



Creating space for *every voice*

Capgemini Canada Indigenous
Reconciliation Action Plan

2025

Table of contents

03

Introduction

- Capgemini's vision for reconciliation
- Purpose of Reconciliation Action Plan (RAP)
- Key focus areas

04

About Capgemini Canada

- Five pillars
- A message from our president
- Why reconciliation matters to Capgemini

09

Reconciliation at Capgemini

- Pillar 1: Leadership and accountability
- Pillar 2: Building relationships
- Pillar 3: Community engagement
- Pillar 4: Economic empowerment and employment
- Pillar 5: Sustainability

16

Conclusion

Introduction

Our vision for reconciliation

Capgemini Canada is committed to reconciliation by building genuine partnerships grounded in respect and trust. Economic reconciliation in Canada means ensuring Indigenous peoples have equal access to economic opportunities. By embedding Indigenous knowledge and priorities into our work, we strive to foster honest relationships, support self-determination, and open doors to opportunity, innovation, and shared prosperity.



Purpose of Reconciliation Action Plan (RAP)

- Embed reconciliation across all areas of Capgemini's operations in Canada
- Partner with Indigenous communities to support economic development and technological empowerment
- Ensure Indigenous Peoples are part of Canada's digital transformation journey
- Collaborate on co-designed, community-led digital and workforce strategies
- Reflect Indigenous voices and cultures in the workplace, project design, and delivery
- Deliver an effective and meaningful Indigenous strategy for all projects across Canada

Key focus areas

- Cultural awareness and education
- Economic empowerment and workforce inclusion
- Ethical technology and data sovereignty
- Indigenous procurement and business development
- Environmental and corporate social responsibility

About Capgemini Canada

Founded in 1967, the Capgemini Group is one of the world's five largest management and IT consulting companies, with an annual revenue of €22.1 billion in 2024. Operating globally, our long-term growth and the accompanying expansion of our service offering have relied on internal evolutions, international acquisitions, and organic expansion.

Capgemini Canada (Capgemini), part of the Capgemini Group, is headquartered in Toronto and has served the Canadian marketplace for 24 years, providing services in applications, consulting, infrastructure, financials, business processing, operational technology and engineering, workforce strategies, and technology projects. Our Canadian clients represent all major sectors, including utilities, banking, insurance, consumer products and retail, manufacturing, automotive, public sector, aerospace and defense, life sciences, and hospitality. We have a proud history of supporting companies headquartered across Canada.

Offices and delivery centers:

Toronto, Calgary, Vancouver, Halifax, and Montreal.





As reconciliation and equitable access to opportunity become increasingly urgent, Capgemini is well-positioned to support Indigenous communities in achieving economic independence and self-determination. The federal and provincial governments, along with utilities and Crown corporations, have committed billions in funding to support Indigenous priorities in areas such as digital infrastructure, clean energy, education, and workforce development. In alignment with the Truth and Reconciliation Commission's Call to Action #92, Capgemini is committed to building respectful relationships, ensuring meaningful consultation, and creating long-term, sustainable economic opportunities for Indigenous peoples through employment, training, and business development. These projects are mandated to include First Nations participation, ensuring their active involvement and leadership. All 645 recognized First Nations and their reserves – spanning urban, rural, and remote regions – are eligible to access funding to support projects. This presents a significant opportunity for impactful collaboration, enabling Indigenous communities to drive meaningful progress while accessing the necessary funding to support these initiatives.

Capgemini's global expertise in digital inclusion, smart infrastructure, AMI projects, and workforce transformation can be leveraged to co-create long-term solutions that improve quality of life and economic opportunity in Indigenous territories. The company is actively building partnerships that foster Indigenous innovation, support Indigenous-owned businesses, and create employment and training pathways in the digital economy.

By aligning with the principles of Truth and Reconciliation, Capgemini is taking meaningful steps to support Indigenous sovereignty, bridge the digital divide, and create a lasting, positive impact.



Five pillars

Pillar 1

Leadership and accountability: Commit to reconciliation as a journey and track progress on accountability with metrics and targets around commitments.

Pillar 2

Building relationships: Focuses on establishing trust, respect, and cultural understanding with Indigenous communities, including internal education, cultural awareness, and early-stage outreach efforts that lay the foundation for future collaboration.

