

Five years on the road to net zero

Progress, learnings
and challenges on the
path ahead



In 2020, we announced a strengthened commitment to sustainability with a new ambition to become a net zero business, embedded into our ESG strategy. This review contains an overview of progress to date, the lessons we have learnt along the way and outlines some of the challenges ahead.

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The nature photographs used in our review were taken by Magda Bulska, Digital Corporate Communications Director.

All data contained within this review is based on previously published and audited data from our Environmental Sustainability Reports and latest Universal Registration Document (published March 2025).

Introduction



Cyril Garcia, Head of Global Sustainability Services and Corporate Responsibility, reflects on five years since we set an ambition to become a net zero business.

In 2020, we made acting on climate change a strategic priority for the group, setting ourselves the ambition to become a net zero business. We remain as committed today as we were then.

From the outset, we recognized that achieving net zero would require more than operational change. It demanded a fundamental shift in how we deliver value to our clients, our people, and the planet. We have accelerated our own transformation, embedding sustainability into our operations and services, but we have also focused on helping clients pivot towards the future they want: resilient, efficient, and digitally enabled.

The five years since we announced our commitment to ambitious decarbonization have been marked by extraordinary global transformation. This period has tested the resilience of economies, societies, and businesses and reshaped the landscape in which sustainability strategies must now operate.

The COVID-19 pandemic exposed systemic vulnerabilities and catalyzed a rapid shift to digitalization. In its aftermath, geopolitical tensions, triggered energy crises and redefined supply chains. Meanwhile political polarization has challenged international cooperation and contributed to a wave of anti-inclusion sentiment, threatening progress on diversity, equity, and climate action.

In addition, the rise of digital technologies, particularly artificial intelligence, has redefined how societies function and how businesses innovate. AI offers immense potential to accelerate sustainability goals, but it also introduces new challenges around energy use, governance, and ethical deployment.

These converging forces have created a more volatile and complex operating environment. Sustainability and inclusion are central to business resilience, stakeholder trust, and long-term value creation. Yet, they are increasingly scrutinized, politicized, and, in some cases, resisted.

Capgemini has remained steadfast. Our commitment to sustainable transformation is not driven by compliance, but by conviction. In 2025, we strengthened our ESG commitments publicly: we believe sustainability is a source of strategic advantage and future growth. Our recent research from the Capgemini Research Institute reinforces this: businesses that embed sustainability deeply into their strategy outperform their peers in innovation, efficiency, and stakeholder engagement.

This five-year review reflects our journey, our impact, and our ambition. It is both a look back and a call forward to continue building a future that is not only low-carbon, but inclusive, resilient, and digitally empowered.

Our environmental approach

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

We have a commitment to become net zero by 2040. Our 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 are on track, we have also set near-term targets 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. Alongside these targets we have set additional supporting targets relating to renewable electricity and electric vehicles (EVs).

In addition to our target to reduce our carbon emissions, we have also made a commitment to scaling up our investment in climate and nature solutions. We currently invest in projects that will generate high-quality carbon credits (as defined by independent standards) that have a positive impact for the planet and deliver wider social and environmental co-benefits. We continue to reduce our negative impacts in areas, including water and waste, promoting circularity and biodiversity initiatives.

Our targets

Science Based Targets initiative (SBTi) validated targets aligned to the SBTi Corporate Net-Zero Standard

*Our headline target is to reduce our carbon emissions by 90% across all scopes to become net zero by 2040.**

Category	Near term target (2030) versus 2019 baseline	Long term target (2040) versus 2019 baseline
Scope 1 & 2 emissions	-80% absolute	-90% absolute
Business travel emissions	-55% per employee	-90% absolute
Commuting emissions	-55% per employee	-90% absolute
Emissions from purchased goods and services	-50% absolute	-90% absolute

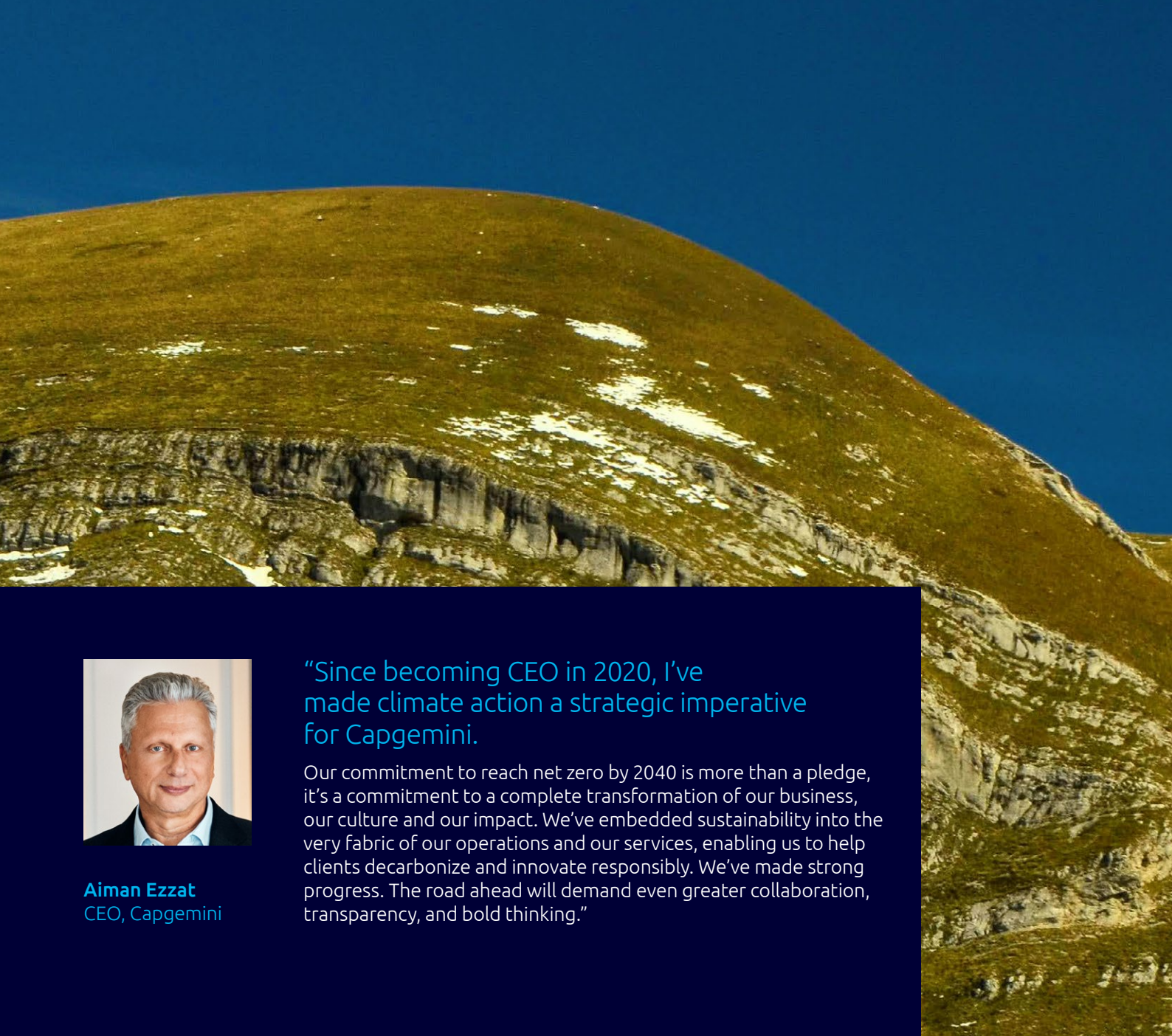
Supporting targets

Category	Targets
Share of renewable electricity (offices and data centers)	100% in 2025
Share of electric vehicles in company car fleet	100% in 2030

Additional targets

1. Reduce total waste per employee by 2030 (baseline year 2019)
2. Reduce to zero the amount of waste that goes to landfill and below 5% incineration building on the principles of circularity

* The final 10% of residual emissions will be neutralized through high-quality carbon removal solutions to bring us to 'net zero'.

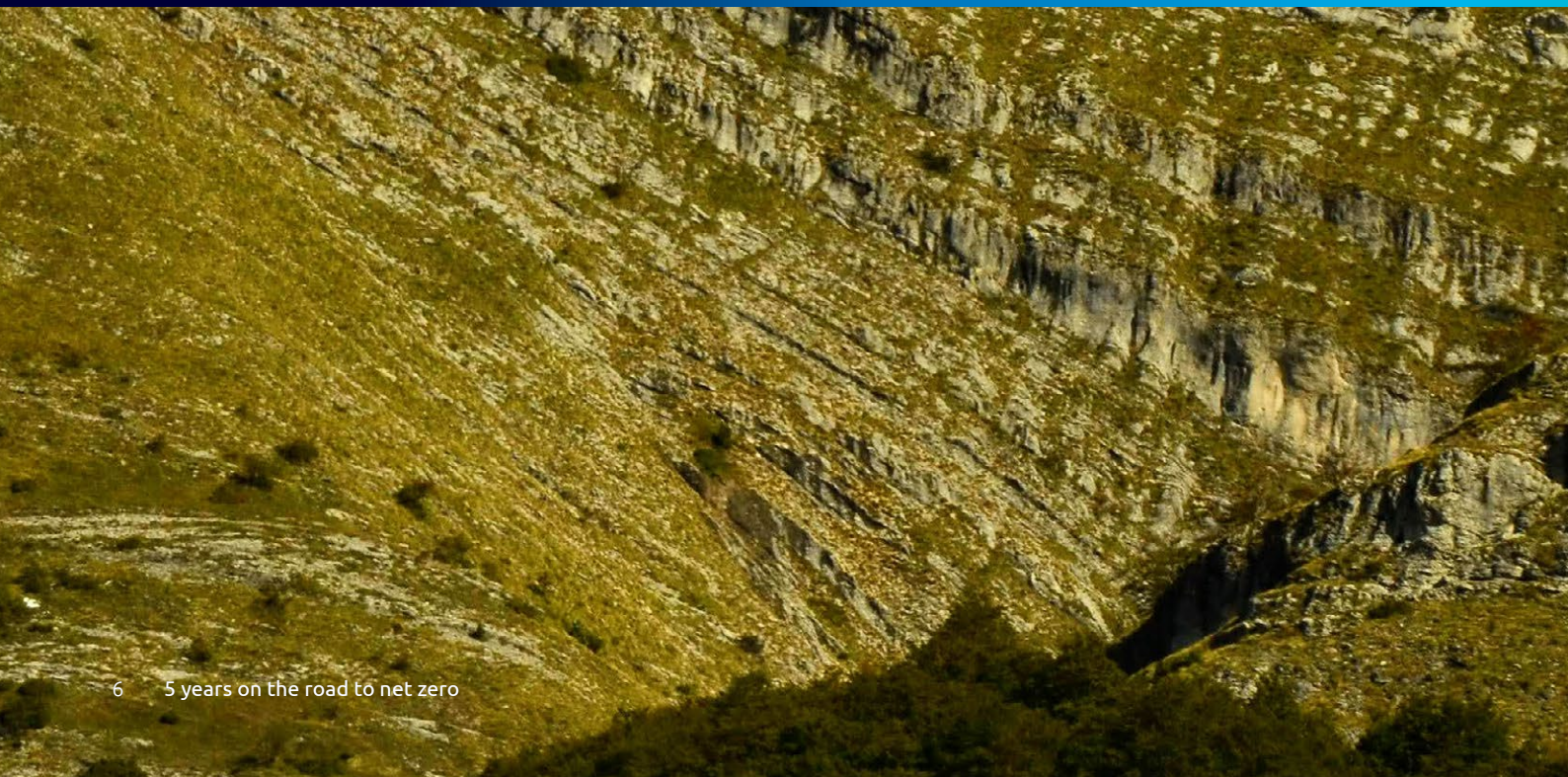


Aiman Ezzat
CEO, Capgemini

“Since becoming CEO in 2020, I’ve made climate action a strategic imperative for Capgemini.

Our commitment to reach net zero by 2040 is more than a pledge, it’s a commitment to a complete transformation of our business, our culture and our impact. We’ve embedded sustainability into the very fabric of our operations and our services, enabling us to help clients decarbonize and innovate responsibly. We’ve made strong progress. The road ahead will demand even greater collaboration, transparency, and bold thinking.”

Our 2040 net zero targets are brought to life through our 10-point transformation plan



Sarika Naik
Chief Corporate
Responsibility Officer,
Group Executive
Committee member

“Five years ago, we set out on an ambitious journey to become a net zero organization.

Today, I’m proud to say we’ve made significant progress, not just in reducing emissions, but in transforming how we run as a business.

A transformation at this scale is challenging. We’ve had to rethink our way of operating and how we deliver our core services as well as navigate evolving regulations. We’ve learned that progress is not linear. It requires agility and a willingness to adapt.

As we look ahead, we remain committed to reaching net zero, guided by science, driven by innovation, and grounded in accountability. The next phase will be even more transformative.”

Ambition to action

An overview of progress



Dr James Robey, Global Head of Environmental Sustainability, reflects on our progress towards our net zero ambition.

It's been five years since we set our ambition to become a net zero business, re-stating our target in 2022, to become one of the first corporates to align with the Science Based Targets initiative's Corporate Net-Zero Standard.

Our goal, to achieve net zero by 2040, is underpinned by a science-based target to reduce Scope 1, 2, and 3 emissions by 90% from a 2019 baseline.

This ambition has materially impacted every aspect of how we operate, from procurement and IT operations to people policies and business models. We've reimaged our governance, embedding sustainability into core business functions and decision-making processes. We've invested in our people, launching our award-winning Sustainability Campus, now a mandatory course for all employees, building the skills needed for our transformation.

We've extended our collaboration beyond Capgemini, working with partners and institutions to address collective challenges. Of course, our greatest impact lies in the work we do with clients.

Sustainability is now embedded in our services and products, helping organizations decarbonize, innovate, and build resilience through digital transformation.

Achieving a net zero transformation is a long-term effort and we have leadership from the top. When Aiman Ezzat became Group CEO in May 2020, he made it clear:

"I have put acting on climate change at the **heart** of our Group priorities."

Aiman Ezzat
Chief Executive Officer,
Capgemini Group

That unwavering direction has unlocked the entrepreneurial spirit of our teams and provided a mandate to act boldly at every level of the organization.

Within the first year of our transition to net zero, we established a ten-stream sustainability transformation roadmap, our 10-point plan, to guide and structure our efforts. Today, I'm proud to reflect on the progress we've made.

Firstly, we've made significant headway in reducing Scope 1 and 2 emissions, particularly through our transition to renewable electricity. In 2024, we reached 98% renewable electricity globally, and we're on track to meet our 100% target in 2025. In markets like India, where we have ample space and sunshine throughout the year, we've built solar parks, demonstrating our commitment to local innovation and impact.

Our mobility strategy has evolved, with electric vehicles now making up a growing share of our fleet and charging infrastructure deployed across major sites. We've also reimagined business travel, introducing smart travel policies, carbon budgets, and planning tools that help us reduce emissions while preserving essential collaboration.

On Scope 3, we have been making material progress in reducing our total emissions, which are down 35% since our 2019 baseline in spite of significant business growth. More specifically: we are making strong progress on reducing our business travel emissions (down 62% per employee) and commuting emissions (down 49% per employee). In common with virtually all organisations, tackling the impact of our purchased goods and services remains a significant challenge.

We've strengthened our approach to sustainable IT, focusing on reducing energy use and introducing circularity approaches through our purchased technology. Technology has also been a powerful enabler, not only developing solutions that help our clients decarbonize through digital transformation but through helping us drive more sustainable collaboration practices. IT is no longer just a source of emissions; it can be a lever for sustainability.

Beyond carbon, we've expanded our focus to protecting natural resources. Biodiversity and water may not be material issues to our business globally, but we've taken a "do what we can, where we can" approach, implementing biodiversity plans at key sites, investing in nature-based solutions, and implementing water-saving initiatives in stressed regions.

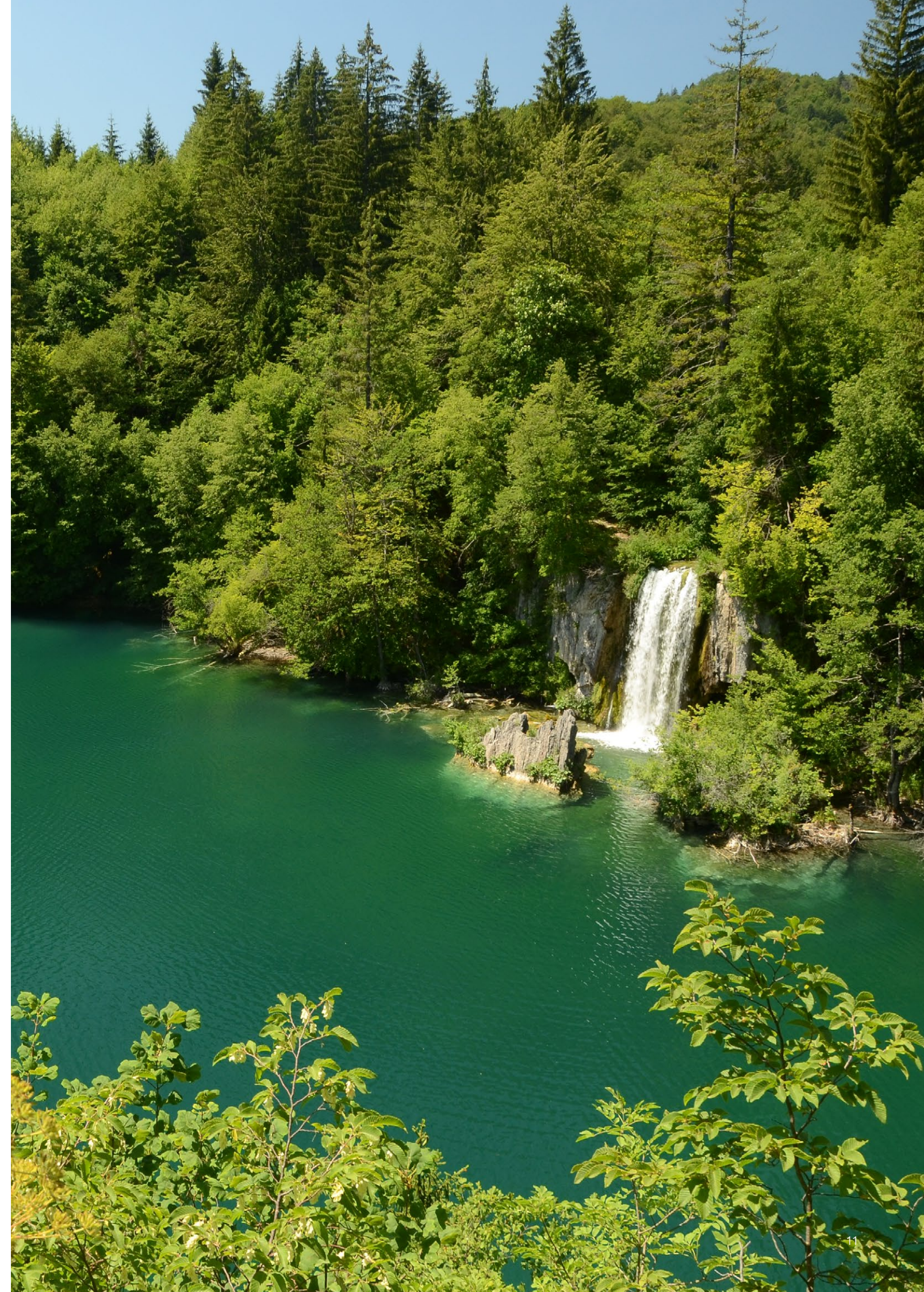
Our investment in nature and carbon tech solutions has matured, with principles established and available publicly, that ensure we have a balanced portfolio (both nature and tech based) and that we support projects that deliver broad environmental and social value, addressing atmospheric carbon while supporting ecosystems and communities.

