

EMPLOYEE RELATIONS POLICY

November 27, 2023





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Preamble

Capgemini's view of employee relations is ambitious, and this policy is an opportunity to confirm our approach and share it with all our employees and the market. This is not a revolution, just a way of bringing our ambitions, our approach and our practices to life within the Group. It is also an opportunity to strengthen our commitments and our leadership position in employee relations.

We are multicultural, diverse by nature, operating in nearly 50 countries, representing more than 150 nationalities. We encourage our team members to bring their authenticity to work, so that our teams benefit from everyone's contribution.

Our policy is linked to all other social policies, such as our Human Rights policy and our Code of Business Ethics.

The following 3 fundamental principles form the backbone of our policy:

- Capgemini is strongly committed to creating and maintaining a constructive and respectful social dialog.
- Capgemini promotes an ongoing, high-quality dialogue for the benefit of the company and its employees.
- Capgemini is driven by the belief that business and growth go hand in hand with constructive and mature dialog.

The importance of employee representative bodies was affirmed more than 20 years ago at a Group Level, in 2001, when the International Works Council was first created. We chose at the very start to extend the perimeter of the mandatory European Council to all countries (statutory members & guest members). The employees are represented by country delegates and by a permanent standing body called IWC Bureau. To ensure an ongoing dialogue, the IWC Bureau meets monthly in addition to the 4 plenary meetings (going beyond the requirements of the European Directives in force). The International Works Council has one key objective: facilitating constructive dialog between Employees and Management. We are convinced that this positive collaboration has fostered an inspiring work environment for all Capgemini Group employees.

In addition, since 2016 and ahead statutory requirements in force at that time, two directors representing the employees have been appointed to the Board of Directors of Capgemini SE (one is designated by the French unions and the second is elected by the IWC).

Through our Employee Relations Policy, we ensure that our fundamental principles are applied throughout the Group.



Our values & our commitments

Our seven Values – Honesty, Boldness, Trust, Freedom, Fun, Modesty, and Team Spirit – express our personality, our spirit. Our seven Values inspire and guide our team members, who each contribute to our employee relations.

Capgemini complies with applicable local laws and acknowledges the content of the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work (“ILO Declaration”) with its 8 core conventions. The ILO Declaration is an expression of commitment to uphold basic human values - values that are vital to our social and economic lives.

Capgemini promotes effective policies to continuously:

- improve working conditions of our employees,
- improve our relationships with internal and external labour stakeholders (expert appointed, local authority...).

Capgemini also supports this approach by promoting:

- our Code of Business Ethics and Human Rights Policy,
- collective dialogue and negotiations with trade unions, local works councils, international works councils and other representative associations.

Our social foundations

Capgemini continually strives to improve working conditions, with particular attention to the following pillars:

- Every Capgemini entity and employee must comply with all applicable laws and regulations of the countries in which we operate.
- We aim to provide equal opportunities and fair treatment, irrespective of social, cultural, ethnic or national origins, religious or other beliefs, caste, gender identity/expression, marital status, pregnancy status, sexual orientation, disability, age, skin colour, race, parental status, political ideology, military/veteran status, or trade union activity.
- We are committed to maintaining a work environment that is free of harassment, violence, or any action that creates a threatening workplace; this includes any attitude, form of behaviour, or situation that may be specified as harassment. Our SpeakUp helpline is made available 24/7 to all employees who wish to report any unprofessional behaviour or any type of harassment they may be facing. Capgemini prohibits retaliation against an employee or its representatives for exercising the right to complain in good faith.
- We are committed to looking after the health and safety of our employees, whether working on our own sites or on our clients’ sites.
- We comply with labour legislation on working hours in all countries where we operate. We recognise our employees’ right to disconnect and rest.
- We promote flexible working, to give our employees the freedom to choose how they balance their work and personal life.
- As a people-oriented company, we promote wellbeing at work. We decided to engage with employees on an ongoing basis to measure their level of interest, satisfaction and wellbeing at work to ensure that they are interested in their work and are motivated. Attentive to what our talents are saying, our Pulse digital platform collects comments anonymously through regular surveys. This allows us to act quickly and at all levels of the organization to develop personalized experiences for employees.
- We ensure we pay our employees fairly for their contributions.



- We commit to offering our employees a social welfare benefit package in alignment with market practices. Capgemini monitors that, in all countries where it is present, employees and their families are afforded sufficient protection in the event of death, disability, industrial accident or occupational illness.
- We support continuous learning for all our talents, because we believe that learning plays a vital role in the development of our team members. As part of our sustainable and responsible approach, we strive to ensure the long-term employability of our employees throughout their careers in our company and beyond.
- When changes are likely to affect the working conditions of our employees, the company ensures that employees are informed within a reasonable period of time and implements a change management plan where necessary.
- Our Values of Freedom, Team Spirit and Trust encourage us to work together and to recognize the importance of freedom of expression and open dialogue.

Capgemini's Human Rights Policy is part of our social foundation.

Our employee relations foundations

Constructive dialogue

Capgemini supports the freedom of association of its employees and recognizes the right to collective bargaining.

- Every employee is free to join a trade union or not. We respect our employees' right to form and join a trade union, in accordance with national laws, and we recognize such organizations for the purpose of collective bargaining.
- We recognize the right of our employees, in accordance with national laws, to elect their representatives in full freedom.
- Accordingly, Capgemini guarantees protection against all forms of discrimination (notably with respect to accessing salary increases, training and career development) to any employee who wishes to become involved in a trade union or employee representation. We are committed to complying with all employment non-discrimination laws.
- We acknowledge unions and employee representatives as constructive players in the organization.
- Where there are employee representative bodies, we are committed to facilitating exchanges with a view to fostering a beneficial relationship for employees.
- We are committed to involving the right level of management for each issue discussed.
- All worker representatives should have access to company information, facilities and premises, in accordance with their rights and national laws.
- We allow communication from employee representatives, trade unions to employees in accordance with local legislation.
- Our employees can exercise their right without fear of intimidation or reprisal, and irrespective of the country in which they are located, while respecting local laws.

