



# DIVERSITY & INCLUSION POLICY

UNLEASHING HUMAN ENERGY THROUGH TECHNOLOGY  
FOR AN INCLUSIVE AND SUSTAINABLE FUTURE







# BUILDING POSITIVE FUTURES

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

With its strong 55+ year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast-evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms.

As a responsible company, it is our duty to build a more inclusive and sustainable future.

The Group is guided every day by its purpose of “**unleashing human energy through technology for an inclusive and sustainable future**” *to drive a positive impact for people, planet and society.*



## PEOPLE

By creating a vibrant and inclusive culture where our talent are empowered to build meaningful careers, we're building a future where all talent can thrive.



## PLANET

By driving net zero thinking into our operations and the work we do with clients, we're contributing to a sustainable future for our planet.



## SOCIETY

By using the skills and passions of our people, we're bridging the digital divide for a future where technology is an opportunity for everyone.



**AIMAN EZZAT**

Capgemini Group CEO

For us, technology promises progress. We are committed to being a benchmark in terms of our contribution to society, for our own activities, and for those of our clients, by promoting sustainability, diversity, equal opportunities, and digital inclusion.

By creating a vibrant and inclusive culture where talent representing society in all its richness and diversity are empowered to build meaningful careers, we're building a future where all talent can thrive.

Capgemini's Diversity and Inclusion policy provides a clear global framework so that we, as a company, and through our employees, continue advancing our journey to *get the future we want*.





# DIVERSITY AND INCLUSION (D&I) ARE ESSENTIAL TO OUR GROUP IDENTITY AND SUCCESS

## DIVERSITY, INCLUSION, AND EQUITY ARE EMBEDDED IN OUR DNA

With 300,000+ team members in more than 50 countries, representing 160 nationalities, our vision is to create a vibrant and inclusive workplace representing society in all its richness.

We are inspired by our core values and purpose to have a positive impact on broader society and local communities in line with internationally recognized standards. One of our seven values, "Freedom", cannot exist without tolerance, inclusion, and respect for everyone. Our D&I guidelines are driven by our overarching [Code of Business Ethics](#) and [Human Rights Policy](#) and are reflected in our Leadership Model.



Honesty



Boldness



Trust



Freedom



Fun



Modesty



Team spirit



## ATTRACTING AND RETAINING BEST TALENT

As a people-first company, attracting and retaining talent is instrumental to our growth and performance. Our People Value Proposition stands on three pillars that help us hire and retain diverse professionals, whatever their identity and background:

- **Everyday empowerment:** Highlighting how Capgemini supports work-life balance.
- **Shared energy:** Promoting diversity, inclusion, and collaboration at Capgemini.
- **Impactful experiences:** Showcasing how Capgemini participates in building a more sustainable and inclusive future.

## UNLOCKING THE POWER OF DIVERSE AND INCLUSIVE TEAMS

As a leading business and technology transformation company, it is our strong conviction that a diverse workforce and an inclusive and equitable culture boost creativity and innovation and are, therefore, integral to being a high-performance company.

As technology continues to increasingly be at the heart of all value creation, the diversity of the tech workforce to better represent our clients, their customers, and society at large is vital to developing inclusive tech by design.

By bringing in such diverse talent, we enrich our teams with different skills and perspectives, helping us to anticipate and adapt proactively to rapidly evolving stakeholder needs.





# BUILD AN INCLUSIVE ECOSYSTEM

This Diversity and Inclusion Policy applies to our Capgemini employees as well as freelancers or independent contractors.

Local diversity and inclusion policies reflecting local regulatory requirements, cultural perspectives, and/or local social agreements may exist. These policies should be aligned with the guidelines set out in this document to a feasible extent, while fully respecting local laws and context.

Our contractors and suppliers are also expected to meet these standards as reflected in our [Supplier Standards of Conduct](#), by promoting diversity, equity, and inclusion.