In May 2025, we updated our ESG policy and objectives set in 2021, reinforcing our commitment to sustainable growth, responsible business practices, and corporate accountability. The new policy includes a specific commitment to invest in high-quality carbon credits in addition to restating our objective to reduce carbon emissions by 90% by 2040. These efforts are guided by a commitment to transparency and integrity.

Perhaps most importantly, to complement our own internal transformation program, we're embedding sustainability into our client offerings also. We've developed solutions that help organizations reduce emissions, improve efficiency, and innovate sustainably. This is where our impact multiplies, where our expertise becomes a catalyst for transformation across industries.

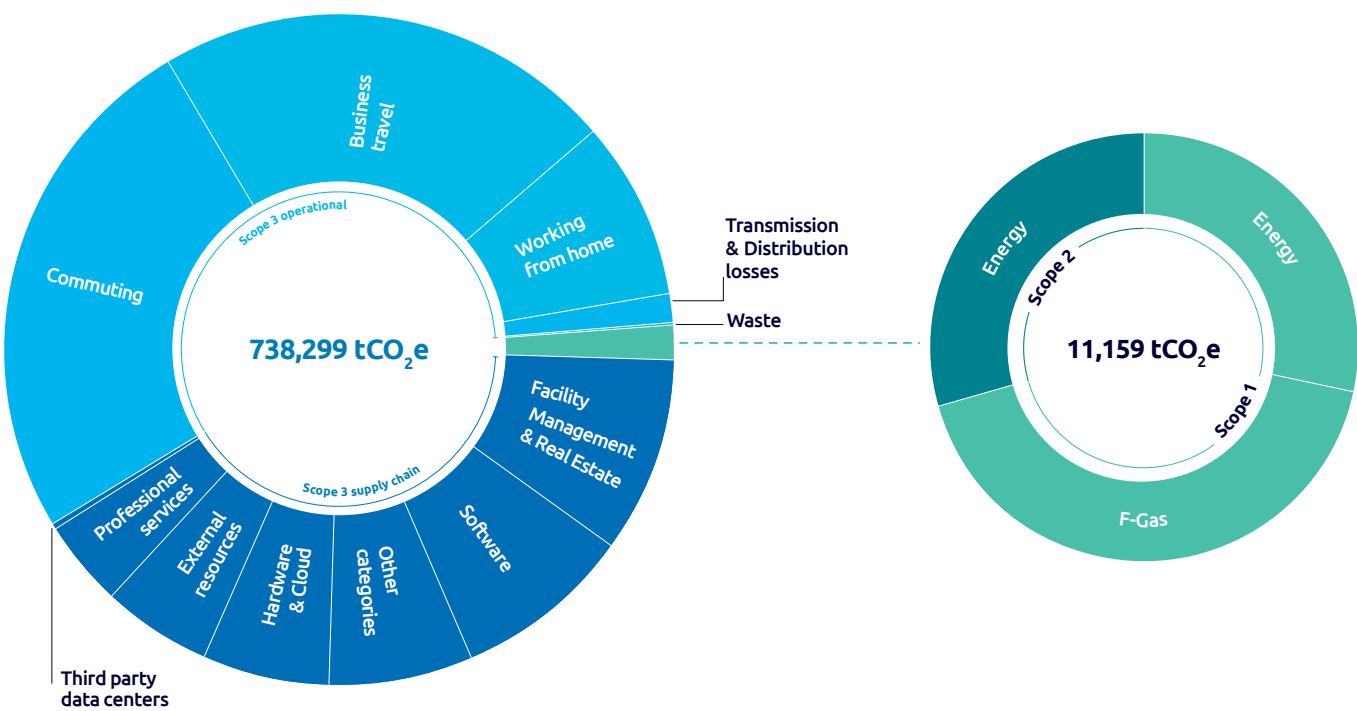
This progress is the result of collective action: through global leadership, local ownership, and the passion of our people. We've built a global framework with clear targets, but it's our teams in every country who bring it to life. And we continue to work with our ecosystem to tackle systemic challenges, because we know that no single organization can solve them alone.

We still have work to do. But the foundations are strong, the direction is clear, and the commitment is unwavering. Sustainability is central to who we are and how we create value for the future.



Our progress

Our carbon emissions in 2024



Progress on targets

Net zero performance indicators							
Headline (SBTi) targets	Near term targets (2030)	Long term targets (2040)	2019	2023	2024	% change vs 2019	% change vs 2023
Absolute Scope 1 and 2 emissions	-80% absolute	-90% absolute	154,078	13,596	11,159 ✓	-92.8% ✓	-17.9%
Scope 3 Business travel emissions	-55% per employee	-90% absolute	1.26	0.50	0.48 ✓	-61.9% ✓	-4.0%
Scope 3 employee commuting emissions	-55% per employee	-90% absolute	1.08	0.50	0.55 ✓	-49.1% ✓	9.8%
Scope 3 purchased goods and services	-50% absolute	-90% absolute	305,718	352,062	301,522 ✓	-1.4% ✓	-14.4%

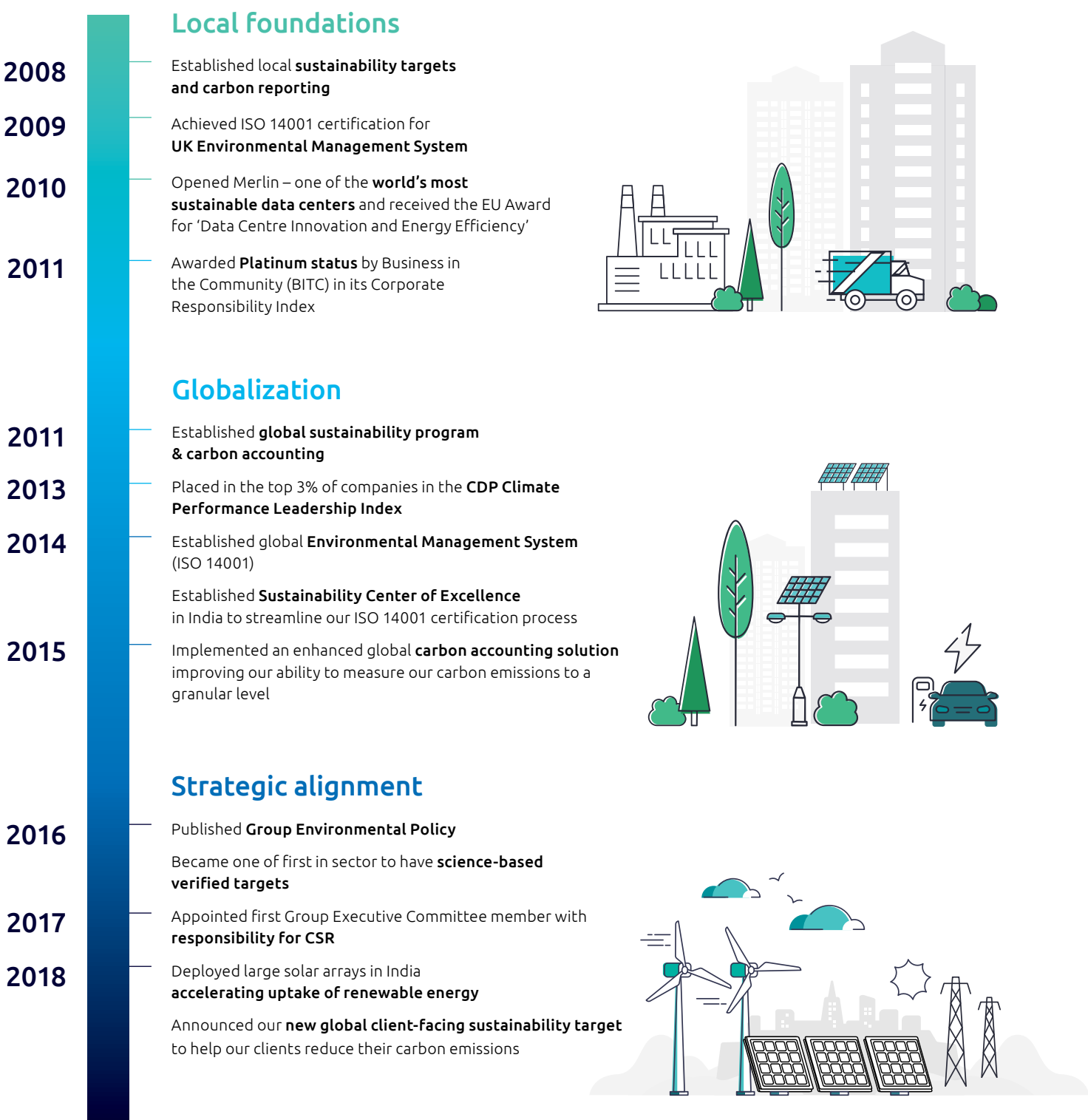
✓ Data identified in these tables by a ✓ has been reviewed by Forvis Mazars with a reasonable level of assurance.

Supporting performance indicators					
Supporting targets	Near term targets	Long term targets	2019	2023	2024
% of electricity from renewable sources	100% by 2025	Maintain 100%	28.3%	95.9%	98.0% ✓
Electric vehicles (including electric plug-in hybrids) ¹	–	–	–	34.0%	71.4%
Electric vehicles (excluding electric plug-in hybrids)	100% by 2030	Maintain 100%	–	–	25.6%

✓ Data identified in these tables by a ✓ has been reviewed by Forvis Mazars with a reasonable level of assurance.

(1) EV data is calculated as of 30/11/2024. Approximately 1500 vehicles in India (accounting for around 11% of the total number of company cars) have been excluded from our EV targets so have not been included in the data above.

Our *net zero ambition* is part of a long history of environmental commitment and action



2016

Published **Group Environmental Policy**

Became one of first in sector to have **science-based verified targets**

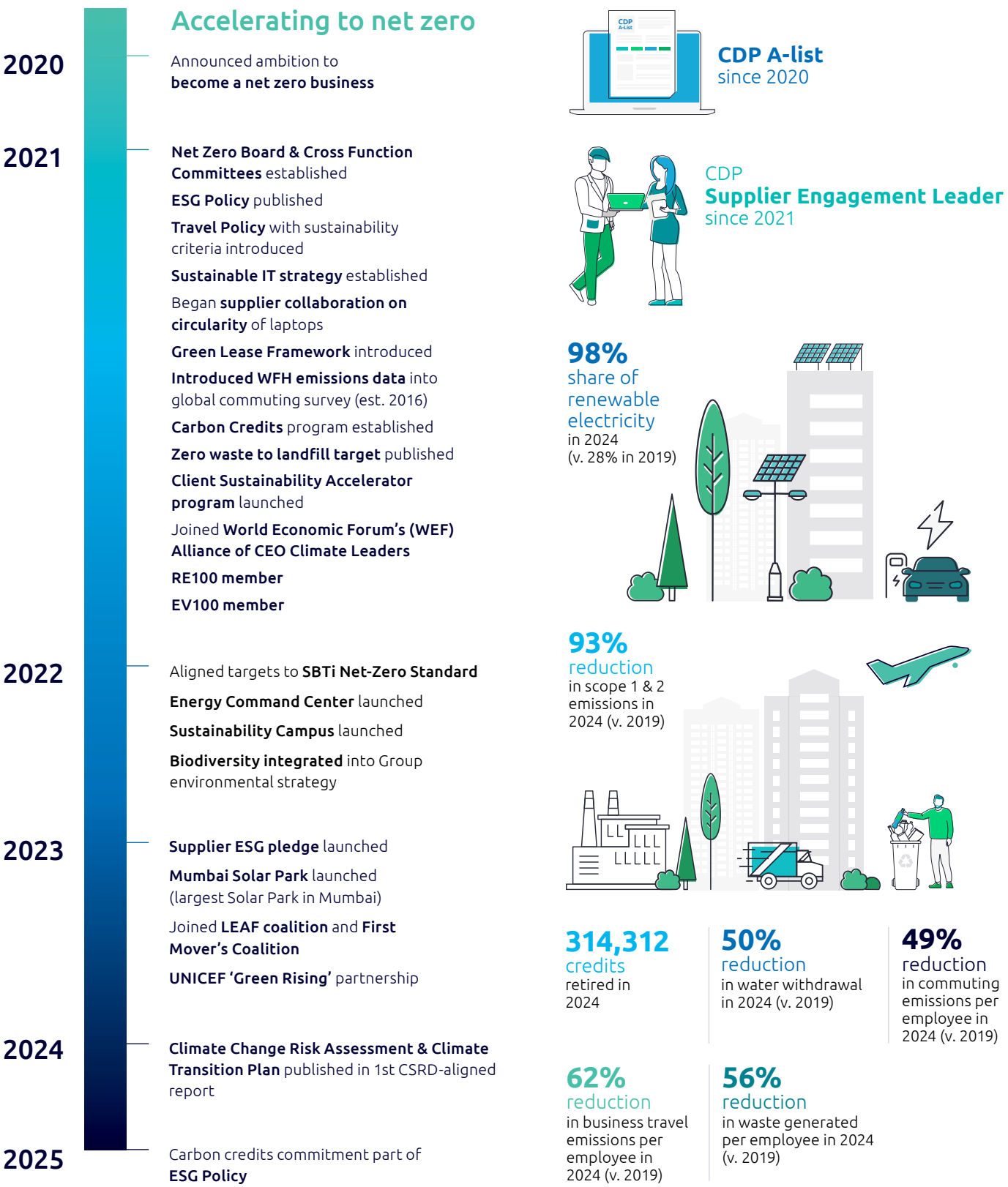
2017

Appointed first Group Executive Committee member with **responsibility for CSR**

2018

Deployed large solar arrays in India **accelerating uptake of renewable energy**

Announced our **new global client-facing sustainability target** to help our clients reduce their carbon emissions



CDP A-list since 2020

CDP Supplier Engagement Leader since 2021

98% share of renewable electricity in 2024 (v. 28% in 2019)

93% reduction in scope 1 & 2 emissions in 2024 (v. 2019)

314,312 credits retired in 2024

50% reduction in water withdrawal in 2024 (v. 2019)

49% reduction in commuting emissions per employee in 2024 (v. 2019)

62% reduction in business travel emissions per employee in 2024 (v. 2019)

56% reduction in waste generated per employee in 2024 (v. 2019)

Seven lessons from five years on the road to *net zero*

The past five years have tested assumptions, stretched capabilities, and deepened our understanding of what a net zero transformation requires. Along the way, there have been both breakthroughs and barriers, each offering valuable insight into how we can progress our transformation.

As we reflect on our journey, Sarika Naik, Group Chief Responsibility Officer shares seven key organizational learnings, which come from insights and conversations with cross-functional leaders and the wider sustainability team. These lessons will guide our next chapter, and we hope, offer value to others on a similar journey.



Sarika Naik
Chief Corporate Responsibility
Officer, Group Executive
Committee member



Lesson 01

How leveraging high-quality data has enabled granular visibility, empowered local action, and embedded carbon as a core management metric.

Data-driven net zero transformation

High-quality data has been the backbone of our environmental strategy since we launched our global program. Our centralized carbon accounting system monitors over a million data points each month, covering more than 99.8% of our global operations by headcount and ensuring we have a high level of consistency and data quality.

Over the past five years, we've matured our measurement capabilities, expanding the coverage and reliability of our carbon accounting to include additional operational areas and impact areas, such as impacts from remote working – as well as establishing new baseline measures for specific program areas (for example, for our supply chain emissions, and our IT energy consumption). We use this extensive

data set to enable a very granular analysis of greenhouse gas emissions, and to help us pinpoint opportunities to reduce emissions.

We've developed enhanced carbon dashboards – making carbon an everyday management metric. We've built country-level and business-unit dashboards which now provide granular visibility locally, enabling teams on the ground, to act on insights in a timely manner. Working with local teams has been a critical part of our transformation because data alone doesn't drive transformation. It's a strategic tool that has led our management discussions, but is now sparking dialogue at a country level, shaping both short and long-term decisions.

Lesson 02

How a unified framework paired with local activation created a dynamic connection and feedback loop between ambition and action.

Global vision, local activation for impact on climate change

Having a global framework which sets the group direction, together with the management infrastructure to drive a global transformation is critical. But understanding that action and impact are driven locally has been key to our program success.

We understood early on, that ‘one size’ doesn’t fit all. Countries are governed by local legislation and regulation – and have different approaches for addressing key impact areas. For example, commuting infrastructure varies from country to country, providing different opportunities for program development.

Likewise, different levels of maturity in renewable energy markets require different country approaches. Local teams have pioneered initiatives like home energy assessments and low carbon commuting schemes and then shared the learnings across the Global Sustainability Network.

This decentralized approach, within a global framework, allows us to experiment, share, and scale what works, creating a dynamic feedback loop between global ambition and local action.

Lesson 03

How breaking out of the “sustainabubble” enabled systemic change through cross-functional integration, as well as external collaboration.

Embedding sustainability beyond the sustainability team

We’ve approached net zero as a business transformation, pivoting from a small team of sustainability experts at the center, to focusing on how we embed sustainability fully into our operations, bringing key teams on board. We’ve also looked outside of our business to see what we can learn through collaborating with others who share our goals.

From a business point of view, a key element of our success has been the establishment of a ‘core function’ approach, working with teams on the ground to develop and embed sustainability strategy within key business units like Facilities, IT, Procurement, HR and Marketing teams.

In addition, we’ve worked with our client facing teams, where our impact is the greatest, to develop ways of working to reduce the sustainability impacts of service delivery as well as create products and services to help clients with their sustainability challenges.

We’ve also mobilized our people through education and engagement, turning sustainability from a corporate goal into a shared goal.

We know that achieving global net zero requires a full systemic change and industry-wide collaboration. So that’s why we’ve joined multiple groups, thinktanks and forums to share and advance ideas. Joining these global initiatives helps improve understanding and enables critical learning opportunities, and the exploration of industry-wide approaches.

Being a sustainable enterprise cannot be done in isolation. Connection and collaboration are key to ensure sustainability is ‘owned’ within the business.

Lesson 04

How embracing the complexity and learning to focus also on incremental change built momentum and accelerated innovation.