The Capgemini Group recognises the importance and contribution of employee representative bodies and employee dialogue. This approach guides our social relations at the Group level and in each country.

While dialogue with employee representatives is promoted within the Group, it does not replace the direct relationships (ongoing dialogue, continuous feedback) that our managers should have with their teams. We strongly encourage open dialogue through regular touchpoints throughout the year, team meetings, conference calls and forums, in which we can express our opinions freely. In addition, we conduct regular Pulse surveys among our employees on a variety of topics inviting them to share their honest feedback anonymously.



Constructive negotiations

Employee relations within Capgemini are based on mutual respect, active listening, and dialog.

Where it exists, our collective bargaining is based on:

- sharing useful and relevant information to enable fair and constructive negotiation,
- striving to reach a consensus that contributes to the improvement of our business, its development, and promoting a stimulating work environment for all Capgemini Group employees,
- respecting the laws of the country in which the negotiation takes place.

When an agreement is reached, the stakeholders commit to implementing it according to the defined timetable and to complying with its content.

Responsible transformation

The Group is vigilant about the market evolution and its possible impact on the management of our employees.

- Capgemini strives to be at the forefront of technology and innovation to ensure the company's development and protect the future of its employees.
- Capgemini invests in its teams' skills development and growth.
- Capgemini seeks to develop its portfolio of activities in a way that limits dependency on market downturns.

In the case of a major transformation of the organisation, Capgemini undertakes to:

- involve workers' representatives as soon as possible where they exist,
- operate with social responsibility when developing measures for employees who may be affected,
- communicate with clarity and timeliness to address employees concerns and information needs,
- upskill and redeploy employees within the Group whenever possible.

In the event of a divestiture, Capgemini will pay attention to the ambitions for the future of the acquirer and to its commitments with regards to employment.

When Capgemini acquires a company, it will define an appropriate integration plan to facilitate a smooth and gradual integration of new colleagues.

Looking ahead

Capgemini is committed to remaining attentive, both internally and externally, to all developments that could improve our practices. To this end, the company encourages participation in internal and external communities, associations... to generate ideas that will help develop our business and improve the working conditions of our employees.

For instance, Capgemini Group Employee Relations Department

- has created and manages a global community of employee relations specialists present in our various countries. These permanent exchanges allow a better understanding of local specificities, mutual learning, sharing of best practices and ensure the deployment of our Employee Relations Policy. Through these regular exchanges, the Capgemini Group's Employee Relations Department can also coordinate and ensure consistent social dialog between geographical areas and entities in the event of major transformation or project.
- has joined the Global Deal. The aim of the Global Deal partnership is to benefit from, and contribute to, a platform that highlights the value of social dialog and strengthens existing co-operation structures.



Governance

The Employee Relations Policy successful implementation relies on the following joint work:

- Group management (Group HR & Group Employee Relations Team)
 - provides guidance and advice to local management to comply with this policy,
 - monitors the application of the Policy and provides implementation assistance as necessary,
 - fosters the development of the skills of the various players to enable constructive and mature dialog.

- Local management (HRD, local Employee Relations specialists if any & Managing Director)
 - is responsible for the implementation of this policy. Given the specificities of the countries (law, practice, stakeholders), the management of local employee relations remains the responsibility of local management. Adapting social dialogue to the local situation is essential to ensuring local ownership,
 - should report any serious difficulties to the Group in applying this framework,
 - will share any local practices that could improve this policy with the Group.

In addition to this joint work, we encourage the reporting of key information, issues and problems in countries from the perspective of IWC delegates during our monthly IWC one-day meetings. As a mirror image, we organize monthly meetings with our community of employee relations specialists and HRDs in our different countries.

These ongoing exchanges and cross-views allow a better understanding of local specificities, mutual learning, sharing of best practices and contribute to the proper implementation of our employee relations policy.



Appendix

- Code of Business Ethics – Capgemini <https://www.capgemini.com/about-us/who-we-are/our-values/our-ethical-culture/code-of-business-ethics/>
- Human Rights Policy – Capgemini https://www.capgemini.com/wp-content/uploads/2021/12/Capgemini-Human-Rights-Policy_2021_EN-.pdf:
- Environment, Social and Governance (ESG) Policy - Capgemini <https://investors.capgemini.com/en/esg-policy/>
- The Global deal <https://www.theglobaldeal.com/>

Conventions of the International Labour Organization (ILO), and the eight fundamental conventions in particular

- Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)
- Right to Organise and Collective Bargaining Convention, 1949 (No. 98)
- Forced Labour Convention, 1930 (No. 29) (and its 2014 Protocol)
- Abolition of Forced Labour Convention, 1957 (No. 105)
- Minimum Age Convention, 1973 (No. 138)
- Worst Forms of Child Labour Convention, 1999 (No. 182)
- Equal Remuneration Convention, 1951 (No. 100)
- Discrimination (Employment and Occupation) Convention, 1958 (No. 111)

<https://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang--en/index.htm#:~:text=The%20ILO%20Governing%20Body%20has,forced%20or%20compulsory%20labour%3B%20the>

A large, light blue wave graphic that starts on the left, rises to a peak, and then descends towards the right, framing the text below.

About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 360,000 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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