Pillar 3

Community engagement: Centers on active collaboration and partnership with Indigenous communities through consultation.

Pillar 4

Economic empowerment and employment: Advance economic reconciliation with Indigenous communities and businesses through meaningful careers, subcontracting, education, training, employment, and partnerships.

Pillar 5

Sustainability: Through collaborative partnerships and co-designed initiatives we are dedicated to advancing sustainability alongside Indigenous communities; by fostering long-term, reciprocal relationships, we aim to create impactful solutions that drive meaningful, shared outcomes for both people and the planet.

A message from our president

Tom Mosseau, President & Managing Director, Canada

At Capgemini, reconciliation is not just a value – it's a responsibility we uphold across all aspects of our work. Our commitment to Indigenous communities informs how we lead, innovate, and build lasting partnerships grounded in respect, collaboration, and shared prosperity.

This Reconciliation Action Plan (RAP) reflects our vision for a future where Indigenous voices are not only heard but actively shape the digital and economic landscape. Together, we aim to foster pathways for cultural revitalization, sustainable development, and economic empowerment through inclusive innovation and meaningful engagement.

Capgemini's work takes place on the traditional territories of Indigenous Peoples across Canada. We recognize the need for intentional, respectful collaboration to address historic and ongoing inequities, particularly in areas such as digital access, advanced metering infrastructure (AMI), workforce inclusion, and economic opportunity.

Through our engagement in transformative projects such as supporting Advanced Metering Infrastructure, which serves 89 Indigenous communities across Ontario, Capgemini continues to prioritize Indigenous participation and leadership. These partnerships exemplify how reconciliation and innovation can work hand-in-hand to drive long-term, community-led impact.

Through this RAP, we commit to advancing reconciliation in our policies, partnerships, and projects. It is our roadmap for building an inclusive, future-ready organization – one that supports Indigenous self-determination and reflects the strength of working together in genuine partnership.

Thank you.



Why reconciliation matters to Capgemini

Capgemini Canada is committed to building positive and mutually beneficial relationships with Indigenous communities. We acknowledge that our operations lie within traditional Indigenous territories, and we will respect the culture, rights, and interests of Indigenous peoples and their land.

We envision our work as not only a tool for sovereignty, self-determination, and cultural preservation but also as a catalyst for sustainable solutions that support community-led development. By combining innovation with deep listening and collaboration, we help co-create pathways that reflect Indigenous priorities and foster long-term resilience through our projects.

We will strive to:

- Develop sustainable strategies in Indigenous employment, business development, education, training, and community investment.
- Work with Indigenous peoples to achieve self-defined community goals.
- Proactively build relationships based on mutual respect, understanding, communication, and trust.
- Foster an understanding of Indigenous peoples' history, traditions, and culture amongst our employees.
- Respect Indigenous peoples' unique relationship with and knowledge of their land and the natural environment.

Our four focus areas support the objectives of our Indigenous Relations Policy:

leadership, employment, business development, and community investment. It is further underpinned by Capgemini Canada's Corporate Social Responsibility programs and Environmental, Social, and Governance policy, which focus on environmental sustainability, digital inclusion, and inclusive futures for all.

Environmental sustainability, digital inclusion, and inclusive futures for all





Reconciliation at Capgemini

At Capgemini, reconciliation is not only a commitment: it reflects who we are. Guided by our core values of **Honesty, Boldness, Trust, Freedom, Fun, Modesty, and Team Spirit**, we believe in doing what is right, not just what is expected. Reconciliation challenges us to live those values every day in how we engage with Indigenous communities, partners, and Peoples.

We recognize the historic and ongoing injustices faced by Indigenous communities in Canada. As a global leader in technology and innovation, we also recognize our responsibility to help **get the future you want where Indigenous voices lead, shape, and thrive.**

We are inspired by the wisdom of Hereditary Chief Gibby Jacobs: ***"Before you tell me what you do, tell me why you do it."*** Our why is rooted in respect, collaboration, and shared prosperity. We believe that reconciliation is not an initiative, it's a journey of listening, learning, and co-creating a more inclusive, just society.

Reconciliation at Capgemini means:

Honesty in acknowledging the role industry has played in contributing to exclusion, and in working to repair it

Boldness in taking tangible steps to integrate Indigenous priorities into our projects, policies, and partnerships

Trust in building enduring relationships rooted in respect and mutual understanding

Freedom in supporting Indigenous self-determination through access to technology, education, and opportunity

Fun in celebrating culture and creating space for joy and shared experiences

Modesty in recognizing that we are not the experts and must always listen first

Team spirit in walking alongside communities, not ahead of them.