Progress over perfection in climate action

The challenges of net zero are complex and multi-dimensional, and often a straightforward, fast linear route is outside of our control. We’ve learned to embrace incremental progress and see the obstacles as opportunities for new learning and innovation. Here are a couple of examples of how despite recognizing complexities, we’ve kept moving forward:

Scope 3 emissions from purchased goods and services are challenging. Like many companies we have been grappling with the limitations of spend-based factors for carbon emissions reporting where emissions data is not available.

Moreover, the lack of industry-wide consistency on how to report Scope 3.1 emissions makes it very difficult for companies to derive meaningful insights from this data. As a service provider ourselves, we’ve been reporting service-based emissions to our clients for many years but have worked to improve the accuracy and accessibility of this information. We aim to provide transparency, but we know the industry is still at a stage where organizations may not be able to compare providers easily.

Despite challenges with the data, we are still taking actions to reduce emissions – reducing the volume, changing our product mix and identifying key sectors, and suppliers to work with. Engaging with our top 100 suppliers isn’t the only answer, but our activities overall are keeping us moving forward.

Another example is our Green Lease framework. Our early approach received some pushback from landlords, who were at different levels of maturity. We didn’t let that deter us, rather it led to us working with them to create and introduce a tiered approach, which means we work to help landlords progress.

Travel impact reduction is also complex. At one level, we need people to reduce travelling or at least make more sustainable travel choices – at the other end of the spectrum, we need the travel industry, specifically air travel with the highest emissions, to evolve faster to become low impact. We also know that travel is an important part of life. While we’ve done much to improve virtual collaboration, we also know there can be negative impacts with people not physically connecting.

So, while we can’t control travel infrastructure, we’ve kept moving forward, and our approach has been to focus on ‘smarter travel’, creating the internal mechanics that empower people to make informed travel choices. This includes sharing carbon impacts of proposed travel, establishing new policies that require consideration of carbon impacts, for example, short haul flights or promoting ‘cluster travel’.

There are multiple examples of where progress is challenging: nature risk or circularity where there are multiple frameworks and industry guidance is not at a level that has a wide agreement or a clear path. However, as a global organization, we have tried to focus on progress – no one can argue against ‘reduction’ and we have tried to embed this mindset. We need teams of people uncovering the best approaches, but we also need everyday progress. The unknown or uncertain does not stop us trying to ‘reduce’ as much as we can, as fast as we can. We have tried hard to not let the ‘quest for perfection, become the enemy of good.’

Pushing for incremental change has also helped us progress faster in some ways. Our focus on energy efficiency at a local project level, is what contributed to the development of our innovative and award-winning Energy Command Center. The key is to start, learn and adapt.

Lesson 05

How reframing sustainability challenges through a 360° lens has led to new ways of addressing issues like smarter procurement, energy innovation, and waste reduction.

Holistic perspectives unlock better solutions for the climate

We've learnt to ask different questions, seeing the challenges through a 360° lens to unlock better solutions.

Here are a couple of examples:

Our approach to waste has evolved. To meet our zero-waste target, our initial focus was on disposal, tracking where it ended up and improving recycling. But a breakthrough came when we asked, "Why do we have waste in the first place? Where is our waste coming from?"

That led us to working with procurement to start focusing on what we buy as well as where waste goes. This has seen us improve our furniture contracts and extend the use of our laptops for example.

We've applied a 360° lens in other areas too: to progress on our commitments

to renewable electricity, we've asked different questions – can we generate our own renewable electricity where we have ample space? This has seen us build our own solar parks in India for example.

With our IT team, our initial focus was on reducing the carbon associated with our IT use. In many cases this was outside of control of the IT team - depending on where and how employees work (at home, at client site) so we asked, 'What we do control?' and switched our focus to efficiency – making sure that whatever sources of energy our laptops are using, it's the most efficient.

Overcoming sustainability challenges often requires a shift in perspective. And seeing problems in the round unlocks new solutions.

Lesson 06

How curiosity and going beyond compliance opened new opportunities for people, clients, and our communities.

Asking “what else?” and going beyond compliance sparks greater sustainability impact

Our program has developed in different ways and with more impact, through the addition of a question at key stages: "What else could we do?". This has meant that we have often gone beyond frameworks and beyond compliance – and often beyond our own stated goals.

Having a curious approach brings a new perspective – and often creates new opportunities for society – and our business. Our client program is a

case in point. We've developed new sustainability services that drive real change and bring value to our clients. When investing in carbon credits, asking that question has allowed us to support projects that have benefits on health and job creation. Even in areas like biodiversity, where our footprint is limited (and non-material), we act where we can.

Goals and targets are not the only lever.

Lesson 07

How transparency and tailored communication helped mobilize employees, as well as build trust to accelerate progress.

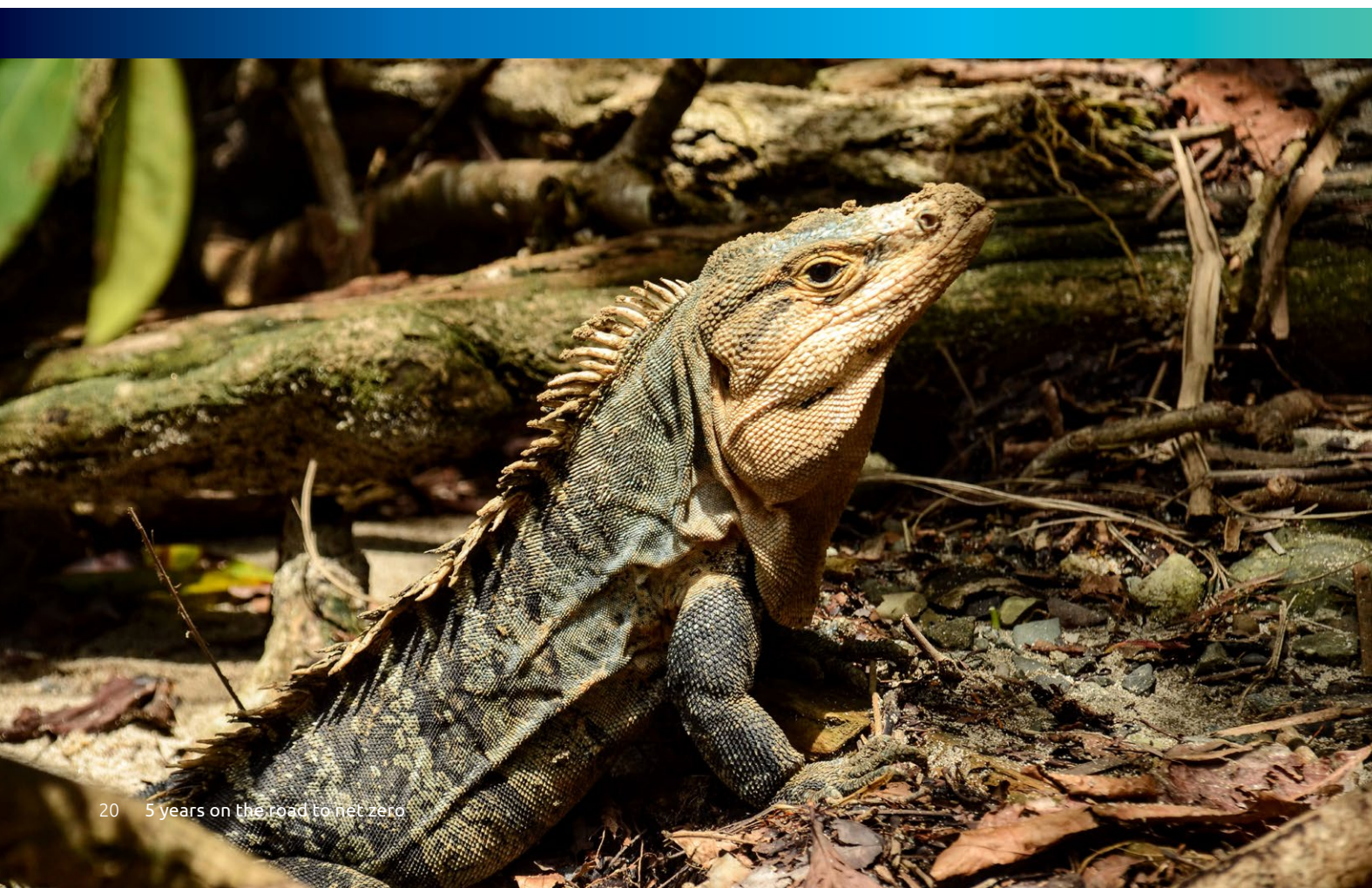
Terminology can confuse, and alienate. But it can also mobilize and engage support.

The last five years has seen much focus on the language and definitions of net zero (and carbon neutrality). Since we first announced net zero ambitions in 2020, we've built on our commitment to absolute transparency – clarifying exactly what we mean and applying industry standard definitions where we can. Being clear is more important than the claim.

We've also learned that to get people on board, you have to speak the right language. For example, we've continued to engage thousands of employees in sustainable actions, mobilized by wanting to use skills and innovation for a sustainable future.

We've also managed to continue to secure investment for our strategy, speaking the language of value & resilience to business leaders.

Speaking the right language builds credibility, drives engagement, and accelerates change.



Our journey with clients: Turning *climate ambitions* into sustainable business value



Vincent Charpiot, Head of Capgemini's Sustainability Business Accelerator, explores Capgemini's evolving role in helping clients navigate the complexity of environmental transformation.



Today, Capgemini is proud to be recognized as a leader in sustainability, not only in our own operations, but in how we help clients transform for the future.

With over 300 dedicated domain experts, we deliver and support our clients through a portfolio of sustainability products and services. Last year we delivered 5000 projects to 700 clients, including strategies to enable sustainable product design, supply chain resiliency, energy leadership and adaptation for a heating planet.

We are consistently recognized as a global leader in the sustainability business market with around 30 independent reports recognizing this leadership. Most recently we've been named a 'Leader' in Everest Group's Sustainable IT Services PEAK Matrix® Assessment 2025.

But this leadership did not happen overnight. It's the result of a deliberate, evolving journey, one that reflects our belief that sustainability is not a side initiative, but a business imperative and a driver of value creation.

The urgency to act and support organizations facing multiple complex challenges

Over the past five years, we've witnessed a profound acceleration in the urgency and complexity of sustainability challenges facing businesses. From voluntary commitments to mandatory disclosures, from isolated initiatives to enterprise-wide transformation. Companies are no longer asking if they should act, but how – and how fast.

This urgency has been driven by converging forces: regulatory pressure, resource scarcity, investor scrutiny, customer expectations, and the undeniable realities of climate change. Sustainability has become a defining force in corporate strategy, a board-level priority and a catalyst for innovation, resilience, and competitive advantage.

This context demands a new kind of partner, one that can combine deep industry knowledge with cutting-edge technology and a proven track record of transformation. That's why we built a comprehensive suite of sustainability services, not just to help clients meet environmental goals, but to unlock new sources of value.

Our journey to help clients

Our story began long before sustainability was mainstream. As far back as 2008, we embedded environmental targets into our ground-breaking seven-year IT services contract with the UK Government's Environment Agency. It was a milestone. The contract was acclaimed as the greenest contract in government at the time and it showed our willingness to make sustainability a key part of our work with clients.

By 2018, in line with our own maturing approach to environmental sustainability, we had recognized a critical truth: our greatest environmental impact lies in helping our clients reduce theirs. The combined direct emissions of our top 20 clients at the time were approximately 500 times our own. That year, we made a public commitment to help clients save carbon, a bold pivot that reshaped our portfolio and our purpose.

In 2019, we began embedding sustainability into our existing offers and engaging deeply with account teams across sectors. We also sponsored the 10th World Climate Summit at COP25, reinforcing our external commitment to climate action.

The following year, we launched our Sustainability Center of Excellence, introducing Sustainable IT as a service, and developing our own Client Carbon Impact Calculator, a tool to measure and model the carbon footprint of our services and delivery teams.

Then in 2021, we launched the Sustainability Accelerator Program, which I'm proud to lead. This program supports clients across their full sustainability journey from strategy to execution.

Driving change through collaboration and insight

Capgemini has actively advocated for broader systemic change by engaging with academics, policymakers, and global sustainability networks.

We participate in leading industry initiatives such as the World Economic Forum’s Net Zero initiative and contribute to major global events including ChangeNOW, New York Climate Week, and our long-standing seven-year partnership with the World Climate Foundation.

Through the Capgemini Research Institute, we’ve published over 100 reports on sustainability topics, including our flagship annual Sustainable Business Trends Report, which explores the intersection of business performance and societal impact.

Our deep collaborations with technology partners, startups, and academic institutions further strengthen our ability to drive digital and sustainable transformation at scale, ensuring our clients benefit from the latest thinking, innovation, and actionable insights.

Our focus today

At Capgemini, our sustainability offering framework has evolved significantly and aims to help organizations move from commitment to action, and from action to reporting and continuous improvement. We focus on the critical intersections between business performance and environmental impact, areas like resource efficiency, sustainable product design, and climate tech.

Our five core offers span the full transformation lifecycle:

- **Sustainable strategy and governance:** Defining actionable roadmaps and embedding sustainability into culture and operations.
- **Sustainable products:** Designing and re-engineering products, embedding the principles of circularity, and holistically considering costs, regulations, resources, and overall footprint throughout each lifecycle.
- **Sustainable operations and supply chains:** Using data and digital tools to improve resource management, reduce waste, and build resilience.
- **Sustainable technology:** Driving measurable reductions in IT’s environmental impact through green IT and Sustainable AI.
- **Data and AI for sustainability:** Deploying data platforms and building data products to accelerate sustainability by powering reporting, enabling smarter decisions, optimizing resource use, and driving innovation responsibly – while minimizing AI’s environmental impact.

Sustainability as a lever for innovation and long-term value

This integrated approach ensures that sustainability is not just a goal, but a lever for innovation, efficiency, and long-term value creation.

What makes our approach unique is that it’s “inside-out”. We transfer our own learnings and experience to clients. Our internal energy optimization practices, such as our centralized Energy Command Center in Bangalore, have even become client-facing solutions through partnerships like the one with Schneider Electric.

Ultimately, sustainability is about unlocking business value while aligning with planetary goals. It’s about resilience, relevance, and responsibility. And it’s about moving from aspiration to action, something our clients, our teams, and our leadership are deeply committed to.

For more information about our approach in supporting clients and our research reports visit our website:

www.capgemini.com/services/sustainability/



The road ahead:

Challenges and complexity of the *net zero* transition



Dr James Robey, Global Head of Environmental Sustainability, reflects on the questions he is grappling with as we enter the next phase on our road to net zero.

The first five years have seen us pivoting our business priorities and addressing critical and immediate impacts. The things that we could do, we have done.

As we enter the next phase of our sustainability journey, the ambition remains bold: net zero by 2040. But the road ahead is not so clearly signed.

These ten questions and reflections capture the concerns and complexity that we, and other organizations must navigate to keep us on the path to action and impact.

01 An uncharted road to net zero

How do we align to the science at a granular level and balance ambition and implementation to make the path a reality?

The pathway to net zero remains unclear. There's no universal roadmap, and the complexity of Scope 3, adaptation preparedness, the role of carbon credits, and market volatility can make long-term planning feel like navigating in the dark. Science has demanded a 90% footprint reduction, but in reality, this is at a global level.

02 Systemic change for global net zero is lagging

Are we seeing enough cross-sector momentum for system change that will make 90% feasible?

Most current scientific reports predict that the current policies in place around the world are projected to result in about 2.7°C warming above pre-industrial levels. With NDCs this could limit warming to 2.6°C. The idea that global warming can be kept well below 2 °C as set out in the Paris Agreement, (even when binding long-term or net-zero targets are included) let alone 1.5 degrees (the aspirational goal) now looks hugely optimistic. A global net zero world requires systemic change: Countries, sectors, industries, companies, people. Without sustainable aviation or clean grids net zero can only be a goal in the distance.

03 Redefining responsible and sustainable business in the era of implementation

Should net zero be sector-sensitive, ethically grounded and not just numerically consistent?

A 90% carbon reduction target may sound universally ambitious, but its implications vary dramatically depending on the nature of the business.

For fossil fuel companies, it means phasing out core products. For hospitals, emissions come from essential, life-saving operations. The same percentage reduction can have vastly different implications.

Do we need a more nuanced view of responsibility, one that considers the materiality of emissions, the ability to abate without harm, and the societal value of the activity?

04 Technology: Accelerating the transition and not contributing to the problem

Innovation is essential, but how do we ensure it is matched with responsible deployment and sustainable energy sourcing to ensure it supports, not undermines, net zero goals?

Technology is central to any decarbonization strategy for example, AI, digital twins, smart infrastructure. It's how we help clients reduce emissions and build resilience. But tech is energy hungry and brings its own footprint. According to the International Energy Agency (IEA), global electricity demand from data centers is projected to more than double by 2030, reaching 945 terawatt-hours (TWh), roughly equivalent to Japan's current annual electricity use. AI is the most significant driver of this increase, with AI-optimized data centers expected to quadruple their electricity consumption by 2030.



05 Scope 3.1: The data dilemma

How do we progress to more robust and standardized data?

For many organizations, the biggest emissions lie in the supply chain, yet Scope 3.1 emissions remain a challenge. Spend-based impact models can distort reality where carbon is calculated by cost. Lack of consistency in how corporates calculate Scope 3 and what's included mean that comparability between companies is impossible. Added to this, most companies are still early in their own journeys and do not yet have the maturity to calculate product or service level emissions.

06 Travel: The balancing act

With the return to offices and growth-driven mobility, how do organizations balance carbon with an office culture and the need for connection?

For many corporations travel is an essential part of business life. We have reduced and optimized travel where we can, for example enabling smarter choices, providing virtual collaboration alternatives and encouraging bundled trips. Added to this, the needed innovation and infrastructure is lagging, with vastly different maturity in different geographies.

07 Ambition and credibility

How do we close the gap between stated ambitions and implementation reality?

Despite challenges to sustainability, decarbonization remains a global priority. What stands out is not a retreat from climate commitments but rather how many organizations have maintained or even raised their net-zero ambitions. The real challenge now is credibility. As the focus shifts from setting targets to developing transition plans, the emphasis must move toward implementation and measurable action. Indeed, Capgemini Research Institutes 'Sustainable Business Trends Report 2025, A World in Balance,' shows that gap: 82% of organizations say they plan to increase environmental sustainability investments, with 92% are holding firm on net zero timelines. Yet only 21% have detailed transition plans. According to the Net Zero Global Stocktake report, 63% of publicly listed companies in the Forbes Global 2000 have net-zero goals, representing \$36.6 trillion in annual revenue, with near-universal adoption in countries like Japan and the UK. Yet, progress on execution is lagging, only 7% of these companies meet basic credibility standards, with many lacking clear interim milestones or robust plans to deliver on their commitments.

08 Adaptation: Closing the gap between planning and reality

With climate risks accelerating, are businesses moving fast enough to redesign operations for a future that's already here?

Extreme weather events, floods, heatwaves, storms, are already disrupting operations and supply chains. Many of our clients are pouring resources into climate-resilient operations as extreme weather events threaten global supply chains. Building climate adaptation into business continuity planning has become non-negotiable.

