcomes—such as the Company’s financial or asset position, development, or performance—may differ significantly. Capgemini makes no commitment to update these forward-looking statements or adapt them to future events or developments.

About Capgemini

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

Get the future you want | www.capgemini.com

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