Pillar 1: Leadership and accountability

Goal: Lead by example, embedding reconciliation into every level of our organization.

Commitments

Reconciliation Champions:

Appoint Reconciliation Champions within each business line to promote RAP goals, share progress, and foster an inclusive workplace culture rooted in respect and accountability.

Cultural awareness training:

In partnership with the First Nations University of Canada, all employees based in Canada are expected to complete Indigenous Cultural Awareness Training. Capgemini leadership has already completed the [4 Seasons of Reconciliation course](#), and all Capgemini Canada employees will be trained by the end of 2025. This self-paced course aligns with the [Truth and Reconciliation Commission's 94 Calls to Action](#).

Policy commitments:

Capgemini is developing a suite of governance and inclusion policies to guide our reconciliation efforts, including an Indigenous Relations Policy, employment guidelines, procurement frameworks, and a formal Letter of Commitment to reconciliation and Indigenous engagement, with the goal of finalizing these by the end of 2025.

Indigenous Impact Network:

The Indigenous Impact Network (IIN) is a further extension of Capgemini's commitment to Call to Action #92. The IIN creates space for Indigenous employees and allies to connect, learn, and grow, while integrating Indigenous culture and values into our workplace.

Through this network, Capgemini fosters an inclusive work environment and sets a corporate standard for meaningful career opportunities and Indigenous ambassadorship within our industry.

Transparency and accountability:

Capgemini commits to transparent communication with Indigenous communities and internal departments about RAP progress, outcomes, and opportunities for continuous improvement. As part of this commitment, Capgemini will publish our Reconciliation Action Plan and updates on our Indigenous engagement work on our external website to ensure visibility and public accountability.





Capgemini Canada believes in fostering an inclusive culture where everyone can thrive. A key initiative supporting this goal is our commitment to the CCIB's PAIR program. Capgemini is currently at the PAIR Committed level and is actively working toward certification in 2026.

We are building bridges with Indigenous communities through:



Leadership actions



Employment



Business development



Community relationships

The PAIR framework guides how we approach Indigenous-specific partnerships and influences the broader cultural transformation of Capgemini's internal practices. While the framework was originally designed for Indigenous-partnered projects, we are applying its principles across the organization to foster reconciliation at all levels.

Develop and monitor key performance indicators (KPIs) for reconciliation

Goal: Define specific KPIs related to reconciliation, such as Indigenous employment rates, community engagement activities, and procurement from Indigenous-owned businesses.

Purpose: To provide measurable targets that keep the organization accountable to its RAP commitments.

Measurement: Quarterly reporting on KPIs to the Reconciliation Committee and public updates shared with Indigenous partners.

Progress tracking: Annual report on RAP achievements and ongoing commitments.

Pillar 2: Building relationships

Goal: Establish meaningful, trust-based relationships with Indigenous communities that prioritize open dialog, mutual respect, and genuine collaboration.

Commitments

Community partnerships

Commitment: Actively engage with Indigenous leaders, elders, and community representatives to ensure their perspectives and values shape project outcomes.

Approach: Involve Indigenous voices in the design, planning, and execution stages, enabling their input to directly influence decisions and project direction.

Outcome: Build lasting partnerships that reflect community priorities and foster shared ownership over project success.

Responsive feedback mechanisms

Commitment: Create structured, regular feedback loops, such as surveys, consultations, and listening sessions, to understand and address the evolving needs of Indigenous communities.

Approach: Facilitate feedback sessions to assess community satisfaction, address concerns, and gather insights that inform project adjustments.

Outcome: Develop a culture of responsiveness and respect, ensuring that community concerns and feedback are met with timely, meaningful action.

Community communication plan

Commitment: Implement a transparent communication strategy that keeps Indigenous communities informed about project updates, timelines, milestones, and potential challenges.

Approach: Provide consistent updates through appropriate communication channels that may include newsletters, community meetings, and digital platforms, ensuring all information is easily accessible.

Outcome: Foster transparency and trust by ensuring community members have continuous, clear access to relevant project information.