While these acute risks grab headlines, it's the chronic ones like heat stress, shifting crop zones, and disease migration that quietly erode productivity over time.

Most companies have integrated climate risk into strategy, but few have redesigned operations to withstand it. The latest Sustainable Business Trends research from Capgemini's Research Institute, shows that while three-quarters of leaders expect disruption from extreme weather, far fewer have adapted infrastructure or supply chains accordingly.

Adaptation is no longer optional. Building climate resilience into business continuity planning is now a strategic imperative.

09 Communication in a polarized world

The shift is clear: climate action is becoming operational, not promotional. But if communications are no longer the priority, how do we continue to mobilize, engage, and keep momentum alive across industries and stakeholders?

Carbon, offsets, removal - these are abstract concepts. And in today's political climate, many companies are going quiet. The shift from storytelling to operational delivery is real. But how do we maintain momentum when the narrative disappears?

Sustainability in business has evolved. The era of glossy pledges and headline-grabbing PR campaigns is giving way to a more grounded, strategic approach. Companies are now focused on the nuts and bolts of transformation embedding sustainability into procurement, operations, and long-term planning. It's less about public declarations and more about future-proofing the business against climate risk, resilience, regulatory shifts, and market expectations. While some firms have stepped back from coalitions or softened public commitments, many are quietly doubling down on execution.

10 The normalization of crisis

We've normalized the unacceptable. The alarms are still sounding. Are we still listening? The time for talk and transition planning is over. The time for action is now.

According to the 2025 Planetary Health Check report, published by the Stockholm Resilience Centre and the Potsdam Institute for Climate Impact Research, we've now breached seven of nine planetary boundaries. And yet, we behave as if we have time. The danger isn't just ecological, it's psychological.

Final thoughts

The road ahead demands more than ambition, it demands resolve. The complexity of the net-zero transition is undeniable, but so is the cost of delay. We've moved from pledges to planning, and now we must move from planning to proof. The next five years will be defined not by what we say, but by what we build, change, and deliver. The question is no longer if we act, but how far, and how fast.



Progress in detail against our

10-point *transformation plan*



Energy

Scope 1, 2 and 3 emissions

Minimizing our emissions associated with energy, is central to our decarbonization efforts, and over the last five years our focus has been on ensuring that we have the most sustainable buildings, that we operate them with optimum efficiency, thereby reducing emissions, and that we transition to 100% renewable electricity, thereby avoiding emissions. Overall, our initiatives have enabled us to reduce our scope 1 and 2 emissions by 93% since 2019 – helping us to exceed our overall 2040 scope 1 & 2 emissions reduction target in 2024, sixteen years early.

Our actions

01 Selecting efficient sustainable buildings

We have created a “Green Lease framework” which is designed to ensure that our offices are as sustainable as possible. Criteria for office selection include eliminating fossil energy sources, energy efficiency, electric vehicle charging points, and proximity to public transport. The framework also encourages landlords to align on our ESG supplier pledge. We also promote collaboration with landlords to drive renewable electricity adoption and energy efficiency – for instance, in 2024, working together with landlords, we installed solar panels on offices in Guatemala.

Many of our flagship buildings in India, France, Germany, Poland, Spain, Sweden and the UK are also certified under LEED, IGBC, BREEAM or equivalent green building accreditations.

02 Reducing operational energy consumption

Our Global Energy Command Center (ECC) launched in India in 2022, and ensures we use energy efficiently, through IoT based architecture for monitoring, controlling and managing energy use in real time through advanced logics and algorithms. The ECC uses the logics and algorithms to control various energy consuming equipment to ensure the energy consumed is optimal to meet the desired environmental requirement. The ECC is active across our key sites in India and is being expanded around the Group. Since 2019, energy consumption in India has been reduced by 29% despite very significant business growth. The Energy Command

Center’s success means that it is now offered as service to clients also.

Other global efficiency initiatives are delivered at local level in our offices and have included: switching to energy efficient LED lighting including solar streetlights at campuses, installing enhanced efficiency HVAC (air-conditioning) equipment and employing an AI engine for our Indian data centers.

03 Transitioning to renewable electricity and biogas

The ‘gold’ standard of renewable electricity is on site generation. Whilst this is not practical in most of our offices, we have invested heavily in key locations. In India we have installed solar panels across eight campuses, which generate 15% of our overall consumption. Our 32,290 solar panels, located on unused land, roofs, gazebos, walkways, and carports, generate can generate 11.7Mw at peak.

Our Airoli solar park is the largest corporate solar park in Mumbai, and together with our Noida campus, also incorporates battery storage enabling clean energy storage to cover the evening peak. Furthermore, in Bengaluru, Hyderabad, and Chennai, we export surplus electricity back to the state electricity boards.

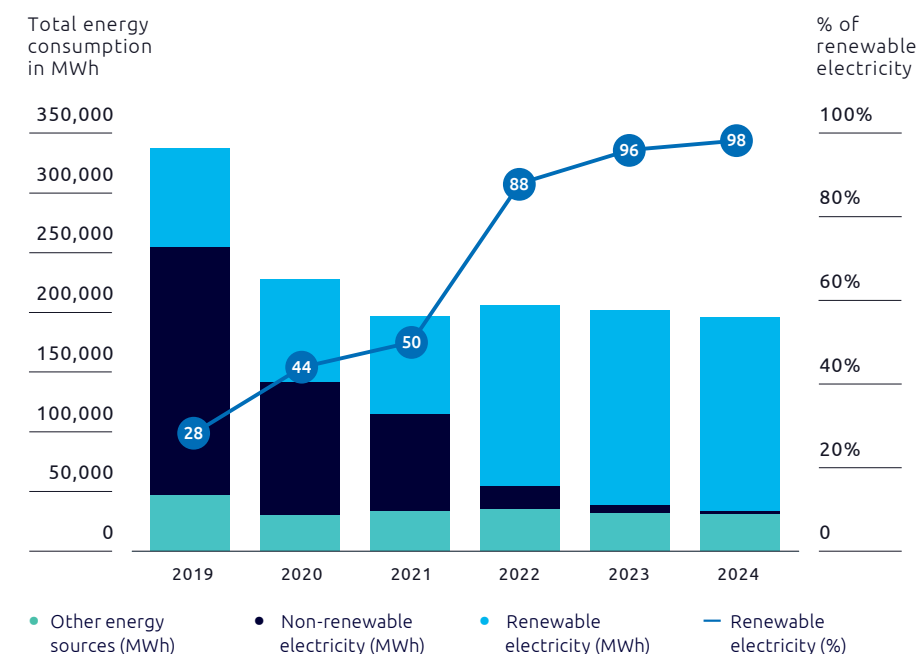
In addition, from a Group perspective, from this year forward, we will be using a combination of PPAs and energy attribute certificates to cover 100% of our grid electricity consumption, in line with our RE100 commitments.

Recognizing that gas emissions are far harder to abate, we have also started a bio-gas program further reducing our scope 1 energy emissions. This has been in place for our Les Fontaines corporate

campus since 2020 for building heating purpose and is currently being piloted for cooking in our Bengaluru campus cafeteria. In addition, we have also started transitioning to “Ultra Low GWP

refrigerant” for our HVAC use to reduce our scope 1 F gas emissions. This has been in place across Noida and Bangalore locations in India.

We have reduced our total energy consumption as well as transitioning to renewable electricity



What we've learned along the way

- **Every action counts:** Small things matter, and collectively can lead to innovative ways of thinking. The creation of the Energy Command Center was the innovative solution to managing and scaling smaller energy efficiency actions.
- **Global frameworks can drive local innovation:** With the right framework and governance in place, global targets drive new thinking at a local level. For example, our commitment to 100% renewable electricity led to the development of solar parks in India, where we consume half of all our power.
- **Be prepared to adapt and flex approaches:** Our strategy for Green Leases did not align to the maturity of our landlord programs in all areas, so we stepped back and took a tiered approach, enabling landlords to progress at the right pace, building up to best practice.

Our impact

93%

reduction in scope 1 & 2 emissions (v. 2019).

98%

share of renewable electricity (v. 28% in 2019).

Our affiliations

RE 100

We became a signatory to the RE100 in 2020, committing to transition 100% of our electricity to renewable sources by 2025.



Travel and smart delivery

Scope 3 emissions

As a global business with hundreds of thousands of employees across more than 50 countries, travel – both business travel and commuting – remains a significant contributor to our carbon emissions and a key part of our program. At the heart of our approach is ensuring that the first question we ask is “do we need to travel?” And then if so, how can we make smarter travel choices?

Our actions

01 Business travel

As a professional services business, meeting with clients continues to be an important part of building relationships, developing teams and delivering outcomes. Our updated Group Travel Policy launched in 2021, provides clear guidelines to ensure sustainable choices are taken into account. In 2023, we strengthened this policy, with a requirement that employees take the train instead of travelling by plane for all journeys that can be reached by rail in less than three hours. The policy also encourages rail travel for journeys of four hours or less.

The progress we’ve made in reducing emissions has been helped greatly by the introduction of country specific travel dashboards, which provide granular carbon emissions data, enabling the global network to better understand and respond to patterns in travel emissions, from air travel in particular. Launched in 2023, these dashboards provide faster access to information about the progress of each country against our targets, as well as enabling tracking across different business units and different travel modes.

They also provide very detailed insights such as the most frequent flight routes for different employee grades. We monitor millions of carbon data points in a timely fashion and can intervene immediately if we are off track.

02 Commuting and working from home

We have been tracking employee commuting habits since 2016, collecting data via an employee survey, which provides us with insights to develop country specific actions and initiatives to help reduce our emissions.

COVID lockdowns had a significant impact on emissions reduction, but when hybrid working became the new normal post-pandemic, we took the decision to include working from home impacts in our data reporting. In 2021, we extended our annual commuting survey to include emissions associated with home working, such as heating, cooling, lighting, and powering IT equipment.

We have continued to promote a range of sustainable commuting initiatives such as cycle to work schemes which operate in multiple countries. In India, we have replaced our company shuttle cars with EVs and have provided EV charging to employees using 100% renewable electricity. In France, we’ve introduced an initiative to help employees carpool to work; and in countries like Spain and Italy, we’ve introduced a number of shuttle bus services.

In the UK, building on our data from our commuting and working from home survey, we have supported employees with home energy assessments to help them identify how they can improve the energy efficiency of their home. We have also introduced interest-free loans for those who would like to move forward with the recommendations.

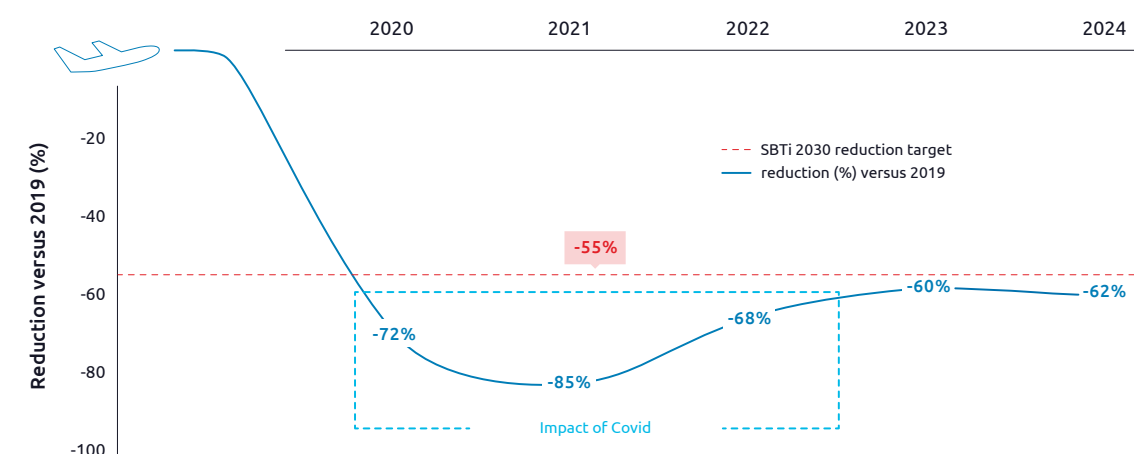
03 Transition to EV fleet

We joined EV100 in 2021, as part of our commitment to transition to a 100% EV car fleet by 2030, as well as supporting customers and staff to use electric vehicles by installing charging infrastructure. Today, 71% of our fleet is made up of battery powered electric vehicle and plug-in hybrid EVs (with pure EVs making up a 26% share of our fleet).

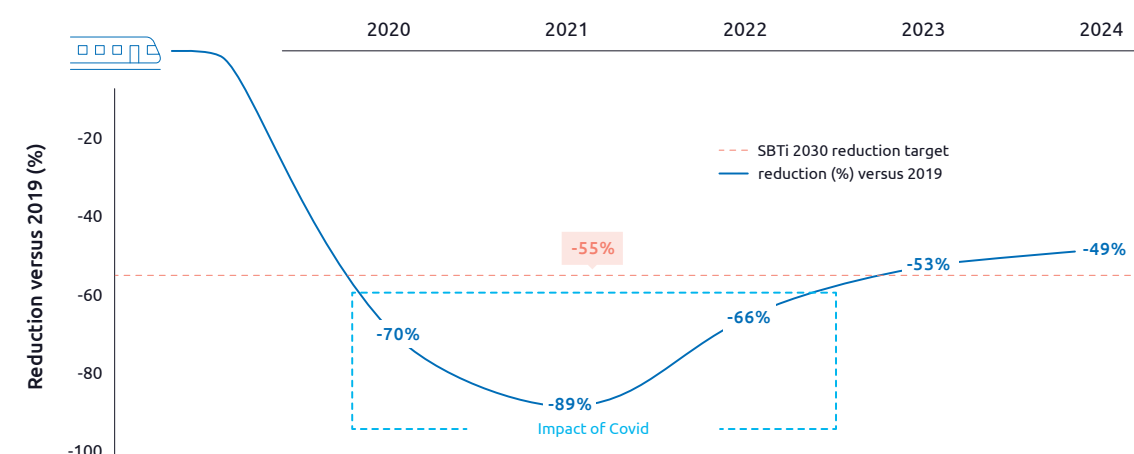
In 2021, we stopped allowing any ordering of pure petrol and diesel cars, and at the beginning of 2023, we introduced a cap of 50 gCO₂/km for new car orders, which prevents the ordering of mild hybrids. We’ve also installed more than 1,400 EV charge points around the Group, with charging free in some locations.

Business travel and commuting emissions

Business travel emissions per employee



Commuting emissions per employee



Our impact

62%

reduction in business travel emissions per employee (v. 2019).

49%

reduction in commuting emissions per employee (v. 2019) and 36% if you include WFH impacts.

81,000

(or 1/4 of our global workforce) responded to our commuting and working from home survey in 2024.

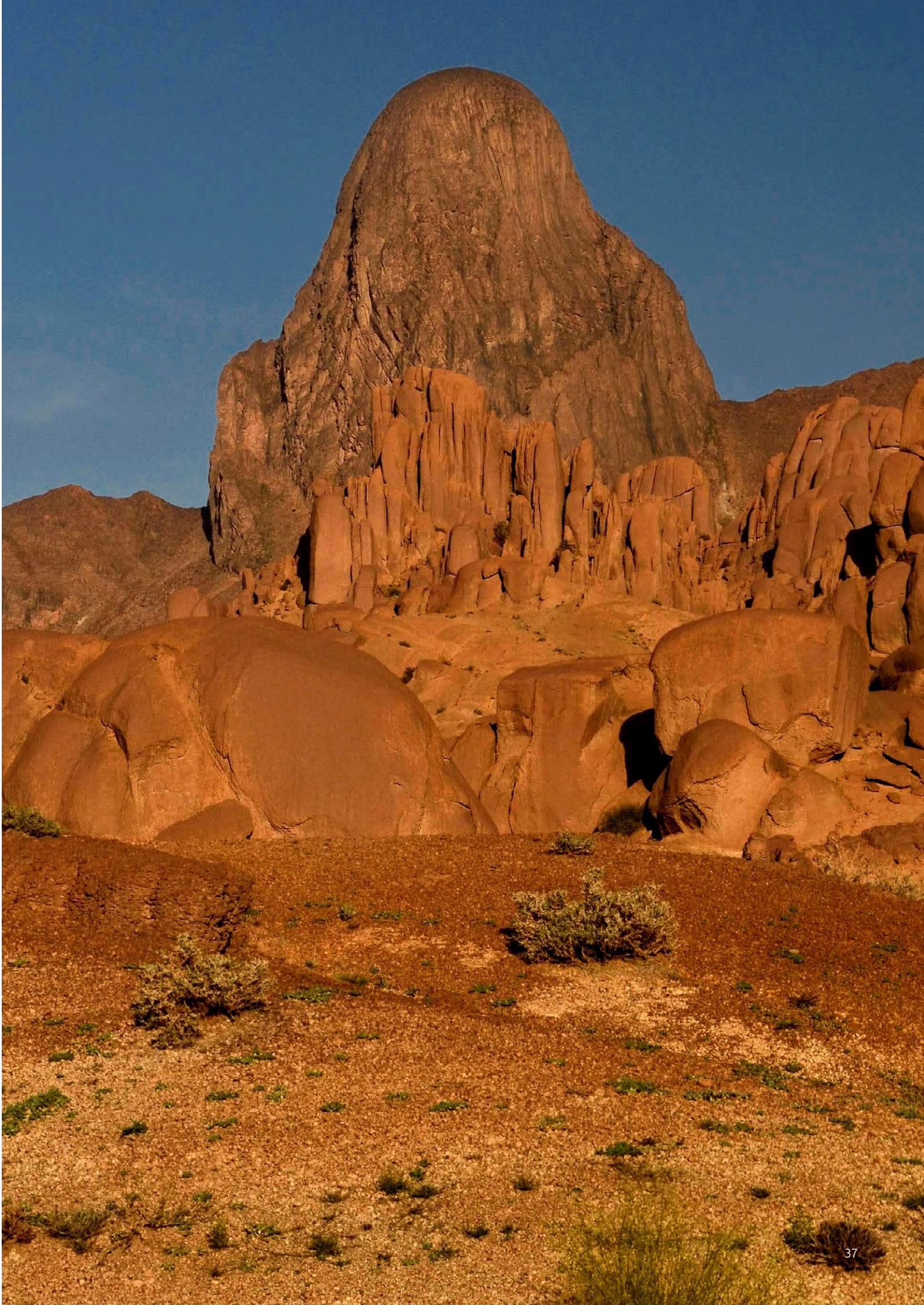
Our affiliations



We joined EV100 in 2021, making a commitment to transition to an electric fleet by 2030, as well as supporting customers and employees to use electric vehicles by installing charging infrastructure.

