



Group *Inclusion* Policy

Unleashing human energy through
technology for an inclusive and
sustainable future v 3.0



Leading responsible business shaping...

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

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

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

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



Inclusive futures for people



By creating a vibrant, inclusive workplace we boost creativity and innovation and enable all our talents to build meaningful careers.

Sustainable futures for our planet



By embedding a sustainability mindset into our operations & the way we work, we make tangible progress towards a better future for the planet – and the people who live there.

Positive futures for society



By combining our passions & expertise with transformative technology, we shape a future where everyone, has the knowledge, skills, and opportunities to thrive in a digital and sustainable world.



Aiman Ezzat

Capgemini Group CEO



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

Being an inclusive company that attracts, supports and retains all talent is part of our DNA and instrumental to our long-term performance.

Inclusion is about everyone having an equal opportunity to succeed.

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





Inclusion is essential to our Group identity and success

Inclusion is embedded in our DNA

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

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



Honesty



Boldness



Trust



Freedom



Fun



Modesty



Team spirit



Attracting and retaining best talent

As a people-first company, attracting and retaining talent is instrumental to our growth and performance.

Our People Value Proposition stands on three pillars that help us hire and retain best professionals, whatever their identity and background:

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

Unlocking the power of inclusive Teams

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

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

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



Build an Inclusive Ecosystem

This [Group Inclusion Policy](#) applies to our [Capgemini employees](#).

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

We strongly recommend our freelancers and independent contractors to adopt the same standards.

As per our [Supplier Standards of Conduct](#), our suppliers should promote equal opportunities and inclusion.





Inclusive futures for all: Our commitments

Capgemini's Group Inclusion Policy states our commitments and guidelines to achieve a more representative and inclusive work environment, with equal opportunities for all.

We consider all personal attributes, reflecting society in all its richness, to provide **high quality capabilities** to our clients, with the right skills and talent mix. It includes, among others, sex and gender, age, race/ethnicity or nationality, sexual orientation, ability status, social origin, cultural identity, faiths, working methods, skills, and experience.

We value the differences and uniqueness of our people, while **cultivating our commonalities**, to ensure a safe, open, and collaborative environment, where all individuals feel valued and contribute effectively to the **success of the Group**.

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

01

Be a destination company where all talent can thrive

02

Offer an inclusive workplace with equal opportunities for all

03

Strengthen our inclusive culture, engaging all our workforce

04

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

Our Group ESG objectives by 2030

40% of women in our workforce

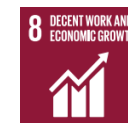
35% of women in executive leadership positions

Our key affiliations

WOMEN'S
EMPOWERMENT
PRINCIPLES



UN Sustainable Development Goals





01 Be a Destination Company

Where all talent can thrive (1/3)

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

Improve gender balance

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

By 2030, we aim to reach 40% of women in our overall workforce and 35% in executive leadership roles at the global level. Our global employee network Women@Capgemini complements our corporate initiatives through networking and mentoring and by participating in external events.

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

Showcasing more inspiring role models and reflecting our focus on improving gender balance in our recruitment processes and sourcing talent pool.

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

Supporting women representation in business, client-facing, and core tech roles

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

Embrace different abilities

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

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

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

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

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

Increasing awareness through training and employee networks.



01 Be a Destination Company

Where all talent can thrive (2/3)

Improve inclusion of under-represented minorities, and indigenous people in our workforce

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

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

We develop talent and sponsorship programs to recognize and upskill all talent.

We enable CulturALL, our global employee network and its local chapters such as Black X, HOLA for Hispanic people, AsiaPacT for Asian employees in the US, and REN in the UK.

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

Support all genders and sexual orientations

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

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

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

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

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

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

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



01 Be a Destination Company

Where all talent can thrive (3/3)

Support individuals in their personal trajectory and at different stages of life

We support our employees in different life stages.

We promote the integration of all generations within the company.

We develop dedicated programs to hire and reskill veterans (UK, US, and India), refugees (Germany, Netherlands, and Poland).

We upskill and hire people who have taken career breaks through our returnship global initiative, as well as people from underprivileged areas or backgrounds, notably through our Digital Academies programs globally.

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

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

Respect all faiths and beliefs

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

We notably accommodate flexible leave policy to consider main cultural or religious celebration days. In some countries where we operate (US, India) we offer the choice to our employees through floating holidays.

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





02 Offer an **Inclusive Workplace** with **Equal opportunities** for all (1/2)

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

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

Inclusive recruitment

Our recruitment policies aim at attracting the best talent.

We regularly review our job descriptions to limit the criteria objectively required to perform the job and broaden our sourcing pool.

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

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

Equal promotion rate policy

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

To build an internal pipeline across the grades, up to leadership positions, our promotion policy is supported by a data-driven approach: we factor performance ratings and tenure in roles and we ensure that women are represented in the promotions in due proportion of their representation at every grade of our pyramid.



02 Offer an **Inclusive Workplace** with **Equal opportunities** for all (2/2)

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

Equal pay for equal work

We continuously work towards strengthening our policies and practices to present equitable opportunities for development, progression, and compensation. An important part of this journey is certifying ourselves against leading external standards. We put our inclusion policies and practices, including our pay review policies, through a voluntary external assessment.

We continue to work on enhancing and providing a globally consistent approach for pay equity, factoring in the impact of skills, experience within grades, performance, and location, amongst other factors.

Extended and gender-inclusive benefits

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

Our benefit policies ensure equal support to our employees' life choices and circumstances (e.g., single, same-sex partners, parents or carers, surrogated or adopted children), aligned with local market practices and with local legislation in place.

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





03 Strengthen an **Inclusive Culture**, engaging all our workforce

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

Inclusive leadership

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

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

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

Education and engagement platforms

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

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

Active employee networks

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

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

Inclusive communication and branding

Our marketing and communications content embodies our commitment to inclusion.

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





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

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

Advocate for inclusive technology

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

Grow future digital talent

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





Accountability and Governance on our inclusion journey

Enforce strong governance

The Inclusion board is composed of representatives from business entities and key countries and chaired by the Group chief corporate responsibility officer.

The board informs our priorities and strategic roadmap. Inclusion impact is monitored by the Group Board of Directors and the Group Executive Committee on a regular basis.

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

Develop accountability

Group gender balance evolution is followed across core countries. To develop accountability, we include in our Global VP performance scheme Talent related metrics.

Report the evolution of our population

We rely on robust reporting processes and systems

To better understand the evolution of our population and address their specific needs, we actively encourage self-disclosure of personal attributes (ex: ability status).

Our processes are entirely voluntary, confidential, and in line with local regulations.





Harassment and discrimination-free workplace



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

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

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

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

Our SpeakUp helpline is available 24/7.

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

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

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



Leading Certifications & Recognitions



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



Recognized as one of the global leaders for our commitment and actions on advancing gender equality in the workplace



One of the largest organizations to be EDGE MOVE and EDGEplus certified for our strong dedication to gender and inclusion for all, such as ethnicity, race, and disability



Recognized as 2024 Best Places to Work for People with Disabilities, with top scores in India, US and Brazil



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



Appendix – Key documents

Global policies and guidelines

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

Additional useful links

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

Inclusion Policy

About Capgemini

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

Get the future you want | www.capgemini.com



This presentation contains information that may be privileged or confidential and is the property of the Capgemini Group.

Copyright © 2025 Capgemini – Internal use only. All rights reserved.