Celebrating Indigenous culture and heritage

Commitment: Actively honor and celebrate Indigenous culture by participating in cultural and community events, including honoring days of significance.

Approach: The Indigenous relations leaders and the IIN will lead the planning and coordination of cultural events across Capgemini, creating space for Indigenous employees and communities to share their traditions, stories, and practices. These events will provide all employees with opportunities to learn, reflect, and engage together, fostering a workplace culture grounded in mutual respect, inclusivity, and reconciliation.

Outcome: Support a workplace environment where Indigenous identity and culture are visible, valued, and celebrated, and where all employees are engaged in building cultural awareness through shared experiences.

Pillar 3: Community engagement

Goal: Create economic opportunities for Indigenous communities through employment, skill development, and entrepreneurial support.

Commitments

Enhancing Indigenous procurement practices:

Capgemini is committed to prioritizing procurement policies that support Indigenous-owned businesses and services, fostering economic opportunity and entrepreneurial growth. We will allocate targeted procurement spending to Indigenous businesses.

Vendor support and prequalification:

To enable greater Indigenous supplier participation, Capgemini will implement a streamlined and culturally aware vendor pre-qualification process, with reduced barriers and long-term relationship-building support, beginning in 2025 and evolving over time.

Indigenous employment opportunities:

Capgemini will create long-term employment opportunities for Indigenous Peoples during and beyond project lifecycles. We will prioritize Indigenous hiring across roles and levels of the company, including technical, professional, and operational positions.

Multi-year contracts and local vendor prioritization:

Where possible, Capgemini will pursue multi-year contracts with Indigenous businesses – especially local vendors – to support stable, sustainable economic growth. These value-based business relationships reflect our commitment to being a trusted advisor, investing in long-term, community-led success rather than transactional engagements.

Recruitment partnerships:

We will partner with universities, colleges, and Indigenous employment organizations to build inclusive talent pipelines. This includes targeted outreach through job fairs, internship programs, and mentorship pathways.

Training, apprenticeships, and capacity building:

Capgemini will offer internships and capacity-building initiatives. These programs, building on processes initiated in 2023, will be co-developed with Indigenous stakeholders and aligned to long-term career paths, reinforcing Capgemini's belief in inclusive innovation and shared prosperity.



Pillar 4: Economic empowerment and employment

Goal: Increase Indigenous representation across all levels of our workforce and build pathways for career advancement.

Commitments

Hiring targets:

Aim to achieve at least one percent Indigenous representation within our workforce by 2028, focusing on both skilled and leadership roles.

Skills training and internships:

Capgemini will develop a partnership program with Indigenous post-secondary institutions to offer internships and apprenticeships in technology, administrative, and project management fields. This initiative is anticipated to begin in 2025 and will expand over time in collaboration with community partners.

Mentorship and career development:

Establish a mentorship initiative pairing Indigenous employees with senior leaders to support career progression and foster leadership skills.



Employment opportunities examples:

- Project manager
- Project coordinator
- Software tester
- Data analyst
- Business analyst



Pillar 5: Sustainability

Goal: Embed Indigenous knowledge and environmental sustainability into Capgemini's operations, consulting practices, and digital solutions, ensuring that our sustainability efforts are informed by Indigenous ways of knowing and being.

Commitments

Indigenous-led climate collaboration:

Establish partnerships with Indigenous climate-tech start-ups and innovators to support conservation, climate resilience, and environmental stewardship. While Capgemini's work may not directly impact land, we recognize our influence through client engagements and will integrate traditional ecological knowledge where applicable in advisory and digital transformation projects.

Climate resilience consulting:

Partner with Indigenous communities to perform climate risk assessments that identify at-risk communities. In collaboration, we will also offer tailored adaptation planning and environmental advisory services.

Waste and circular tech:

Reduce e-waste through responsible procurement, asset recycling, and partnerships with Indigenous-led sustainability initiatives.

Net-zero alignment:

Advance Capgemini's global net-zero goals through support of Indigenous participation in the green economy, delivered via clean technology, training, job and career pathways, and internship programs.



Conclusion

This Reconciliation Action Plan is a living document, intended to grow through community guidance, performance tracking, and shared learning. Capgemini Canada is committed to walking alongside Indigenous Peoples to advance reconciliation and build a future where Indigenous knowledge, leadership, and innovation are central to Canada's digital and environmental transformation.

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.

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