What we've learned along the way

- **Systems thinking is needed for travel:** Transitioning to EVs is more than replacing vehicles, it needs a full systems thinking approach (for example taking into account current local mobility transformation potential, new infrastructure potential, and understanding employee needs).
- **Change at scale is possible:** With the right systems in place, deep and rapid change is possible. Our experience during the COVID pandemic proved this as we were able to adapt to our new remote working technology and framework that we rolled out in 2019.
- **Make carbon tangible:** Creating country carbon budgets, like financial budgets, for travel has helped us make carbon emissions more visible and tangible for country leaders, and therefore easier to manage and act on.
- **Behavior change is about creating the right environment for people:** Reducing emissions is not always about 'stopping' something, it's about creating the framework that enables people to make smarter choices. The local adoption of the framework is critical for driving impact on the ground where countries have so many different variables with mobility infrastructure and regulation.



Supply chain

Scope 3 emissions

Currently 41% of our carbon emissions are associated with the goods and services we buy. Reducing the volume of what we buy and working with our suppliers are key ways we are reducing the emissions from our supply chain.

Our actions

01 Establishing our baselines

In 2021, we refined our calculation methodology for assessing the carbon emissions from procured goods and services aligning to a spend based approach. We continue to focus on improvement in how to calculate and measure scope 3.1 emissions.

02 Engaging with our suppliers

In addition, in 2021, we commenced our engagement program with our suppliers, engaging with our 100 top suppliers on decarbonization (estimated to account for 50% of our supply chain carbon). This included dialogue on collaboration through a series of CPO roundtables.

We have continued with our engagement program, hosting roundtables, in Europe and in India, with Chief Procurement Officers, to expand on our expectations. We also offer more practical workshops to discuss approaches to target setting, emissions data capture, and low carbon roadmaps.

03 ESG pledge

In 2022, we launched our Net Zero Contract program as a first step of engagement with our top emitting suppliers. This asked them to set reduction targets and report annually on the footprint of their products and their decarbonization plans.

In 2023 we replaced the Net Zero contract program with our ESG Pledge, which required suppliers to disclose their annual GHG emissions, set science based targets validated by SBTi, and share their climate transition and low carbon product strategies. At the end of 2024, suppliers representing 35% of our spend had aligned with this pledge.

As a CDP supply chain member, we now provide suppliers with comprehensive support to calculate their carbon emissions and assess their own maturity on climate change topics.

04 Driving change through responsible procurement

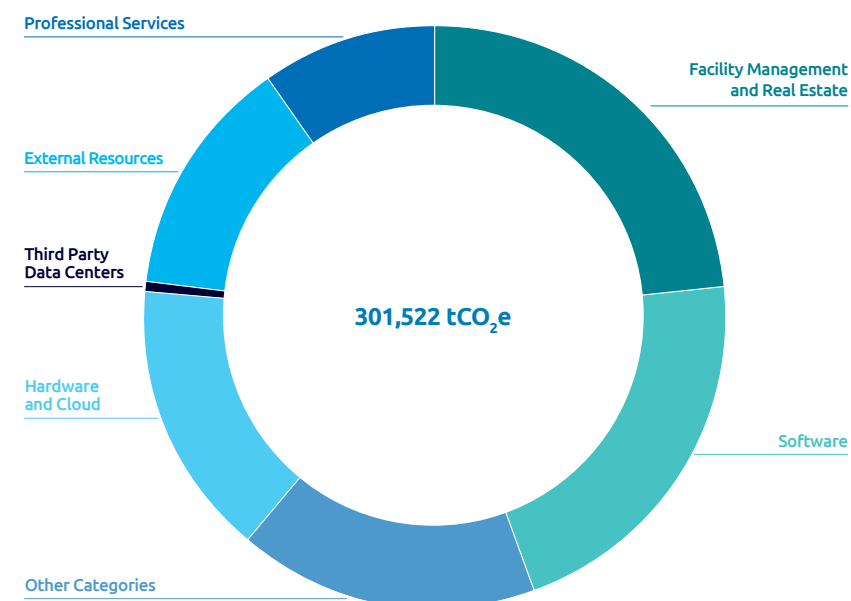
Reducing the volume of what we buy is a key way to reduce our emissions. We raise awareness among employees about the environmental implications of their procurement decisions by providing sustainability and carbon accounting training to targeted procurement teams in high emission purchasing categories.

05 CDP supply chain member

We have CDP supply chain membership to engage our suppliers, help identify climate risks and opportunities and to more accurately calculate emissions associated with our purchases.

We've maintained our place as a CDP Supplier Engagement Leader since announcing our net zero ambition, taking action to measure and reduce climate impacts and risks in our supply chain.

Carbon emissions by category



What we've learned along the way

- **Focus on incremental gains:** The journey has been complex, but we've learned to keep moving forward, making progress wherever we can.
- **One size does not fit all:** Recognizing that suppliers are at different stages of their own net zero journey, we pivoted our approach from 'all suppliers' focusing on specific sections of our supply chain, for example focusing on the category of supplier, or suppliers by spend. With this approach, we've been able to apply learnings and outcomes from collaboration elsewhere in the supply chain.
- **Work to improve data, but keep the principle of reduction as your compass:** Supply chain emissions data is complex and using spend-based methodologies is far from ideal, but we've continued to keep focus on the principle of reduction, making data improvements as our understanding progresses.
- **Innovation needs a sustainability mindset:** While technology is central to enabling decarbonization, with unchecked growth, it can drive a surge in energy demands particularly in AI and data infrastructure. Sustainability needs to be embedded not just in operations, but in the design, deployment, and governance of digital innovation itself.
- **Collaboration is key:** Addressing supply chain emissions requires internal teams collaborating together in new ways, for example as a technology consultancy, ensuring procurement, IT and finance teams are aligned has been critical.

Our impact

26%

scope 3 reduction including supply chain (v. 2019).

Suppliers representing

35%

of spend aligned with our ESG pledge by 2024.



CDP Supplier engagement leader for over five years.

Our affiliations



In 2023, we became a CDP supply chain member to help our suppliers calculate and reduce carbon emissions, while also improving the accuracy of our own scope 3 data.

Sustainable IT

Addressing Scope 1, 2, and 3 emissions, our sustainable IT strategy focuses on reducing our own IT energy consumption, minimizing the embedded carbon footprint of equipment and services, and promoting sustainable practices through innovative tools, training, and hybrid working models.

Our actions

01 Establishing our approach

Our sustainable IT transformation began in 2021, when we first set up a steering group to oversee our sustainable IT strategy and established our governance framework. We identified and measured our own technology footprint, auditing IT-related practices to establish our baseline. We benchmarked our current performance and maturity against progressive companies and determined how we could make the greatest material impact.

We established our four key areas for sustainable IT transformation including reducing the energy consumption associated with IT use, working with procurement to reduce the embedded carbon associated with the IT goods and services we purchase, investing in the right tools and talent to enable our sustainable transformation – as well as leveraging technology to support lower carbon delivery models through hybrid working.

Monitoring the environmental impacts of AI and cloud with any precision remains a significant challenge across the IT sector as a whole and we are committed to taking steps to address this. We have dedicated key resources who explore the best ways to deliver AI business value for ourselves (and our clients) while reducing environmental footprint. We have recently joined a number of global industry initiatives which focus on developing our approach further.

02 Reducing IT energy consumption

In 2022, with the objective to drive down energy consumption from our IT use, we began a program to rationalize and transform the enterprise application landscape into a sustainable application portfolio, including migrating to software-as-a-service (SaaS) platforms on cloud.

We continue to consolidate and modernize our data center environments using private cloud platforms and we are increasing our adoption of public cloud services, which typically have lower energy consumption and carbon emissions. This is also enabling us to retire legacy applications, reducing the underlying operational equipment and backup infrastructure by 15%.

03 Reducing embedded carbon

Our second priority has been to look at the embedded carbon footprint of purchased IT equipment and services. In 2022, we began a pilot program, working with original equipment manufacturers (OEMs), to extend the working life of laptops. This helps enhance performance, keeping the equipment functional and efficient for longer. This program has progressed and in 2024 we achieved a 10% reduction in embedded carbon as well as cost savings. Around 7,000 laptops were refurbished across the Group. This approach has led to an estimated saving, in Scope 3.1 emissions of 1,000 tons of CO₂e, through avoiding the purchase of new laptops.

04 Sustainable IT tools and talent

During 2022, we also rolled out a sustainable management solution to monitor energy consumption across laptops. This solution allows us to proactively monitor and fix inefficient configurations and develop the optimal repair/replacement cycle. During 2024, we continued the development of our energy management software across Group laptops to monitor and optimize energy usage. Additionally, we replaced hardware based phones with a software based communication solution, enabling us to decommission over 75,000 IP phones since 2021.

To support our sustainable-IT transformation journey, we have launched several talent initiatives. These have included on-site gamified interaction events on sustainable-IT topics to raise awareness and encourage sustainable behaviors. We've also enabled Group IT employees to continue upskilling through the development of sustainability learning pathways. We publish periodic knowledge bytes on our Sustainable IT intranet community portal to spread awareness of more sustainable behaviors and have also organized a Sustainable IT-by-design masterclass to promote adoption of eco-design best practices into IT projects and initiatives.

05 Enabling digital collaboration

We have continued to extend the investment we made during Covid to support a hybrid work culture, upgrading office spaces with AV technologies. This enables employees to connect and collaborate from anywhere and anytime, contributing to a reduction in our office commute and related footprint. For example, in 2023 alone, 49 meeting rooms with obsolete AV infrastructure were refreshed with more energy-efficient AV equipment, and 185 meeting rooms were upgraded to video-enabled meeting rooms to enhance the experience of hybrid work environments. In 2024, we continued this momentum, improving the collaboration technology in a further 1,200 meetings rooms. Looking ahead, we remain focused on exploring the latest innovations and technological advances to enable employees to connect and collaborate effortlessly, reducing GHG emission from both.

Our four key areas for sustainable IT transformation

Reducing IT energy consumption:

Reducing IT energy consumption and thereby lowering the use-phase emissions from IT equipment energy usage.

Reducing IT embedded carbon footprint:

Reducing the embedded carbon footprint of purchased IT equipment and services and progressively adopting circularity practices (including extending usable life of IT equipment and minimizing e-waste).

Investing into sustainable IT tools and talent:

Investing in sustainable IT tools and talent for monitoring, governance, and reduction of our footprint.

Enabling digital collaboration

Enabling enterprise-wide sustainable digital collaboration tool usage to support lower carbon delivery (hybrid working) models.

Our impact

7,000

laptops refurbished in pilot program in 2024, saving an estimated 1,000 tons of CO₂e annually.

10%

reduction in IT equipment, from servers to laptops through decommissioning (2024 v. 2023).

Our affiliations



We joined the European Green Digital Coalition in 2022 to ensure technology is a key driver to address sustainability issues in support of a green digital transformation of the EU.

In addition:

- In 2025 Capgemini announced a partnership with the Ecole Normale Supérieure (ENS-PLS) & AI and Society Institute to launch a global Observatory dedicated to analysing and mitigating the environmental impacts of AI.
- In 2025, we also joined the Coalition for Sustainable AI in collaboration with the UN Environment Programme and the International Telecommunication Union to promote AI aligned with global sustainability and environmental goals.”
- We signed the EU AI Pact, in 2024, an initiative of the EU Commission to drive trustworthy and safe AI development and use.

What we’ve learned along the way

- **Establishing a baseline is key:** The first part of our approach focused on understanding the impacts of our own IT use, not only did this give us a baseline but it helped us focus on where we need to drive action.
- **Focus on working within systems of control to achieve change:** We shifted from looking only at how to reduce carbon, to also look at how to improve the efficiency of the IT we use. Many of our teams work at home, on client site, so whatever energy they use, we want it to be the most efficient.
- **Mobilizing on IT is critical for organizations like ours:** We mobilized the IT community with training and awareness, and then recognizing the impact of end users, we have also invested in wider mobilization and awareness campaigns, ensuring daily lower-carbon practices like not sending unnecessary emails.
- **IT is also an enabler of a sustainable transformation:** Recognizing the positive impact of IT has been a critical part in helping us deliver parts of our reduction strategy. For example for our travel reduction program, the technology infrastructure is critical for virtual meetings and remote working.





Nature and climate solutions

Whilst our primary focus is on actions to decarbonize our business, with a target to reduce our carbon emissions by 90% across all scopes by 2040 (with the final 10% of residual emissions neutralized through high-quality carbon removal solutions), we are also investing in nature and climate tech solutions to abate and remove carbon from the atmosphere today. We have committed to retiring carbon credits equivalent to our operational emissions by 2025 and supply chain emissions by 2030, while adhering to robust principles that ensure transparency, project quality, and wider environmental and social co-benefits.

Our actions

01 Science aligned

We are making good progress on decarbonization, but the climate science tells us that we can't wait till 2040 to begin to address the problem of existing atmospheric carbon – there is too much CO₂ in the atmosphere today, which will continue to exacerbate devastating impacts such as intense rainfall, flooding, drought, and wildfires.

Even if we reach the global net zero milestone of 90% carbon reduction by 2050, we would still need to actively remove around five to 10 GtCO₂e per year at the planetary level to get to net zero and keep warming to safe levels. However, currently the carbon removal market is simply not big enough, with less than one million tons of durable carbon removals being delivered annually. There is also a lack of supply of nature-based removals.

This is why, in 2021, we began our carbon credits program, investing in carbon credits alongside our decarbonization program.

02 Our principles

Given the debate around corporate use of carbon credits, in 2022, we set out a clear set of guiding principles, which cover everything from types of projects we choose and how we monitor them, to the spread of our portfolio covering both nature solutions and climate tech. Our approach will continue to evolve in line with best practice and available options.

Our carbon credits are validated and certified by third-party standards, for example, focusing on standards that will pass the program level assessment by The Integrity Council for the Voluntary Carbon Market (ICVCM). But we've also added our own criteria, including wider social, biodiversity, and economic impacts, and contribution to systemic change, for example.

We have a purposefully diverse portfolio. We look at how we can leverage our investment in different ways. For example, we have projects where we are the lead investor and invest directly. This kind of project may be longer term and focused on wider co-benefits to communities. We also buy credits from existing projects, either directly from developers or through trusted intermediaries.



This is driven by wanting to support innovative approaches to systemic change and being present in a particular geography. We also work through funds where impact at scale through collaboration is a driver.

We support a mix of activities that both avoid new greenhouse gases entering the atmosphere and that remove existing carbon. While we are focusing on nature-based solutions because they can scale quickly and have significant co-benefits, we are aware of their limitations. So as a technology company with entrepreneurialism as a key value, we seek opportunities to support the development of new technologies, such as direct air capture and storage, which are durable and have the potential to scale. We will continue to learn, listen to evolving best practice, and refine our approach.

Some of our partners in this area include:

Charm, which converts biomass residues after harvest into bio oil which is then injected underground and stored permanently; Climeworks technology that captures CO₂ directly from the air and then stores it permanently underground; and Neustark's solution to turn demolished concrete, the world's largest waste stream, into a carbon sink and remove carbon permanently.

03 Advocacy and public commitments are a key part of our strategy to help the carbon market scale up

We actively participate in industry initiatives which inform evolving best practices and help scale the carbon market. In 2023, we joined the LEAF Coalition – a public private partnership focused on halting tropical deforestation at jurisdiction level.

We also joined the First Movers Coalition on carbon removal, which aims to accelerate the adoption of emerging climate technologies. Our public commitments and affiliations drive our program forward, but we also hope they help scale effort globally and advance the future of climate commitments.

04 Transparency

We remain committed to being transparent about our approach. In 2025, our ESG policy was updated and clearly separates carbon credit investments from decarbonization objectives. This ensures transparency and integrity in our climate strategy.

To choose a level of investment, we've linked the amount of credits we buy to our footprint. In practical terms this means from 2025 onwards, we will have purchased and retired carbon credits aligned to our operational footprint, and from 2030 onwards for our full footprint, including supply chain. This approach aligns with the Voluntary Carbon Market Integrity Initiative.

Our principles for carbon credit projects in support of nature and climate tech solutions

Decarbonize first: Rapid and ambitious decarbonization of our own GHG emissions must be at the heart of our climate commitment.	Contribute to ‘global net zero’: We have a responsibility to act beyond the decarbonization of our own operations to address the impacts of the climate crisis today.
Support high quality carbon credit projects: We aim to secure carbon credits that are high quality, as defined by recognized independent standards and bodies. In addition, we conduct our own due diligence on projects and have established our own investment criteria dependent on project type¹.	Invest in carbon avoidance and removal projects: Our program will support a mix of projects that both avoid new greenhouse gases entering the atmosphere (e.g., avoided deforestation and improved cookstoves) and projects that remove carbon dioxide (e.g., afforestation).
Seek climate solutions with wider co benefits: Nature and climate projects should have wider environmental and social benefits wherever possible. For example, in support of the United Nations’ Sustainable Development Goals, co benefits can be achieved in relation to biodiversity in the local environment and social and economic benefits to Indigenous Peoples and local communities.	Invest in both nature and climate tech solutions: Our initial focus will be on nature based solutions because of the ability to make impact at scale in the short-term and co benefits, but we are aware of their limitations. As a technology company, with entrepreneurialism as a key value, we will seek opportunities to support the development of new technologies such as direct air capture and storage which are durable and scalable.
Create a balanced carbon credit portfolio: Our portfolio will be made up of both development projects where we are a significant funder, purchase agreements with existing projects and investing through funds. Our investment projects will deliver our long-term (up to 30 years+) supply of carbon credits. Support for existing projects and solutions (through offtake or spot credits) will ensure that we contribute to impact today.	Ensure we support projects across countries: We will support projects where possible in countries where Capgemini operates, alongside larger project development opportunities across the planet.
Take action at a fair scale: Our levels of investment will be relevant to our carbon emissions. We will scale up investment each year to the point that retired credits are at the same level as our operational emissions by 2025 and from 2030 include our supply chain related emissions. This is as set out in our ESG Policy.	Ensure transparency: Our strategy will be transparent and aligned to best practice.

¹ We have excluded certain project types from our program. Most of the projects and credits available to date do not pass our assessment criteria, which includes, but is not limited to, additionality, permanence, leakage, integration with Indigenous Peoples and local communities, biodiversity, social and economic co benefits and contribution to systemic change. In addition, we have defined acceptable levels of emissions reductions & removals calculations according to project type. The full list has been through the highest governance channels, and it is subject to change in a rapidly evolving market.

Our impact



17M
Trees planted in 2024, as part of our commitment to nature and climate solutions to remove and abate carbon beyond our own value chain.

Our affiliations



We joined the LEAF coalition in 2022, (the Lowering Emissions by Accelerating Forest finance) a public private partnership with a goal is to halt deforestation by financing large scale tropical forest protection at jurisdiction level (country/state).



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



We joined the WEF 1trillion trees campaign in 2021 to conserve, restore and grow trees around the world with a commitment to plant 20 million trees by 2030.