# OUR DIVERSITY AND INCLUSION COMMITMENTS

Capgemini's Diversity and Inclusion Policy states our commitments and guidelines to achieve a more diverse, equal, and inclusive work environment.

Our definition of diversity encompasses all personal attributes, to reflect **society in all its richness**. It includes, 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.

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**.

*We are breaking barriers to ensure better futures and inclusive technology.*

## 01

Be a destination company where all talent can thrive

## 02

Offer an inclusive workplace with equal opportunities for all

## 03

Strengthen our inclusive culture, engaging all our workforce

## 04

Make business and technology transformation an opportunity for local communities and broader society

## OUR ESG TARGETS BY 2025\*

**40%** of women in our workforce

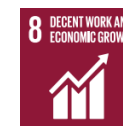
**30%** of women in executive leadership positions

### Our key affiliations

WOMEN'S  
EMPOWERMENT  
PRINCIPLES



### UN Sustainable Development Goals





# 01 BE A DESTINATION COMPANY

## WHERE ALL TALENT CAN THRIVE (1/3)

We ensure a better representation of society in all its richness.

### IMPROVE GENDER BALANCE

We increase women's representation in our workforce, addressing the whole talent value chain.

By 2025, we aim to reach 40% of women in our overall workforce and 30% in executive leadership roles at the global level. 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 diversity in our recruitment processes and sourcing talent pool.

Ensuring more women representation in business, client-facing, and core tech roles, through hiring and career pathways.

Enabling women's representation in managerial and leadership roles, through talent development programs, mentoring, and sponsorship.

Promoting engagement and retention through more flexibility at work and parental support.

### EMBRACE DIFFERENT ABILITIES

We actively embrace people with disabilities and neurodivergence and have broadened our perspective to include all abilities.

Our approach is always to consider the person first, acknowledging that the work environment may increase or reduce the visible and invisible limitations.

Our commitment is supported by our CEO's engagement with the [Valuable 500](#) global community, advocating for more capability inclusion. We are an active member of the [ILO Global Disability Network](#), exchanging best practices with our peers and institutional partners. Our support is articulated around 3 main objectives :

Accessibility by design, for our digital tools, and workplaces, providing tailored and reasonable adjustments.

Increased workforce representation of differently-abled people, either through direct recruitment or subcontracting, and encouraging self-disclosure.

Increasing awareness through training and employee networks.







# 01 BE A DESTINATION COMPANY WHERE ALL TALENT CAN THRIVE (2/3)

## IMPROVE THE MAKEUP AND INCLUSION OF UNDER-REPRESENTED MINORITIES, AND INDIGENOUS PEOPLE IN OUR WORKFORCE

Capgemini is a multicultural company, and in some of the countries we operate in, the representation of underrepresented minorities is a key focus.

As a founding member of the [World Economic Forum's](#) partnering for racial justice in business initiative, we take an uncompromising stand in support of cultural equality and ending any form of discrimination and racism.

We develop talent and sponsorship programs to identify and upskill diverse talent.

We enable local employee networks such as Black X, HOLA for Hispanic people, AsiaPacT for Asian employees in the US, and REN in the UK.

We collaborate with indigenous and aboriginal representatives in the US, Canada, New Zealand, and Australia to acknowledge their lands and culture.

## SUPPORT ALL GENDER IDENTITIES AND SEXUAL ORIENTATIONS

While respecting local legislations, as a Group, we support all gender identities and sexual orientations.

Our global [Code of Business Ethics](#) prohibits discrimination on the basis of gender identity or sexual orientation across the Group

We are a signatory of [the UN Standard of Conduct for Business](#), addressing discrimination against LGBT+ people.

Our OUTfront employee network is instrumental in building an LGBT+ friendly workplace, developing allyship and advocacy, and open conversations with our clients and partners.

Increasing awareness and education on all LGBT+ dimensions through our training webinars and Pride events.

Ensuring that our internal policies and processes consider and include our LGBT+ colleagues.

