



Inclusive Futures:

Focus on accelerating gender parity



Our inclusion 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 can contribute effectively to the success of the Group.

We are breaking barriers to ensure better futures and inclusive technology, starting by accelerating gender parity

Our key affiliations



WOMEN'S
EMPOWERMENT
PRINCIPLES



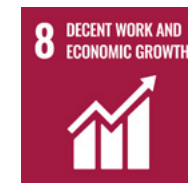
01 Be a destination company where all talent can thrive

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

UN Sustainable Development Goals



Our Group
ESG
objectives
by 2030

40%
women in
our workforce

35%
women in
executive
leadership
positions

Increasing the representation of women across our organization

In the workforce

40.5%

Women in our teams
+13.5 point increase in the last 15 years

In client-facing and core tech roles

39.7%

Women in revenue generating roles

37.9%

Women in STEM related positions (IT and Engineering)

At board level

42%

Women in Board of Directors

In management

30.9%

Women across all management positions

30.5%

Women in executive leadership positions

30.3%

Women new Vice Presidents in 2025 (recruits and promotions)

Data cut : 31/12/2025





Developing equal opportunities to thrive

Join

41.9%

Women within joiners

Grow

43.3%

share of women in total promotions

Get rewarded

Fair pay and living wage for all

Living wage and equal pay for equal work considered in annual pay planning, recruitment, and promotions

Flexibility

Global

flexible and hybrid work policy

Parental Leave Policies

23 weeks

Average number of fully paid weeks for primary parent

2 weeks

Minimum number of fully paid weeks for partner

Inclusive Benefits

More inclusive benefits

Healthcare and wellbeing programs considering all types of families and carers including return from maternity leave support, childcare facilities, lactation rooms, fertility schemes

Recognised with Equileap Gold Seal and global EDGE and EDGE+ certifications

obtained for our achievements in gender balance and inclusion for all (gender identity, age, sexual orientation, nationality, ability status)



Data cut : 31/12/2025

Building a safe, inclusive and engaging workplace

Listening to our employees

8.1/10

Average score on Diversity & Inclusion questions within our global Pulse survey in December 2025

24/7

Availability of our SpeakUp hotline to report any concern or risk

Inclusion Circles

More than 3,700 open conversations on inclusion topics led voluntarily by managers

Mandatory

Annual training module on ethical behaviours

Embark all in our cultural shift

From Day 1

Inclusion training embedded in onboarding for new joiners

Specific pathways available on demand on our NEXT learning platform

69,900+ colleagues

participating in Employee Network Groups (including Women@Capgemini) across 100 chapters globally

Small Steps Big Change

Inspiring live webinar series with >12,500 attendees across 34 countries, on how we all have a role to play in inclusion

Our global recognition for inclusion





Working for long-term impact in society

Fighting domestic violence and stereotypes

Running together against
sexual harassment
in Sine Qua Non races, raising awareness of
domestic violence
through Axa safe spaces training, and protecting victims and survivors through our EAP program

Gender and Leadership trends

report published with the Capgemini Research Institute on gender-biased perceptions of future leadership skills

Supporting equal opportunities in business

Supplier Standards of Conduct

Suppliers expected to promote fair representation, equal opportunities and inclusion

Supplier diversity policy

to promote the use of diverse suppliers in North America

Bridging the digital skills gap

74K+

people graduated from digital academies, 9.5K directly hired by Capgemini, of which 50% are women

STEM education

programs supported worldwide, such as the MyCode Project in India, "Inno-avenir Des Pros dans ta classe" in France, AI workshops with TIBU in Morocco and digital talks

Empowering women in sport

98 alumni

to our Women in Rugby Leadership program

Beyond the scoreboard

Podcast mini-series sharing how lessons learnt through sport can build inclusion for all

Appendix

Focus on pay gaps

It is our conviction that a diverse workforce and an equitable and inclusive culture are central to innovation, creativity, and the business value we create for our clients. We continuously work towards strengthening policies and practices to present equitable opportunities for development, progression, and compensation. Capgemini is committed to providing competitive and equitable total reward opportunities. In a Group present in more than 50 countries, with different business models and varied gender and pyramid structures in each country, we provide details here (and in our Universal Registration Document) of the pay gap for our top eight countries in terms of headcount. The table on the right presents the gender pay gap on an “equal pay for equal work” basis for the top eight countries in terms of headcount (representing more than 83% of our global workforce – excluding the acquisition of WNS and Cloud4C).

Pay gaps: top 8 countries in terms of headcount

Country	India	France	United States*	United Kingdom**	Poland	The Netherlands**	Spain	Italy
2023	-7.8%	0.3%	-3.4%	-4.8%	-9.3%	-3.1%	-5.5%	-2.8%
2024	-7.4%	0.1%	-3.4%	-3.7%	-8.8%	-2.3%	-5.7%	-3.1%

Note: a negative value indicates a pay gap in favour of men, and a positive value indicates a pay gap in favour of women.

*Based on data at December 31, 2023 and December 31, 2024

**Gender pay gap data certified by EDGE

In both years, Germany due to data privacy reasons as per local regulations cannot be reported even though part of the top 8 countries.

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 over 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 2025 global revenues of €22.5 billion.

Make it *real*.

www.capgemini.com