What we’ve learned along the way

- **Navigating complexity is part of systems change:** Carbon credits have been under the spotlight since companies launched net zero ambitions. We’ve participated widely in forums seeking to resolve and build frameworks for a credible credit market, establishing our own policy and principles.
- **Focus on a credible and transparent approach:** Many organizations abandoned carbon credits when questions over their integrity were raised. We know that carbon credits can deliver positive impact and contribute to a global net zero and we have preferred to remain focused on establishing a credible and transparent carbon credit approach.
- **Secure wider co-benefits:** We have tried to ensure that we go beyond the basic requirements of the standards and support projects which create jobs, enhance community resilience and enrich biodiversity.
- **Invest in full portfolio to support an emerging and necessary industry:** Nature solutions and climate tech need to be scaled and we have used our program and brand platform to support and scale initiatives with potential.

Water

Water scarcity is a key global issue, which we have a responsibility to act on. We take a proactive approach to managing our water footprint by minimizing the impact of our operations and supply chain on water resources, particularly in water-stressed areas.

Our actions

01 Consumption

Capgemini’s primary use of water is for supplying cafeterias and sanitary areas at our offices. In addition, at our owned campuses and a small number of sites with external areas, we also use water for maintaining landscaping. Our total water withdrawal is estimated at just under 1 million cubic meters for 2024, a 12% increase versus 2023 due to more people returning to our offices since COVID restrictions have lifted. Overall, however, our water withdrawal is still down by 50% against our baseline year of 2019.

02 Identifying water stress

During 2022, WRI Aqueduct and WWF Water Risk tools were employed to identify relevant areas with water related risks. The screening from Aqueduct identified that around a fifth of all our sites are located in extremely high risk water stressed areas. The highest level of water stress is found in India, which is amongst the most water stressed regions in the world, with only 4% of the world’s freshwater available to support 18% of the global population. Over half of our workforce are based in India and our operations there also represents over 70% of our water withdrawal, making these sites the highest priority for action.

03 Water management

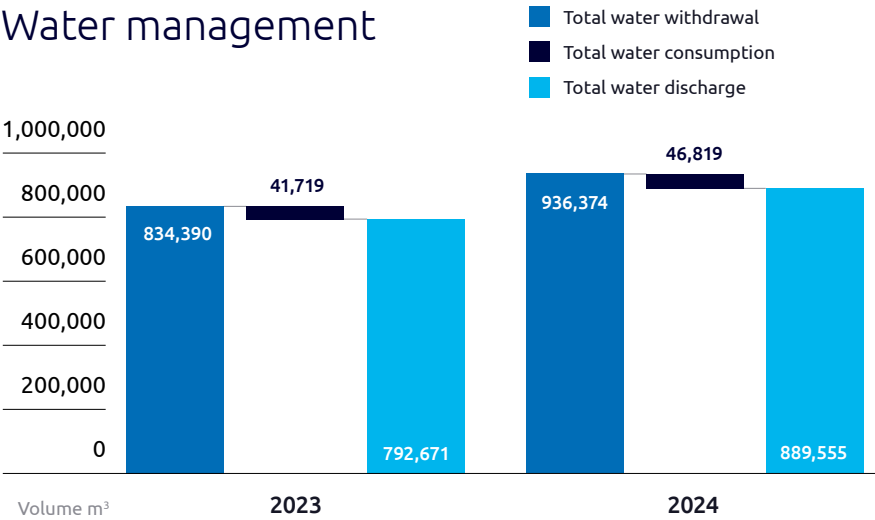
We have selected seven sites across the Group, with the highest potential for water projects, and during 2024, have undertaken detailed assessment, resulting in improvement plans for the sites. These actions have also been prioritized for future implementation and we will now take the learning from this exercise to our other high priority sites and have already incorporated the identified sustainable water management themes into our working practices.

For example, we have defined sustainable water management practices for our offices around water conservation, leak detection and prevention, and recommended best practices around rainwater harvesting and greywater treatment.

Across the Group, we have invested in a range of measures to reduce our freshwater demand, from large scale investment in membrane sewage treatment plants, greywater use, rainwater harvesting and cooling tower technology, to smaller measures such as boiling water taps for hot drinks, low flow toilet flush systems and water saving aerators. In addition, several of the data centers we employ run on closed loop systems, reusing water.

Our Energy Command Center is being further developed to include water management systems, including leakage monitoring. Our data centers run on closed-loop systems, avoiding water use, and we are working on innovative cooling projects like a closed-loop cooling tower which is anticipated to achieve a 50% reduction in water consumption.

Water management



Our impact

50%
reduction in water withdrawal in 2024 (v. 2019).

What we’ve learned along the way

- **Data-driven prioritization enables targeted impact:** Using tools like WRI Aqueduct and WWF Water Risk to identify water-stressed regions has allowed us to focus efforts where they matter most e.g India, which accounts for 70% withdrawal.
- **Scalable models can enable global rollout:** Piloting water management plans at seven high-potential sites creates a replicable model for other locations and will enable us to develop reduction measures where we can.
- **Behavioral and technological synergy drives efficiency:** Combining infrastructure upgrades (e.g., low-flow toilets, boiling taps) with employee awareness ensures long-term behavioral change.
- **Integrating water into broader energy and resource management:** Taking the learning from other impact areas, we are expanding the capabilities of our Energy Command Center to include water leakage monitoring.



Biodiversity

Biodiversity is declining faster than at any time in human history and we recognize that we have a responsibility to act. Our approach is to focus on minimizing our impacts at our key sites and engage our supply chain where our biodiversity impact is the greatest. We also leverage our skills & technology to address biodiversity challenges and align our carbon credit program on restoration and protection of our natural habitats. We work to support clients on this agenda and advocate more widely for collective action.

Our actions

01 Impact assessment

In late 2022, we began working on the development of a biodiversity strategy for the Group and in 2023, we commissioned a sustainability consultancy, UTOPIES, to support us with an initial biodiversity impact assessment, to evaluate our overall biodiversity impacts.

In addition, we used the Science Based Targets for Nature (SBTN) guidance to support with the development of our biodiversity approach. As part of this, a screening of risks in both our direct operations and supply chain was conducted using tools available from leading organizations, including the WWF Biodiversity Risk Filter and the Integrated Biodiversity Assessment Tool (IBAT).

The UTOPIES study confirmed that Capgemini’s impacts are typical for organizations in our sector, with three biodiversity pressures being most important: climate change, land use and ecotoxicity. Furthermore, as a service provider the risk screening process indicated that our risk exposure is likely to be higher within our supply chain than our own operations, but our greatest operational area of impact is in the APAC region, particularly India.

02 Biodiversity improvement plans – our sites

We have therefore identified only a small number of offices (15 out of 472 assessed sites) that based on their location may be exposed to heightened biodiversity risk and we have selected eight sites across the Group (six of which are in India) with the highest potential for enhancing biodiversity and are currently working with biodiversity experts to develop biodiversity improvement plans. The actions have been prioritized for future implementation and we will take the learning from this exercise to our other high priority sites and cascade the learning to medium risk sites, and have already incorporated the identified themes into our working practices.

03 Our activities

We also look for opportunities to preserve and enhance our local environment where we can. The most notable example of this is at our Serge Kampf Campus at Les Fontaines, which is set within 50 hectares of unique parkland and forest. Protection of biodiversity is central to the management of the campus, with the disturbance of nature and wildlife kept to a minimum. We minimize noise, have no lighting in forest areas and employ electric park maintenance equipment. We plant a wide variety of plants and enhance habitats for animals having grown over 50 fruit trees and installed beehives within a meadow of honey producing flowers. We are cultivating a meadow with plant species for roe deer. We also work with a local care center for wild animals and have released several birds including tawny owls, buzzards, and falcons, as well as hedgehogs in our park.

04 Biodiversity improvements plans – our supply chain

In terms of managing our overall impact on biodiversity with respect to our supply chain, in 2024, we undertook biodiversity and water impact analysis on key commodities in supply chains, comparing recycled and other man made alternatives to help clients de risk their supply chains and build resilience, including consideration of sourcing locations. Going forward, we plan to extend our supplier ESG Pledge to areas including biodiversity and addressing broader nature focused concerns.

05 Technology to protect and restore biodiversity

In addition to our carbon credit investments (see previous section on nature and climate solutions), we also harness our skills and technology to protect and restore biodiversity. For example, our two flagship innovation challenges in partnerships with NGOs (Tech for Positive Futures and the Global Data Science Challenge) have both pivoted to support biodiversity impacts, mobilizing thousands of employees across the Group, to develop wide-ranging solutions to challenges including urban afforestation, reducing fishing bycatch, and supporting pollinators.

Our current solutions being developed included a sustainable redesign of NABIT test cartridges for environmental DNA analysis, monitoring harmful algal blooms in dams, addressing critical water quality and availability challenges, and an AI-powered tool designed to analyze satellite imagery for invasive species identification, offering a cutting-edge approach to managing ecological threats.

06 Advocacy

We have been the strategic partner for the World Climate and Biodiversity Summits since 2022 and have published several white papers and research reports on the topic, including the Capgemini Research Institute’s report, *Preserving the fabric of life: Why biodiversity loss is as urgent as climate change*.

Our five key areas for biodiversity transformation

1 Managing our impacts on biodiversity We work to reduce the impacts of our sites and supply chain on biodiversity and implement nature positive initiatives where feasible.	2 Investing in climate and nature solutions Alongside our carbon reduction program we are investing in projects to remove or abate carbon, whilst also delivering positive biodiversity and social impacts.	3 Applying technology and our expertise to address key biodiversity challenges We bring an innovative approach to ensure technology can contribute to the understanding, monitoring and preservation of our biodiversity.	4 Working with clients We help clients address their key sustainability challenges, including addressing the topic of biodiversity.	5 Using our influence and partnerships We use our influence and networks to foster collaboration and collective action.
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Our impact

“Every business depends on biodiversity and ecosystems: whether it is direct inputs such as water or fibers, or ‘ecosystem services’ like water regulation or soil fertility, a thriving and functioning biosphere is critical to human well-being, wider sustainability goals as well as economic growth and stability. However, many organizations underestimate their direct impact on biodiversity loss, and their responsibility in protecting and restoring it.”

Cyril Garcia,
Group Head of Global Sustainability Services and Corporate Responsibility
and Group Executive Board Member at Capgemini

What we’ve learned along the way

- **Act where you can make a difference:** While biodiversity may not be a material impact across all operations, we have proactively developed programs to protect and restore nature. These range from installing bat boxes and beehives at our sites to investing in nature-based carbon credits and leveraging technology for biodiversity solutions.
- **Engage employees through tangible and visible initiatives:** Biodiversity has proven to be a powerful platform for employee engagement. Biodiversity-focused innovation challenges have mobilized thousands of employees in taking actions to build solutions for nature.
- **Collaborate to extend impact across the value chain:** Recognizing that the majority of our biodiversity impact lies within our supply chain, we have partnered with suppliers to assess and mitigate risks. This collaborative approach enables us to extend our influence and drive meaningful change beyond our direct operations.

Our affiliations



We are a strategic partner to the World Climate and Biodiversity Summit which brings together government, business and civil society leaders to foster partnerships for biodiversity conservation and restoration.





Waste and circular economy

Although we do not manufacture or sell physical products, we recognize the cumulative impact of our procurement decisions, and our activities continue to focus on working towards sustainable consumption and zero waste while embedding circularity across the business.

Our actions

01 Establishing our framework

A circular economy has the potential to play a critical role in solving the climate, biodiversity and pollution crises, as well as regenerate nature. Acknowledging these multiple co benefits, Capgemini is committed to contributing to the transition from today's current "linear" economic system – a model of extracting raw materials from nature for products and eventually discarded – to a new culture of sustainable resource management and circular thinking.

In 2021, the Net Zero Board agreed two new waste targets: 1. Reduce total waste per employee by 80% by 2030 (baseline year 2019) 2. Reduce to zero the amount of waste that goes to landfill and below 5% incineration building on the principles of circularity.

Our ability to influence and contribute to a circular economy in practice is realized across four pillars: sustainable purchasing, circularity across our sites, educating our people and our work with clients.

02 Sustainable Purchasing

As set out in our Sustainable Procurement Policy, we expect our suppliers to align with our group Environmental Policy and objectives. Ultimately, every item purchased has the potential to become waste unless circular economy principles are applied at the outset. In 2022, we therefore established a joint Real Estate and Procurement team to build a roadmap and action plan to achieve our targets.

During 2023, we developed our thinking into Capgemini's Global Zero Waste Standard, which outlines our circularity approach and sets out guidelines for creating a closed-loop system, with waste minimized and materials reused where possible. The Standard emphasizes key aspects on our road to circularity, from refusing unnecessary materials to opting for sustainable suppliers and procuring reusable items.

IT hardware represents a substantial impact area for us in our circularity journey and the most important for us to address – both Capgemini's internal operations and the services we offer depend on IT hardware. During 2024, we have been working with IT hardware manufacturers and have put 7,000 decommissioned laptops back in circulation during 2024 through refurbishment.

Other types of physical products we buy are common to most businesses – furniture and office equipment, cafeteria and cleaning supplies etc. However, as a result of our size – operating in over 400 sites in 50 countries with a global workforce of around 340,000, the scale of our purchases and the resulting environmental impacts are not insignificant.

We therefore recognize the importance and value of making sustainable choices across our purchasing decisions.

For example, we work with global furniture suppliers who ensure furniture is both made of recycled material and is fully recyclable at the end of life. In some countries, they also offer a repair and refurbish option, which guarantees that furniture can be relocated within the organization more easily. We also reuse our own furniture and buy high quality pre-owned furniture where appropriate.

03 Maximizing Circularity Principles Across Our Sites

We embed circularity into our operations working towards zero waste, prioritizing reduction, reuse, and recycling.

In our offices we ensure that we communicate and facilitate the correct separation and disposal/recovery methods for paper, plastics, and glass in our standard office recycling bins, and offering circular economy and pollution modules on Sustainability Campus, our employee training program.

We're also using innovative technology: for example our US teams have successfully deployed 'Spare It,' a waste intelligence platform that integrates connected waste scales and digitalizes the process of assessing contamination. This enables accurate data collection by waste stream, by floor, and at an office level. The system promotes transparency and engagement through real-time displays. Improving data accuracy has given employees more visibility of what they dispose of and ensures waste is disposed of in the correct bin.

In some of our Italian offices, waste bins have evolved to see, think, and speak data. Our Nando Smart Bins use AI-powered cameras and IoT sensors to recognize, weigh, and analyze every item thrown away, ensuring it is sorted correctly. Colleagues actively interact with Nando tablets placed beside the bins, snapping photos of their waste to receive instant, personalized guidance on proper disposal.

04 Educating Our People

We help drive a cultural shift across all employees and business functions, empowering our people through targeted training and engagement programs.

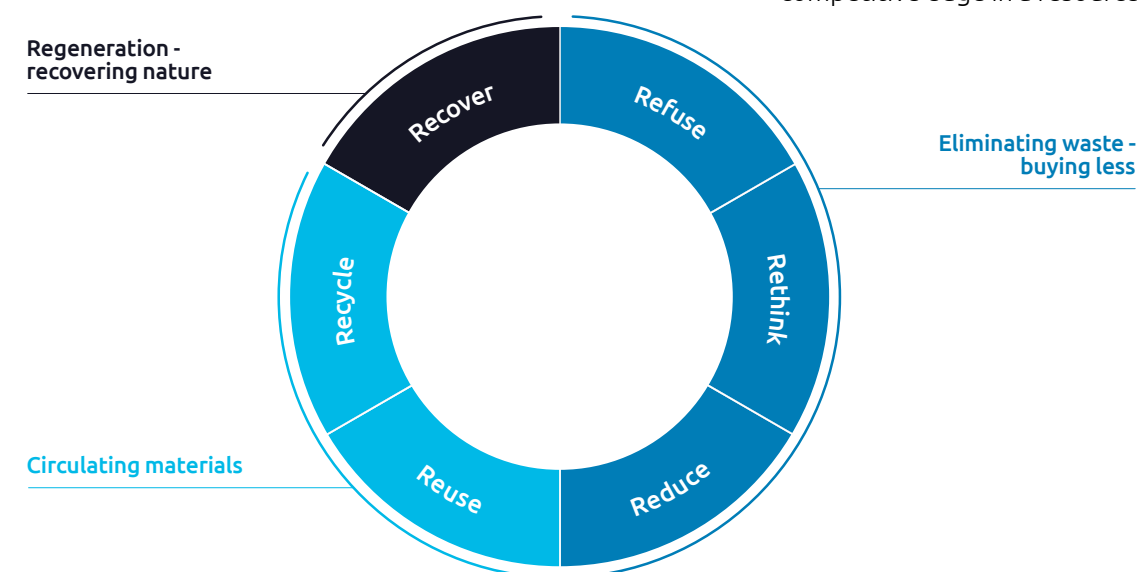
We have uncovered opportunities to use circularity and waste as catalysts for meaningful employee engagement. In 2023, we launched the "Zero Hero" campaign, now in its third year, to engage employees globally to transform their thinking and actions around circularity and waste, reframing the problem from a focus on recycling – to not buying wasteful items in the first place.

05 Working With Clients

We support clients in accelerating their transition to circularity through sustainable offerings and regenerative business models.

Rising demand for circular solutions is driven by external pressures, including the role of effective resource management in contributing to decarbonization plans and increasing tensions over the availability and cost of critical resources such as rare earths, energy, and bio sourced materials drives the need for resilient, future proof supply chains. Circularity is therefore a core component of our sustainability offerings. We also explore circularity in our partnerships with hyperscalers, delivering cutting edge technological solutions to help our clients to extend product longevity, manage waste, and reduce GHG emissions. Our services help clients not only meet regulatory requirements but also unlock growth, enhance resilience, and gain a competitive edge in a resource conscious world.

Our road to circularity



Our impact

94%

reduction in waste sent to landfill in 2024 (v. 2019).

56%

reduction in waste generated per employee in 2024 (v. 2019).

Our affiliations



We joined the European Commission’s Sustainable Consumption Pledge in 2023, reflecting our commitment to act on climate change and increase the circularity of our business.

What we’ve learned along the way

- **Reframe the problem to drive meaningful action:** We shifted our mindset from managing waste to preventing it altogether. By embedding circular thinking into procurement—considering a product’s end-of-life before purchase—we’ve catalyzed more sustainable decision-making across the business.
- **Prioritize high-impact categories:** Focusing on core procurement and waste categories—such as IT hardware and office furniture—has enabled us to target the most material areas of our footprint. These insights have been integrated into our broader circularity roadmap, helping scale impact across the Group.
- **Balance visibility with impact:** Waste is a visible and relatable topic for employees, making it a powerful lever for engagement. Through initiatives like our “Zero Hero” campaign and real-time waste tracking tools, we’ve raised awareness and encouraged individual action, while reinforcing our commitment to net zero.

Collective action

We are committed to working collaboratively to drive action towards a more sustainable future. This starts with our people alongside our global partnerships and our work with clients. Together we drive collective action and sustainable impact.

Our actions

01 Our people

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.

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

Our 2021 Climate Circle campaign was our largest employee engagement program ever as a business, with our leadership community tasked with hosting a one-hour climate conversation with their teams with the aim of educating employees on the topic and generating ideas and actions. These engaged and mobilized over 14,000 employees.