Fostering an inclusive and safe environment for our LGBT+ employees to be out at work.







# 01 BE A DESTINATION COMPANY

## WHERE ALL TALENT CAN THRIVE (3/3)

### SUPPORT INDIVIDUALS IN THEIR PERSONAL TRAJECTORY AND AT DIFFERENT STAGES OF LIFE

We support our employees in different life stages.

We promote the integration of all generations within the company. We develop dedicated programs to hire and reskill veterans (UK, US, and India), refugees (Germany, Netherlands, and Poland). We upskill and hire people who have taken career breaks through our returnship global initiative, as well as people from underprivileged areas or backgrounds, notably through our Digital Academies programs globally.

Our [Group Flexible Work Policy](#) helps contribute to better work-life balance and well-being.

We offer specific support and facilities to parents and caregivers in alignment with local legislation and practices.

### RESPECT ALL FAITHS AND BELIEFS

All religious or cultural beliefs are welcome at Capgemini, as long as they don't promote active proselytism or become a factor of exclusion.

We notably accommodate flexible leave policy to consider main cultural or religious celebration days. In the US and India, our employees have a provision of floating holidays/ personal days to enable this choice.

Our employee networks promote interfaith exchanges to increase mutual knowledge and respect across the Group.



## 02 OFFER AN INCLUSIVE WORKPLACE WITH EQUAL OPPORTUNITIES FOR ALL (1/2)

We continuously work towards ensuring that our programs may neither create an advantage nor represent a limitation to any employee presenting the required skillset, performance, and potential to get recruited, promoted and rewarded.

(cf. our commitments towards harassment and discrimination-free workplace in appendix)

### INCLUSIVE RECRUITMENT

Our recruitment policies aim at attracting the best talent.

We regularly review our job descriptions to limit the criteria objectively required to perform the job.

All qualified applicants, meeting the skills and experience required for an open position, will receive consideration for employment without regard to their identity and background. To mitigate unconscious biases:

- We leverage leading technology solutions
- Train our talent acquisition teams
- Encourage diversity in profiles and perspectives amongst our interviewers.

### EQUAL PROMOTION RATE POLICY

Every eligible candidate, meeting the mandatory requirements for being successful in the next grade, has equal opportunities to get promoted.

To build an internal pipeline across the grades, up to leadership positions, our promotion policy is supported by a data-driven approach: we factor performance ratings and tenure in roles and ensure that women's promotion rates are equal to men's promotion rates at every grade level.





## 02 OFFER AN INCLUSIVE WORKPLACE WITH EQUAL OPPORTUNITIES FOR ALL (2/2)

Our equity framework enhances the protection and well-being of our employees, starting with the possibilities offered by our [flexible work policy](#).

### EQUAL PAY FOR EQUAL WORK

It is our conviction that our diverse workforce and our equitable and inclusive culture are central to innovation, creativity, and the business value we create for our clients. We continuously work towards strengthening our policies and practices to present equitable opportunities for development, progression, and compensation. An important part of this journey is certifying ourselves against leading external standards. We put our diversity and inclusion policies and practices, including our pay review policies, through a voluntary external assessment. We continue to work on enhancing and providing a globally consistent approach for pay equity, factoring in the impact of skills, experience within grades, performance, and location, amongst other factors.

### EXTENDED AND GENDER-INCLUSIVE BENEFITS

We benchmark our parental and benefits policies to leading standards of the markets we operate in. We use these results to continuously improve and enhance our policies

Our benefit policies ensure equal support to our employees' life choices and circumstances (e.g., single, same-sex partners, parents or carers, surrogacy, adoptions), in alignment with local legislations and with local market practices.

In collaboration with our social partners and global employee networks, we constantly enrich our benefits coverage to adapt to our employees' needs.