Our Sustainability Campus launched in 2022 is accessible to all our people and centralizes our sustainability learning. It offers specialized training,

focusing on specific roles, as well as industry-specific training modules and deep dives on key topics. Our efforts to embed sustainability into our culture were recognized with prestigious awards, including two Gold Brandon Hall Awards for innovative learning programs and a Bronze for our overarching learning strategy.

In 2024, this module became mandatory for all employees was translated into eight languages to enhance accessibility and has received an approval rating of 4.6/5 from employees.

The campus content is continuously enriched and offers tailored programs for every role, empowering employees to understand the impact of their work and drive positive change. 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.

In 2025, we plan to integrate sustainability related questions into our monthly global employee pulse surveys to gauge understanding and sentiment, ensuring we continue to refine our approach and foster meaningful engagement.

02 Our global partnerships

Capgemini is committed to working with others and building stronger ecosystems to share knowledge that drives new actions and ways of thinking. We are also committed to acting on sustainability with governments, like minded partners, and clients through our membership of key international platforms and events.

Our CEO joined the World Economic Forum's Alliance of CEO Climate Leaders in 2021, a global community of Chief Executive Officers who catalyze action across all sectors and engage policymakers to help deliver the transition to a net zero economy.

In 2023, we partnered UNICEF to support their Green Rising initiative (implemented by Generation Unlimited), which aims to mobilize 20 million young people at a grassroots level, to drive climate action by 2026.

We are also members of the LEAF Coalition – a public private partnership focused on halting tropical deforestation by 2030 – and the First Movers Coalition on Carbon Removal, which aims to accelerate the adoption of emerging climate technologies.

Other affiliations include Race to Zero, RE100 and EV100 (a full list of our affiliations can be found in the appendices).

03 Clients

To extend our positive impact we also take an inside-out approach, building on our direct experience to develop and scale new services for our clients. In 2021 we established our Client Sustainability Accelerator program led by 300+ domain experts, delivering a range of services, for example we have a 10 year agreement with energy provider Eneco to support its sustainable transformation.

We have developed a unique mindset and way of working aiming at embedding the needs of the planet into shaping positive futures, turning sustainability challenges into a catalyst for innovation and business opportunities. We believe this is the key to helping businesses become entirely future-proof, meeting targets while preparing their whole organization for the challenges of tomorrow.

In 2024 we delivered 5,000 projects to 700 clients. Our impact is recognized externally, for example we were named 'Leader' in Everest Group's Sustainable IT Services PEAK Matrix® Assessment 2025.



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

Aiman Ezzat,
Chief Executive Officer, Capgemini Group

Our impact

94%

employees completed Sustainability Awareness module in 2024.

19

environmental global affiliations.

700

client projects in 2024.

Our affiliations



We joined the World Economic Forum’s Alliance of CEO Climate Leaders in 2021, a global community of Chief Executive Officers who catalyze action across all sectors and engage policymakers to help deliver the transition to a net zero economy.



We joined a three-year partnership with UNICEF in 2023 to support the “Green Rising” initiative (implemented by Generation Unlimited), which aims to mobilize 20 million young people at a grassroots level, to drive climate action by 2026.



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

What we’ve learned along the way

- **Cross-functional collaboration unlocks innovation:** Bringing together diverse teams to address sustainability challenges has created a powerful pool of ideas and solutions. Connecting domain experts with environmental goals enables us to solve problems more effectively and accelerate impact.
- **Empowered employees turn ambition into reality:** Investing in awareness, education, and engagement at scale has been essential to delivering our net zero ambition. Our people are not just participants—they are catalysts for change, driving sustainability through everyday actions and innovation.
- **Clients are our greatest lever for change:** By embedding sustainability into our own transformation, we’ve built credibility and capability to support clients on their journeys. Our experience has become a blueprint for helping others unlock growth, resilience, and competitive advantage through sustainability.
- **Systemic change requires broader collaboration:** To make meaningful progress beyond 2030, we must go beyond individual efforts. Achieving a sustainable future depends on unified, global collaboration across public and private sectors, supported by shared knowledge, aligned goals, and collective action.





Global leadership

At the center of our sustainable transformation is our global leadership driven from the top, with a strategy and management system that is embedded across the business. We continue to be recognized for our leadership on sustainability in 2024, including earning a position on CDP's Climate Change A List for the fifth time in a row.

Our actions

01 Governance

We have established clear executive governance in 2021, creating our net zero board including both our CEO and CFO as well as other Group Executive Board members, with responsibility for monitoring climate risks and reviewing, debating, and approving climate and sustainability policies and practices for the Group.

The Board is supported by Country Steering Committees, as well as a Cross-Function Sustainability Committee, which brings together leaders from key functions such as Corporate Real Estate, IT, HR and Procurement with key members of the Group Sustainability team to ensure delivery of the strategy. The Cross-Function Sustainability Committee meets on a quarterly basis and has been a critical in driving change across all levels of the business and is core part of the success of our overall program.

In addition, there is a dedicated team of global and local experts looking after the Environmental Management System (EMS), making sure that the strategy is translated into action plans and closely monitored.

Our Group CEO, the Group Executive Board, the Group Executive Committee and the Board of Directors are all consulted and involved in key decisions relating to our sustainability program. Ultimate executive responsibility for material decisions relating to the program sits with the CEO, Mr. Aiman Ezzat. Further details on our governance bodies can be found in our Universal Registration Document.

02 Targets

Our targets are set at group level (and are aligned with the Science Based Targets initiative's Net-Zero Standard). Targets are cascaded down to country and function level, enabling leaders to build detailed action roadmaps that take into account regional specificities, business models, and opportunities.

03 Management approach

Our net zero program is underpinned by two key management systems: our global Environmental Management System and our carbon accounting system.

Environmental Management System

Our global Environmental Management System provides a framework for managing the environmental performance of our business. It ensures we have the right measures and governance in place to manage our operations efficiently and monitors our legal compliance. Capgemini has a global ISO 14001 certificate for its EMS, which has been built on over a decade of experience in environmental management. The Capgemini global ISO 14001 EMS now supports operations in 38 countries, covering over 340,000 employees.

This means that overall, based on headcount, 98% of the Capgemini Group is certified under ISO 14001.

In addition, the Group holds a global ISO 50001 Energy Management System covering 7 countries including France, the Netherlands, the U.K., Germany and Italy, The Republic of Ireland (since 2024) with India holding a local certificate. ISO 50001 is now in place in 33% of the Capgemini sites accounting for 27% of the energy used.

Carbon Accounting System

Our centralized carbon accounting system monitors and processes over a million data points each month, covering more than 99.8% of our global operations and ensures we have a high level of consistency and data quality. We use this extensive data set to enable a very granular analysis of greenhouse gas emissions, and to help us pinpoint opportunities to reduce emissions. Each year we have been further expanding the coverage of our carbon accounting by adding operations to our reporting. We now collect information from Capgemini entities across 42 countries.

04 Climate Change Risk Assessment

In line with the recommendations of the Taskforce on Climate Related Financial Disclosures (TCFD), we consider the potential impacts of climate change on our business and ensure we have a strong and resilient strategy to respond to these. The diverse and agile nature of our business, serving a wide range of sectors with a varied portfolio of services, gives us some protection from the most disruptive transitional impacts of climate change. It is nonetheless essential that we understand and are

ready to respond to potential climate risks, impacts and opportunities across our whole value chain.

In 2024, we launched a refreshed climate risk and opportunity assessment process with key stakeholders across the Group. We have been assessing our climate risks for many years but have significantly evolved this process in the few years. Specifically, with a focus on improving how we quantify potential impacts, making more extensive use of climate scenario analysis and improving our quantification of the financial impacts of climate risks specific to Capgemini.

05 Climate transition plan

In 2024, we developed our climate transition plan to address the challenges of reducing emissions and building resilience in a changing environment. As part of this process, we reviewed our progress from 2019 to 2023 across our value chain, identifying the most impactful areas for improvement and prioritizing actionable insights. Building on these learnings, we have set out future action plans that focus on ambitious emissions reduction targets, enhanced sustainability initiatives, and long term collaboration for systemic change.



Governance framework



Our impact



CDP A list since 2020.

Based on headcount

98%

of the Capgemini Group is certified under ISO 14001.

Millions of data points processed each year, covering more than

99.8%

of global operations.

Our affiliations



We set our first Science Based Targets in 2016 and, in 2022, the Science Based Targets initiative (SBTi) validated our carbon reduction targets as being in line with the Corporate Net Zero Standard and a 1.5°C trajectory.



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

We became a signatory to the Taskforce for Climate-related Financial Disclosures (TCFD) in 2020 supporting action to build resilient solutions to climate change through climate-related financial disclosures.

In addition:

We are also a founding member of the UN’s Race to Zero campaign – a coalition of leading net zero initiatives, and we signed the Business Ambition for 1.5-degree targets in 2020. We have been signatories of the UN Global Compact’s “Caring for Climate” initiative since its inception in 2007.

What we’ve learned along the way

- **Strong governance accelerates transformation:** Establishing clear governance structures, such as our Net Zero Board and cross-functional committees, has enabled us to embed sustainability into decision-making and drive consistent action across all levels of the business.
- **Top-level ambition inspires bottom-up innovation:** Bold leadership, including our CEO’s direct involvement and our ambitious 90% carbon reduction target, has created a clear strategic direction. This has empowered teams to innovate and align their work with our sustainability goals.
- **Robust systems enable measurable progress:** Investing in comprehensive management systems, like our ISO-certified Environmental and Energy Management Systems and centralized carbon accounting, has provided the foundation for reliable data, performance tracking, and continuous improvement.
- **Clear business cases mobilize support:** We’ve learned that articulating the value of sustainability, whether through financial ROI, enhanced reputation, or increased resilience, helps build internal alignment and momentum. Every action is backed by a compelling reason to act.
- **Cascading targets drive localized impact:** By setting science-based targets at the Group level and cascading them to countries and functions, we’ve enabled tailored action plans that reflect local contexts while contributing to global goals.
- **Evolving risk assessments strengthen resilience:** Our enhanced climate risk and opportunity assessment process, aligned with TCFD, has improved our ability to quantify impacts and prepare for future scenarios. This ensures our strategy remains agile and future-proof.

Appendices



Our performance data

Carbon emissions by scope

Gross indirect GHG emissions categories

Retrospective				% change vs. 2019	% change vs. 2023
Metrics	Base year 2019	2023	2024		
Scope 1 GHG Emissions					
Gross Scope 1 GHG emissions (tCO ₂ e)	13,293	8,830	7,893 ✓	-40.6%	-10.6%
Scope 2 GHG Emissions					
Gross location-based Scope 2 GHG emissions (tCO ₂ e)	169,430	78,337	77,752	-54.1%	-0.7%
Gross market-based Scope 2 GHG emissions (tCO ₂ e)	140,785	4,765	3,267 ✓	-97.7%	-31.4%
Scope 1 & 2 GHG emissions (market-based)	154,078	13,596	11,159 ✓	-92.8%	-17.9%
Significant scope 3 GHG emissions					
1 Purchased goods and services	305,718	352,062	301,522 ✓	-1.4%	-14.4%
Sub-category: third party managed data centers	3,870	2,225	1,959	-49.4%	-12.0%
2 Capital goods	-	-	-	-	-
3 Fuel and energy-related Activities (not included in Scope 1 or Scope 2)	23,370	12,350	11,188	-52.1%	9.4%
Upstream transportation and distribution	-	-	-	-	-
5 Waste generated in operations	459	197	135	-70.6%	-31.5%
6 Business traveling	337,203	175,465	163,656 ✓	-51.5%	-6.7%
7 Employee commuting (including working from home emissions)	310,722	240,812	250,638 ✓	-19.3%	4.1%
Sub-category: Working from home	23,007	66,062	64,692	181.2%	-2.1%
8 Upstream leased assets	-	-	-	-	-
9 Downstream transportation	-	-	-	-	-
10 Processing of sold products	-	-	-	-	-
11 Use of sold products	-	-	-	-	-
12 End-of-life treatment of sold products	-	-	-	-	-
13 Downstream leased assets	-	-	-	-	-
14 Franchises	-	-	-	-	-
15 Investments	-	-	-	-	-
Total Gross indirect (Scope 3) GHG emissions (tCO ₂ e)	977,472	780,886	727,139 ✓	-25.6%	-6.9%
Total GHG emissions					
Total GHG emissions (market-based) (tCO ₂ e)	1,131,550	794,481	738,299 ✓	-34.8%	-7.1%
Total GHG emissions (market-based) per net revenue (tCO ₂ e/Monetary unit)	80	35	33.41	-58.2%	-5.3%

✓ Data identified in these tables by a ✓ has been reviewed by Forvis Mazars with a reasonable level of assurance.

Other Greenhouse Gas Emission metrics

Metrics	Unit				% change vs. 2019	% change vs. 2023
		2019	2023	2024		
Total operational emissions	tCO ₂ e	831,663	444,959	439,053	-47.2%	-1.3%
Operational emissions per employee (avrage total headcount)	tCO ₂ e/head	3.11	1.28	1.30	-58.2%	1.6%
Total emissions per employee (avrage total headcount)	tCO ₂ e/head	4.23	2.28	2.19	-48.2%	-3.9%

*Full notes to the table can be found on page 74



Energy Consumption

Energy consumption and mix

Energy consumption from non-renewable and renewable sources

Metrics	Unit	2019	2023	2024	% change vs. 2019	% change vs. 2023
Total energy consumption from fossil sources	MWh	254,635	35,982	31,270	-87.7%	-13.1%
a. LPG, diesel and gas oil (crude oil and petroleum products)	MWh	14,899	4,845	5,869	-60.6%	21.1%
b. Natural gas	MWh	21,282	11,524	9,290	-56.3%	-19.4%
c. Purchased electricity from fossil sources	MWh	208,433	6,975	2,579	-98.8%	-63.0%
d. Purchased heating from non-renewable sources	MWh	7,523	11,048	11,941	58.7%	8.1%
e. Purchased cooling from non-renewable sources	MWh	2,498	1,591	1,590	-36.3%	-0.1%
Total energy consumption from nuclear sources	MWh	-	-	0	-	-
Total energy consumption from renewable sources	MWh	82,481	165,041	164,213	99.1%	-0.5%
a. Fuel consumption for renewable sources including biomass, biogas	MWh	-	2,396	2,039	-	-14.9%
b. Purchased electricity from renewable sources	MWh	74,742	148,741	148,504	98.7%	-0.2%
c. Consumption of self-generated renewable electricity	MWh	7,739	13,904	13,670	76.6%	-1.7%
Percentage of total electricity from renewable sources	%	28.3%	95.9%	98.0% ✓	-	-
Percentage of total energy from renewable sources	%	24.5%	82.1%	84.0%	-	-
Total energy consumption related to own operations	MWh	337,116	201,022	195,483 ✓	-42.0%	-2.8%

✓ Data identified in these tables by a ✓ has been reviewed by Forvis Mazars with a reasonable level of assurance.

1. Purchased electricity from fossil sources is based on our purchases of electricity on standard utility contracts, where there is no specified breakdown of the source of electricity and no energy attribute certificates are purchased.
2. Purchased electricity from renewable sources includes all renewable electricity purchased through power purchase agreements, renewable electricity tariffs or through energy attribute certificates.
3. Consumption of self-generated renewable electricity refers to electricity that is generated at our sites (from solar photovoltaic panels) and then consumed directly at those sites.

Energy production from renewable and non-renewable sources

Metrics	Unit	2019	2023	2024	% change vs. 2019	% change vs. 2023
Non-renewable electricity production	MWh	2,397	958	1,044	-56.4%	9.0%
Renewable electricity production	MWh	7,739	13,904	14,326	85.1%	3.0%

1. Non-renewable electricity production is largely electricity generated by diesel generators and used primarily as a source of back-up in the case of power outages.
2. Renewable electricity production is renewable electricity generated from on-site solar panels. The majority of this is used on site, but a small portion (656 MWh in 2024) is exported to the grid and used locally, as it is generated during weekends and holidays when we generate more than we can use. This is the reason the figure is higher in this table than the previous table on self-generated renewable electricity.

Breakdown of energy consumption by type

Category	Metrics	Unit	2019	2023	2024	% change vs. 2019	% change vs. 2023
Offices (leased and owned)	Office total energy use	MWh	327,347	195,438	190,316	-41.9%	-2.6%
	Office – % of Electricity from renewables	%	28.1%	95.8%	98.0%	-	-
	Office energy usage per m ²	MWh/m2	0.139	0.091	0.094	-32.4%	3.3%
Data centers (leased and owned)	Data centers (Leased and owned) total energy use	MWh	9,769	5,584	5,168	-47.1%	-7.4%
	Data centers (Leased and owned) – % Electricity from renewables	%	36.8%	100%	100%	-	-
Total	Total energy consumption related to own operations	MWh	337,116	201,022	195,483	-42.0%	-2.8%
Third party data centers	Data centers (Third party managed) energy use – Total	MWh	83,736	41,525	41,734	-50.2%	0.5%
	Data centers (Third party managed) energy use – % of electricity from renewables	%	68.6%	86.6%	88.0%	-	-

1. Energy for all our leased and owned offices is included above, with the exception of a few small, serviced offices and co-working spaces which are reported within the category Scope 3.1 purchased goods and services.
2. In the last few years, most of our data centers have transitioned from being leased or owned to being third-party managed. For increased transparency, we report the energy consumption associated with third-party data centers in the last two rows of the table. However, to ensure alignment with the GHG Protocol and RE100, these are not included in the total energy consumption figures or any of the other tables in this Section.

Power Usage Effectiveness

Metrics	Unit	2019	2021	2022	2023	2024
Data centers (Leased and owned) – Power Usage Effectiveness	#	1.7527	1.6198	1.6057	1.5853	1.5515

1. Data Center Power Usage Effectiveness (PUE) is a standard industry measure of how energy efficient a data center is. It compares the amount of non-computing overhead energy (used for things like cooling and power distribution) to the amount of energy used to power IT equipment. To help us track the energy efficiency of the data centers we use, we calculate a weighted average of the PUE of leased and owned data centers (with the weighting based on the total energy consumption of each data center).

Resource Use and Circular Economy & Water

Resource Use and Circular Economy

Metrics	Unit					
		2019	2023	2024	% change vs. 2019	% change vs. 2023
Non-hazardous waste diverted from disposal	tons	2,236	1,580	2,361	5.6%	49.4%
Non-hazardous waste diverted from disposal due to preparation for reuse	tons	-	-	1	-	-
Non-hazardous waste diverted from disposal due to recycling	tons	1,693	1,133	1,658	-2.1%	46.3%
Non-hazardous waste diverted from disposal due to other recovery operations	tons	543	447	702	29.3%	57.0%
Non-hazardous waste directed to disposal	tons	3,749	604	538	-85.6%	-10.9%
Non hazardous waste incinerated with energy recovery	tons	279	307	319	14.3%	3.9%
Non hazardous waste incinerated without energy recovery	tons	-	-	-	-	-
Non hazardous waste landfilled	tons	3,470	296	219	-93.7%	-26.0%
Non-hazardous waste directed to disposal by other disposal operations	tons	-	-	-	-	-
Total amount of non-hazardous waste	tons	5,985	2,184	2,899	-51.6%	32.7%
Hazardous waste diverted from disposal	tons	252	405	578	129.4%	42.7%
Hazardous waste directed to disposal	tons	-	-	-	-	-
Total amount of hazardous waste	tons	252	405	578	129.4%	42.7%
Total waste generated	tons	6,237	2,589	3,477	-44.3%	34.3%
Total waste generated – per headcount (average total headcount)	kgs/head	23	7	10 ✓	-56.0 ✓	39.2%
Non-recycled waste	tons	3,749	604	538	-85.6%	-10.9%
Percentage of non-recycled waste	%	60.0%	23.0%	15.0%	-	-

✓ Data identified in these tables by a ✓ has been reviewed by Forvis Mazars with a reasonable level of assurance.

Circularity and waste management are critical to advancing sustainable consumption and production through company value chains. Our activities continue to focus on working towards sustainable consumption and zero waste while embedding circularity across the business. Our 2030 global waste targets aim to reduce the amount of waste sent to landfill to zero, with less than 5% incineration by 2030, and reducing the total waste per employee by 80% by 2030 (baseline year 2019). Moving towards zero waste will require collective effort from all employees and business areas.

Data on water management

Other Environmental topics (Water)

Metrics	Unit	2023	2024
Total water withdrawals	m³	834,390	936,374
Total water consumption	m³	41,719	46,819
Total water consumption in areas at water risk, including areas of high-water stress	m³	24,851	24,872

Carbon Credits

Total amount of carbon credits outside value chain that are verified against recognised quality standards and cancelled

Project Name	Project Category	Project Type	Registry	Standards	Methodology	Volume retired in 2024 (tCO ₂ e)
XICO ₂ e Carbono Vencedores y Anexos	Removal	IFM	Climate Action Reserve	1. CAR	MFP v3.0	5,411
XICO ₂ e Carbono Forestal Ejido San Jose de Miravalles	Removal	IFM	Climate Action Reserve	1. CAR	MFP v3.0	1,606
XICO ₂ e Ejido Pueblo Nuevo	Removal	IFM	Climate Action Reserve	1. CAR	MFP v3.0	23,064
XICO ₂ e Ejido las Pintas, San Dimas	Removal	IFM	Climate Action Reserve	1. CAR	MFP v3.0	1,062
KOKO Kenya	Avoidance/reduction	Ethanol Cookstoves	Gold Standard	1. GS	AMS-I.E.	39,000
Gyapa Cook Stoves Project in Ghana	Avoidance	Improved Cookstoves	Gold Standard	1. GS	GS TPDDTEC v 2	136,153
Brazilian Amazon APD Grouped Project	Avoidance	Avoided Planned Deforestation	Verra	1. VCS 2. CCB	VM0007	76,243
TIST Program	Removal	Agroforestry	Verra	1. VCS 2. CCB	AR-AMS0001	873
Miaoling Afforestation	Removal	Afforestation	Verra	1. VCS 2. CCB	AR-ACM0003	4,000
Guoluo Grassland	Removal	Grassland	Verra	1. VCS 2. CCB	VM0026	21,900
Delta Blue Carbon	Removal	Mangroves	Verra	1. VCS 2. CCB	VM0033	5,000
Sub-Total Removal						62,916 ✓
Sub-Total Avoidance/Reduction						251,396 ✓
Total						314,312 ✓

✓ Data identified in these tables by a ✓ has been reviewed by Forvis Mazars with a reasonable level of assurance.

The table above provides details of the carbon credits retired in 2024 by project, which recognized standards and methodologies they use, project types, where the projects are located, along with the volume of carbon credits retired in 2024. For more insights into some of the projects we are investing in please refer to Section 4.3.3.3 “Actions contributing to our net zero program”. In total, we retired 314,312 credits in 2024, up from 236,191 credits in 2023. 0% of credits retired in 2024 were issued from the EU and 0% of credits retired qualify as a corresponding adjustment under Article. 6 of the Paris Agreement.

Notes on data table

GHG emissions and performance

Our Greenhouse Gas (GHG) emissions are calculated following the methodology outlined by the Greenhouse Gas Protocol Corporate Reporting and Accounting Standard, using an operational control approach. For the majority of GHG emissions sources (energy usage, business travel, F-gas, waste and water) is collected monthly or quarterly from 42 countries. Data on commuting and working from home is mostly gathered annually through the implementation of a global survey, with some supplementary data sets considered where available. Data on our purchased goods and services is gathered annually in collaboration with the Group Procurement team, utilizing a combination of spend data and supplier or product specific data.

GHG emissions for Scope 1 energy and F-gas, Scope 3 travel and commuting and Scope 3 waste are calculated using the emission factors recommended by the United Kingdom Government's Emission Factors. GHG emissions for category 3.1 Purchased Goods and Services are calculated in part using spend-based emission factors sourced from Exiobase, US EPA and the UK Government. For two specific categories, professional services and external resources, we have developed bespoke emission factors based on internal Capgemini data, as we found that our external contractors' emissions profiles are closer to the Capgemini average than the spend-based factors. In addition, we use product-specific carbon footprint data from equipment manufacturers for hardware related emissions, as well as supplier-specific data provided through the CDP supply chain program for some of our key suppliers. For Scope 3.1 emissions associated with third party data centers, we work with suppliers to gather real data on energy and fuel consumption and utilize emission factors from the UK Government's Emission Factors, as well as supplier-specific emission factors for electricity consumption. Emissions from co-working spaces are included in category 3.1 Purchased Goods and Services.

For Scope 2 electricity, as per the GHG Protocol, we calculate emissions in two ways, using both the market-based and the location-based approach. The greenhouse gas emission data that we present throughout this report are aggregated on the basis of market-based emissions approach, which is also the main approach used to calculate progress against targets. Location-based emissions are provided only in the table in this Section.

- For Scope 2 market-based emissions we have assumed an emission factor of 0 for electricity purchased on renewable PPAs and/or backed up by renewable energy attribute certificates. Where renewable electricity is not in place, we have used a residual fuel mix factor, sourced for from RE-DISS for countries in Europe. In locations where neither supplier-based nor residual fuel mix factors are available, we have used a location-based emission factor. For Scope 2 emissions associated with purchased heat or cooling, we have used supplier-specific emission factors where available, and UK Government's Emission Factors where not available.
- For the location-based approach, regional electricity emission factors have been applied for India (Central Electricity Authority), the UK (BEIS), Australia (NGA), Canada (Canada National Inventory), China (China National Bureau of Statistics), and the US (eGrid). For all the other countries, emission factors from International Energy Agency (IEA) have been applied to calculate Scope 2 location-based emissions.

Where possible, we gather actual data – such as kWh from digital metering systems or invoices and mileage data from travel agents and expense systems.

Data is estimated in the following cases:

- when actual data has been delayed beyond the reporting deadline – this data in this report is finalized by early January 2025, by which point not all invoices and expenses are submitted so data is estimated for missing months;
- when a small entity does not have the resources available to collect the data – we report data on 99.8% of operations by headcount, the remaining proportion is in smaller entities, typically where there are less than 250 employees. In these countries, data is estimated based on the Group average – with the estimation adjusted in proportion to the floor area/headcount;
- in leased buildings we sometimes do not have the necessary access to invoices and plant infrastructure to gather actual data – in many cases landlords and building owners do provide actual data anyway, but in some cases, we use estimations to fill data gaps;
- when we are a tenant of a shared facility with no sub-metering or tenant-specific data – in this case data is allocated based on floor area or number of employees; and
- a percentage of employees do not book their travel through the approved travel agency – to account for these cases we extrapolate the data by applying a percentage uplift to the travel agency data.

The calculation of the emissions associated with employee commuting and working from home are based on the commuting survey results from 2024. The responses of over 81,000 employees (24% of our headcount), provided insight into the distance employees travelled for each mode of transport, the frequency of commuting versus working from home and the energy consumption and main sources of emissions whilst working from home (including from heating, cooling and IT equipment). For each country, the average commuting emissions and working from home emissions per employee have been calculated which we extrapolated on a country basis to reflect the total number of employees. A small number of countries did not have a big enough population size or survey response rate to constitute a statistically significant sample, and therefore in these cases the data was extrapolated using the Group average.

There have been no significant acquisitions, mergers or other major changes to the business that have required the recalculation of GHG emissions for previous years. There have been minor changes to emissions reported for previous years for the following reasons:

- two new countries (Egypt and Slovakia) have been onboarded on the carbon accounting system with previously estimated data replaced with actuals;
- some data centers leased by Capgemini are being managed by a third party now. Therefore, their emissions have moved from Scope 1 & 2 to Scope 3 for all years; and
- we have received updated information for some countries and corrected minor errors. To ensure year on year comparability, data for all years has been updated where relevant to do so.

These changes to historic data are not significant at a Group level, accounting for 0.02% change in total GHG emissions for 2019 and 0.24% change in total GHG emissions for 2023 emissions. However, they are significant at a country or emission source level and therefore have been implemented to ensure year-on-year comparability of granular data.

Scope 1 emissions relate to direct emissions from buildings or assets – for Capgemini this includes fuel consumption and fluorinated gas (F-gas) used in air conditioning units of the offices and data centers under the Company's operational control.

Scope 2 emissions include emissions associated with the consumption of purchased electricity, heat, or cooling. The reduction in our Scope 2 emissions against the baseline year is the result of a significant increase in the use of renewable electricity.

Scope 3 emissions are indirect greenhouse gas emissions (not included in scope 2) that occur in the value chain. We have assessed the relevance of all GHG Protocol Scope 3 categories and determined that relevant emission categories include 3.1 purchased goods and services, 3.3 fuel and energy-related activities (not included in scope 1 or scope 2) – for Capgemini in particular electricity transmission and distribution losses, 3.5 waste management, 3.6 business travel, 3.7 employee commuting (including working from home). Category 3.1 also includes a small portion of emissions associated with 3.2 capital goods and 3.4 upstream transportation and distribution as there is not always a satisfactory way of separating these emissions.

Other Scope 3 categories have been evaluated according to the GHG Protocol criteria, focusing particularly on the size of emissions, the level of stakeholder interest and our ability to influence these emissions, and have been determined as not relevant.

Over the last few years, Capgemini has transitioned from having a majority of leased data centers to having a majority of third party managed data centers which are now reported under scope 3.1 emissions, but as a separate line for full transparency.

As recommended by the GHG Protocol, emissions of F-gas not covered by the Kyoto Protocol such as chlorofluorocarbons (CFCs) are not reported as Scope 1 emissions and are therefore not included above. These F-gas emissions are, however, captured with a value of 258 tons of CO₂e for 2024.

Our business travel emissions have been calculated including the impact of radiative forcing for air travel and we have also accounted for hotel emissions. We also include company cars within the business travel category, as they are not owned or leased directly by Capgemini but by employees. Not all companies in our sector take this approach so direct comparisons should be made with appropriate awareness and caution.

For Belgium and Luxembourg, car emissions have been excluded from commute as they are already accounted for under business travel.

Emissions from employee commuting have increased in 2024 as more employees are working from the office (especially in India, which accounts for more than half of the headcount).

The total GHG emissions per unit revenue has been calculated by dividing the total GHG emissions (market-based) by the total revenue. The revenue figures can be found in Chapter 5 "Financial Information" of the 2024 Universal Registration Document.

GHG removals and avoidance projects

Currently achieving a global net zero by 2050 requires nature and climate tech solutions for removing carbon from the atmosphere in addition to global decarbonization efforts, and the voluntary carbon market offers a mechanism to fund the investment in solutions that are needed. Whilst our primary focus is on actions to decarbonize our business, with a target to reduce our carbon emissions by 90% in absolute terms across all scopes by 2040, we are also investing in nature and climate tech solutions to abate and remove carbon from the atmosphere. Whilst there are a number of different perspectives on the role of carbon credits, our approach is broadly aligned to the view that carbon removal credits can be used when a company has met its long-term reduction target, to mitigate the final percentage of emissions which cannot be abated and move towards net zero. However, we also believe that long-term corporate objectives are not sufficiently addressing the high concentration levels of CO2 and other greenhouse gases already in, and continuing to enter, the atmosphere today.

For these reasons, in addition to reducing our emissions as set out in our carbon reduction targets, we will retire carbon 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. We do not make any public claims about GHG neutrality. We believe it is essential instead to align on the standards about how to best invest in carbon removals and abatement through nature and climate solutions and welcome the ongoing work of organizations such as the Voluntary Carbon Market Initiative (VCMI) and the Integrity Council for the Voluntary Carbon Market (IC-VCM) in this area. For more details of our approach to nature and climate solutions and the principles we apply to ensure integrity and credibility, please refer to Capgemini’s 2024 URD Section 4.3.3.2 “Policy contributing to our net zero program”.



Our recognitions

- Capgemini retained its position on the 'A List' published by the global environmental non-profit CDP for its leadership in corporate sustainability.
- We've maintained our place as a Supplier Engagement Leader on the CDP's 2024 Supplier Engagement Leaderboard for taking action to measure and reduce climate impacts and risks in our supply chain.
- Capgemini has been placed in the top ten of the Financial Times 'Europe's Climate Leaders 2024.'
- Included in @TIME magazine's World's Most Sustainable Companies in 2025 for second year in a row (ranked 7th in our sector, 52nd overall). TIME and data firm Statista partnered to rank the world's 500 most sustainable companies based on their public commitment to and progress toward sustainability targets.
- Capgemini was included in the S&P Global Sustainability Yearbook 2024 based on its S&P Global ESG scores. This is an important recognition of our leadership in sustainability, with featured companies ranking in the top 10% of their industry.
- Capgemini has maintained a Platinum medal in its Ecovadis sustainability assessment, the highest possible rating with a score which puts the Group in the top 1% of organizations assessed since 2020.
- The Company has been recognized as One of the World's Most Ethical Companies® by the Ethisphere® Institute in 2025, for thirteen consecutive years in a row.
- Capgemini remained a constituent of the DJSI Europe Index with a 77/100 score compared with an industry average of 46/100.
- Shortlisted for Reuters Responsible Business Award 2025 for Net Zero Leadership.
 - Capgemini maintained an "A" rating on the MSCI Index.
 - Capgemini remained a constituent of the FTSE4Good Index.
 - Capgemini is part of the Euronext Vigeo Europe 120 Index, which recognizes the 120 most advanced companies in Europe.
 - Capgemini is included in the CAC40 ESG index, which identifies the 40 companies within the CAC Large 60 Index that demonstrate the best Environmental, Social and Governance (ESG) practices.
 - Capgemini is ranked 9th out of 40 in the CAC 40 Governance Index, based on the Group's high corporate governance score awarded by Moody's ESG Solutions agency.
 - Capgemini is part of Euronext Climate Europe.
 - Capgemini is part of Low Carbon 100 Europe.
 - STOXX Global Climate Change Leaders Index
 - STOXX Global ESG Leaders Index
 - Capgemini retained its "Prime" status in the ISS ESG Corporate Performance, maintaining its B rating (first decile within its sector).

Business service recognitions

- Consistently recognized as a global leaders in the sustainability business market (30+ reports to date) including Nelson Hall - Leader in ESG Services in Banking; PEAK Matrix® Assessment 2025 Leader - Sustainable Engineering Services; PEAK Matrix® Assessment 2025 Leader - Sustainable IT Services, Verdantix -Leader in ESG and Sustainability Consulting, HFS research - Leader in Sustainability Services , IDC - Leader in Worldwide Sustainability Finance and Accounting Services.

Our partnerships and affiliations

- We joined the World Economic Forum's Alliance of CEO Climate Leaders in 2021, a global community of Chief Executive Officers who catalyze action across all sectors and engage policymakers to help deliver the transition to a net zero economy.
- We became a signatory to the RE100 in 2020, committing to transition 100% of our electricity to renewable sources by 2025.
- We joined EV100 in 2021, making a commitment to transition to an electric fleet by 2030, as well as supporting customers and staff to use electric vehicles by installing charging infrastructure.
- We joined a three-year partnership with UNICEF in 2023 to support the "Green Rising" initiative (implemented by Generation Unlimited), which aims to mobilize 20 million young people at a grassroots level, to drive climate action by 2026.
- We joined the WEF 1trillion trees campaign in 2021 to conserve, restore and grow trees around the world with a commitment to plant 20 million trees by 2030.
- We joined the LEAF coalition in 2022, (the Lowering Emissions by Accelerating Forest finance) a public private partnership with a goal is to halt deforestation by financing large scale tropical forest protection at jurisdiction level (country/state).
- We joined the First Movers Coalition in 2023, for carbon removal, committing to contract at least 50,000 tons or \$25m of durable and scalable net carbon dioxide removals by the end of 2030.
- We joined Amazon's Climate Pledge in 2024, for companies committed to reach net zero by 2040. It brings the world's top companies together to accelerate joint action, cross-sector collaboration, and responsible change.
- We joined the European Green Digital Coalition in 2022 to ensure technology is a key driver to address sustainability issues in support of a green digital transformation of the EU.
- We joined the United Nations Global Compact Communication on Progress Early Adopters Program in 2022 as part of our commitment to transparently disclose our implementation of the #TenPrinciples and contribution to the Sustainable Development Goals.
- We joined the European Commission's Sustainable Consumption Pledge in 2023, reflecting our commitment to act on climate change and increase the circularity of our business.
- In 2023, we became a CDP supply chain member to provide our suppliers with comprehensive support to calculate and reduce their carbon emissions and improve the accuracy of our Scope 3 data.
- We became a signatory to the Taskforce for Climate-related Financial Disclosures (TCFD) in 2020 supporting action to build resilient solutions to climate change through climate-related financial disclosures.
- We set our first Science Based Targets in 2016 and, in 2022, the Science Based Targets initiative (SBTi) validated our carbon reduction targets as being in line with the Corporate Net Zero Standard and a 1.5°C trajectory.
- We became a founding member of the UN's Race to Zero campaign – a coalition of leading net zero initiatives. We signed the Business Ambition for 1.5-degree targets in 2020. We have been signatories of the UN Global Compact's "Caring for Climate" initiative since its inception in 2007.
- In 2025 Capgemini announced a partnership with the Ecole normale supérieure (ENS-PLS) & AI and Society Institute to launch a global Observatory dedicated to analysing and mitigating the environmental impacts of AI.
- In 2025, we joined the Coalition for Sustainable AI in collaboration with the UN Environment Programme and the International Telecommunication Union, it aims at building a global community of stakeholders willing to contribute to initiatives for aligning AI development with global sustainability goals and fostering responsible AI that supports the environmental policies.
- We are a signatory to the EU AI Pact, a 2024 initiative of the EU Commission to drive trustworthy and safe AI development and use.
- We confirmed our commitment to high quality carbon credits and transparency, beyond our own decarbonization efforts by signing a pledge with the French Ministry of the Ecological Transition, and joining the Coalition for Paris-Aligned and High Integrity Use of Carbon Credits, during Change NOW, April 2025.

About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organizations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering and business operations. The Group reported 2024 global revenues of €22.1 billion.

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