## 03 STRENGTHEN AN INCLUSIVE CULTURE, ENGAGING ALL OUR WORKFORCE

We promote an inclusive and respectful culture, engaging all our workforce, starting with our leaders

### INCLUSIVE LEADERSHIP

Every member of our workforce and teams, starting with our leaders, is committed to contributing to an inclusive and respectful culture.

Our CEO is personally engaged, as a signatory of global charters: Women's Empowerment Principles, Valuable 500 and International Labour Organization (ILO) Global Business and Disability Network, Partnership for Racial Justice in Business from the World Economic Forum, UN Business Partnership for LGBTQI+ Equality, and Working with Cancer pledge.

Our leaders and managers are expected and equipped to adopt more inclusive managerial practices.

### EDUCATION AND ENGAGEMENT PLATFORMS

We encourage our employees to go through the diversity and inclusion awareness training modules, available from day one on our NEXT learning platform.

We collect inclusion sentiment through Pulse, our employee experience survey, and other feedback we receive. These insights feed our priorities and initiatives.

### ACTIVE EMPLOYEE NETWORKS

We have multiple employee networks at country level, created and managed by groups of volunteers and supported by executive sponsors and allies. Three networks exist across the Group : Women@Capgemini, OUTfront and CapAbility.

While they are voluntarily led, they must respect a global framework to ensure they promote intersectionality and positive inclusion. Employee networks are safe spaces to express individual concerns, find mutual support, and benefit from mentoring and networking opportunities. They are valuable grassroots initiatives and feedback channels to enrich our diversity and inclusion priorities. They also play a vital role in connecting us with the broader ecosystem and positioning Capgemini as an inclusive employer.

### INCLUSIVE COMMUNICATION AND BRANDING

Our marketing and communications content embodies our commitment to more diversity and inclusion.

We run campaigns fighting against sexism, racism, and stereotypes. We encourage our employees to share authentic testimonies and become the faces of our communication campaigns for celebration days. Our diversity and inclusion principles are reflected in the programs we sponsor.







## 04 MAKE BUSINESS AND TECHNOLOGY TRANSFORMATION AN OPPORTUNITY FOR LOCAL COMMUNITIES AND BROADER SOCIETY

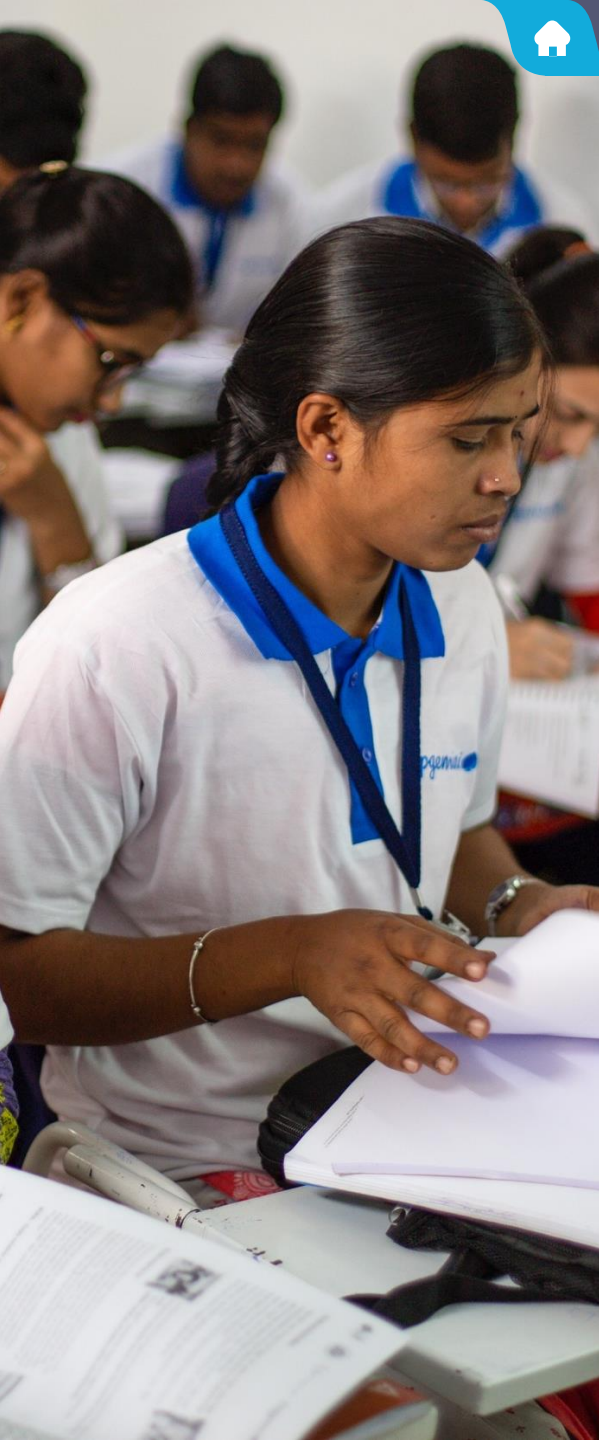
As a leader in digital transformation, we contribute to bridging the gap between technology and society and making business and technology transformation more sustainable and inclusive.

### ADVOCATE FOR INCLUSIVE TECHNOLOGY

Through our [Capgemini Research Institute reports](#), we demonstrate the benefits and positive impact of technology on society. We also advocate for a more inclusive technology by exploring the interplay between diversity of the workforce and inclusive design.

### GROW FUTURE DIGITAL TALENT

As a digital company, we have a responsibility to play our parts in building the skills of tomorrow. Through our Digital Academies and Digital Literacy programs, we equip local communities with the required skills to reach 5 million beneficiaries by 2030. We encourage girls, women, and people from underprivileged backgrounds and vulnerable minorities to pursue STEM (science, technology, engineering, and mathematics) studies and apply for rewarding jobs in the technology industry through our Ace of STEM initiatives.





# ACCOUNTABILITY AND GOVERNANCE ON OUR DIVERSITY AND INCLUSION JOURNEY

## ENFORCE STRONG GOVERNANCE

The diversity and inclusion board is composed of representatives from business entities and key countries and chaired by the Group chief corporate responsibility officer. The board informs our priorities and strategic roadmap. Diversity and inclusion results are monitored by the Group Board of Directors and the Group Executive Committee on a regular basis.

Operations rely on a robust network of local diversity and inclusion leads per country. Our social partners are also kept informed annually during the international work council assembly and through local work councils as and when required.

## ALIGN INCENTIVES FOR OUR LEADERS WITH OUR TARGETS

Group targets on gender balance are split across 15 core countries, representing more than 95% of the Group headcount. To meet our targets, we incentivize our vice presidents on diversity and inclusion KPIs in their individual performance and in their short-term variable pay as well as long-term incentive scheme.

## REPORT OUR PROGRESS AND DIVERSITY SLATE

**We rely on robust reporting processes and systems to track KPIs and D&I initiatives.**

To better understand the diverse slate of our people and address their specific needs, we actively encourage self-disclosure of personal attributes (ability status, ethnic origin, etc.). Our processes are entirely voluntary, confidential, and in line with local regulations.







# HARASSMENT AND DISCRIMINATION-FREE WORKPLACE



## As an employer, we guarantee the safety and health of our employees.

We protect our employees from any form of discrimination, harassment, bullying, and violence, including unwelcome sexual advances or comments, as defined in our [Code of Business Ethics](#), [Human Rights Policy](#), and [SpeakUp Policy](#).

SpeakUp empowers employees to report concerns or ask for advice and guidance about actions or behaviors that are:

- not aligned with our values, our Code of Business Ethics and related ethics & compliance policies,
- not in compliance with applicable laws,
- or that may significantly affect vital interests of Capgemini and its affiliates.

Our SpeakUp helpline is available 24/7.

Our Group Travel Policy sets out specific guidelines for our employees to follow while traveling on business, especially for women travelling alone and LGBT+ people.

List of motives of discrimination as per International Labour Organization definition.

The list of criteria includes social, cultural, ethnic or national origins, religious or other beliefs, caste, sex, gender, gender identity/expression, physical appearance, health conditions, marital status, pregnancy status, sexual orientation, disability, age, skin color, race, parental status, political ideology, military/veteran status or trade union activity, etc.



# BUILD AN INCLUSIVE ECOSYSTEM







## NORTH AMERICA REGION SUPPLIER DIVERSITY POLICY

Capgemini is committed to the inclusivity and support of diverse suppliers. We recognize that the utilization of diverse suppliers has a positive and direct impact on the communities and clients we serve, our own success, and the industry as a whole.

Capgemini has implemented a [supplier diversity policy](#) to promote the use of diverse suppliers.

This includes setting goals for increasing diverse supplier spend, being active in diverse supplier organizations, and supporting the growth of diverse suppliers in our network. In part, Capgemini is a corporate member of the following supplier diversity focused organizations:

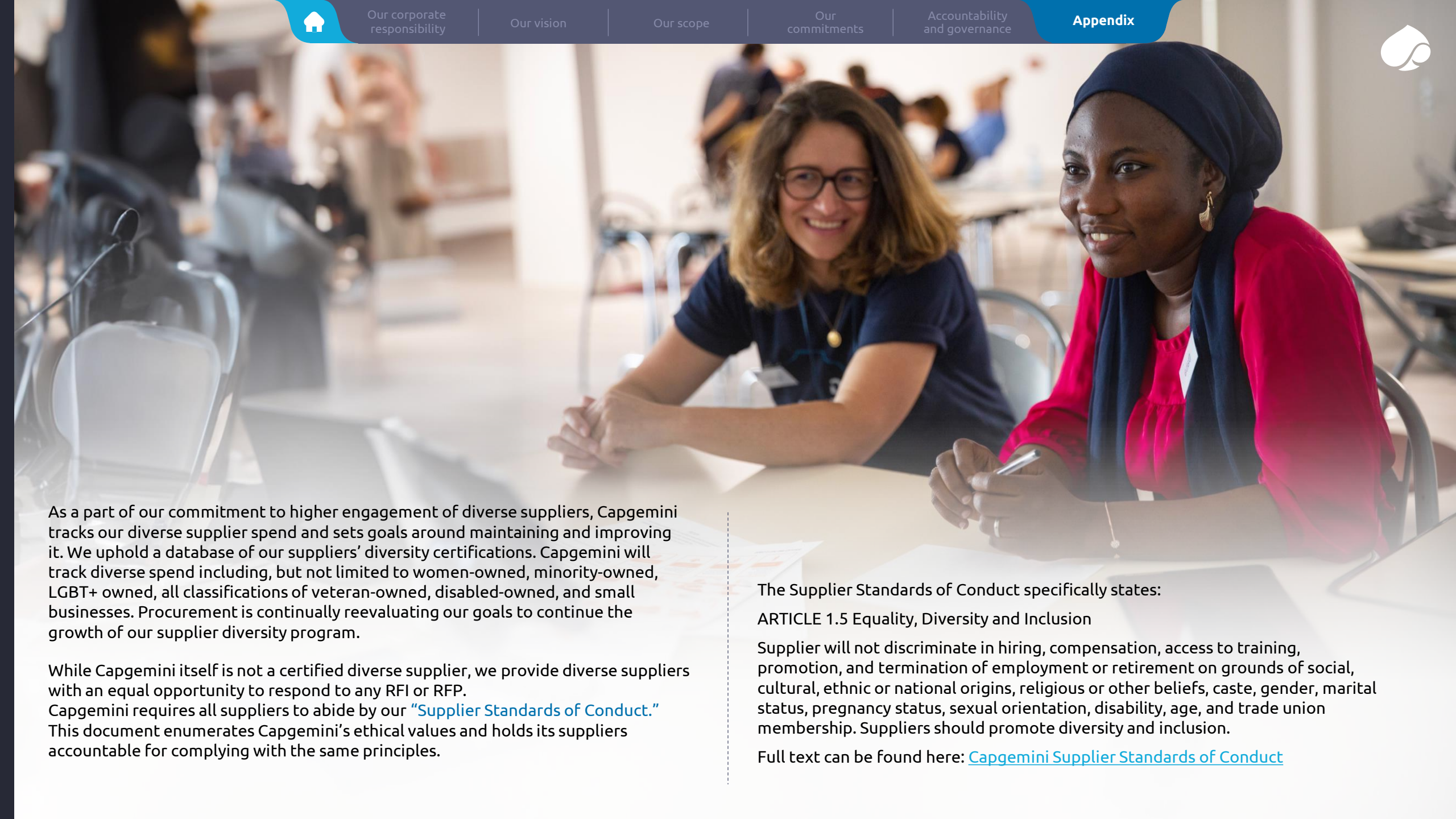
Canadian Aboriginal  
and Minority Supplier  
Council (CAMSC)

Canadian Aboriginal  
and Minority Supplier  
Council (CAMSC)

National Minority  
Supplier Development  
Council (NMSDC)

National Veteran-  
Owned Business  
Association (NaVOBA)

Women's Business  
Enterprise National  
Council (WBENC)



As a part of our commitment to higher engagement of diverse suppliers, Capgemini tracks our diverse supplier spend and sets goals around maintaining and improving it. We uphold a database of our suppliers' diversity certifications. Capgemini will track diverse spend including, but not limited to women-owned, minority-owned, LGBT+ owned, all classifications of veteran-owned, disabled-owned, and small businesses. Procurement is continually reevaluating our goals to continue the growth of our supplier diversity program.

While Capgemini itself is not a certified diverse supplier, we provide diverse suppliers with an equal opportunity to respond to any RFI or RFP. Capgemini requires all suppliers to abide by our ["Supplier Standards of Conduct."](#) This document enumerates Capgemini's ethical values and holds its suppliers accountable for complying with the same principles.

The Supplier Standards of Conduct specifically states:

#### ARTICLE 1.5 Equality, Diversity and Inclusion

Supplier will not discriminate in hiring, compensation, access to training, promotion, and termination of employment or retirement on grounds of social, cultural, ethnic or national origins, religious or other beliefs, caste, gender, marital status, pregnancy status, sexual orientation, disability, age, and trade union membership. Suppliers should promote diversity and inclusion.

Full text can be found here: [Capgemini Supplier Standards of Conduct](#)





# LEADING CERTIFICATIONS & RECOGNITIONS



Recognized for two consecutive years in the Bloomberg Gender-Equality Index, surpassing industry averages by 10 points



One of the Top 100 companies globally recognized in the EQUILEAP gender equality



A Stonewall Gold awardee as a leading employer for LGBT+ inclusion



One of the largest organizations to be EDGE Assess and EDGEplus certified for our strong dedication to gender and intersectional equity, such as ethnicity, race, and disability



# APPENDIX – KEY DOCUMENTS

## GLOBAL POLICIES AND GUIDELINES

- [Human Rights Policy](#)
- [Code of Business Ethics](#)
- [ESG Policy](#)
- [Code of Ethics for AI](#)
- [Generative AI – Mandatory Group Guidelines](#)
- [Supplier Standards of Conduct](#)
- [SpeakUp Policy](#)

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## ADDITIONAL USEFUL LINKS

- [Annual reports](#)
- [Capgemini Research Institute reports](#)
- [SpeakUp helpline](#)

DIVERSITY  
AND  
INCLUSION  
POLICY





## 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 every day by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of nearly 350,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering, and platforms. The Group reported in 2022 global revenues of €22 billion

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