

Building a more sustainable and inclusive world

2024 Environmental,
Social and Governance Report





Forward-looking information and statements

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This report contains “forward-looking information” within the meaning of Canadian securities laws and “forward-looking statements” within the meaning of the United States Private Securities Litigation Reform Act of 1995 and other applicable United States safe harbours. All such forward-looking information and statements are made and disclosed in reliance upon the safe harbour provisions of applicable Canadian and United States securities laws. Forward-looking information and statements include all information and statements regarding CGI’s intentions, plans, expectations, beliefs, objectives, future performance, and strategy, as well as any other information or statements that relate to future events or circumstances and which do not directly and exclusively relate to historical facts. Forward-looking information and statements often but not always use words such as “believe”, “estimate”, “expect”, “intend”, “anticipate”, “foresee”, “plan”, “predict”, “project”, “aim”, “seek”, “strive”, “potential”, “continue”, “target”, “may”, “might”, “could”, “should”, and similar expressions and variations thereof. These information and statements are based on our perception of historic trends, current conditions and expected future developments, as well as other assumptions, both general and specific, that we believe are appropriate in the circumstances. Such information and statements are, however, by their very nature, subject to inherent risks and uncertainties, of which many are beyond the control of the Company, and which give rise to the possibility that actual results could differ materially from our expectations expressed in, or implied by, such forward-looking information or forward-looking statements. These risks and uncertainties include but are not restricted to: risks related to the market such as the level of business activity of our clients, which is affected by economic and political conditions, additional external risks (such as

pandemics, armed conflict, climate-related issues and inflation) and our ability to negotiate new contracts; risks related to our industry such as competition and our ability to develop and expand our services to address emerging business demands and technology trends (such as artificial intelligence), to penetrate new markets, and to protect our intellectual property rights; risks related to our business such as risks associated with our growth strategy, including the integration of new operations, financial and operational risks inherent in worldwide operations, foreign exchange risks, income tax laws and other tax programs, the termination, modification, delay or suspension of our contractual agreements, our expectations regarding future revenue resulting from bookings and backlog, our ability to attract and retain qualified employees, to negotiate favourable contractual terms, to deliver our services and to collect receivables, to disclose, manage and implement environmental, social and governance (ESG) initiatives and standards, and to achieve ESG commitments and targets, including without limitation, our commitment to net-zero carbon emissions, as well as the reputational and financial risks attendant to cybersecurity breaches and other incidents, including through the use of artificial intelligence, and financial risks such as liquidity needs and requirements, maintenance of financial ratios, our ability to declare and pay dividends, interest rate fluctuations and changes in creditworthiness and credit ratings; as well as other risks identified or incorporated by reference in CGI’s annual and quarterly Management’s Discussion and Analysis and in other documents that we make public, including our filings with the Canadian Securities Administrators (on SEDAR+ at www.sedarplus.ca) and the U.S. Securities and Exchange Commission (on EDGAR at www.sec.gov). Unless otherwise stated, the forward-looking

information and statements contained in our report are made as of the date hereof and CGI disclaims any intention or obligation to publicly update or revise any forward-looking information or forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law. While we believe that our assumptions on which these forward-looking information and forward-looking statements are based were reasonable as at the date of this report, readers are cautioned not to place undue reliance on these forward-looking information or statements. Furthermore, readers are reminded that forward-looking information and statements are presented for the sole purpose of assisting investors and others in understanding our objectives, strategic priorities and business outlook as well as our anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes. Further information on the risks that could cause our actual results to differ significantly from our current expectations may be found in the section titled *Risk Environment* of CGI’s Management’s Discussion and Analysis for the fiscal years ended September 30, 2024 and 2023, which is incorporated by reference in this cautionary statement. We also caution readers that the risks described in the previously mentioned section, CGI’s Management’s Discussion and Analysis for the fiscal years ended September 30, 2024 and 2023, and our other documents and filings are not the only ones that could affect us. Additional risks and uncertainties not currently known to us or that we currently deem to be immaterial could also have a material adverse effect on our financial position, financial performance, cash flows, business or reputation.



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Letter from our Leaders

In 2024, we continued to pursue our Environmental, Social, and Governance (ESG) commitments and quantitative targets with dedication and action. Our ESG progress again is positively assessed and recognized by leading organizations, including EcoVadis, the Dow Jones Sustainability Index (DJSI), and the Carbon Disclosure Project (CDP).

In alignment with our business strategy to maintain the best equilibrium among our three stakeholders, we continued to focus our ESG strategy on accelerating value for each:

- Supporting clients in achieving tangible outcomes to benefit their customers and citizens through the responsible use of technology, including AI, and through sustainability services and solutions;
- Fostering a stimulating, respectful, and inclusive environment for our consultants and professionals, whom we call CGI Partners as they are company owners and embody partnership behaviors, to help them realize their full potential; and
- Providing superior returns and serving as a sustainable and responsible investment of choice for our shareholders.

We transparently communicate our ESG progress to our stakeholders through the publication of this ESG report. Following are highlights of our performance in fiscal year 2024, which are further detailed throughout this report.

Environment

Aligned with our strategy to address climate change, we continued to decarbonize our operations and supply chain. From 2019 to 2024, we reduced Scope 1, 2, and 3 emissions (business travel) by 47.3%. Additionally, 75.9% of the electricity we use globally comes from renewable sources. Having achieved our goal of powering 100% of our data centers with renewable electricity by the end of 2023, we continue transitioning our offices and company vehicles to renewable energy sources.

In early 2024, we committed to the Science Based Targets initiative (SBTi), setting short-term absolute reduction targets for all types of emissions, including our supply chain. Our roadmap, aligned with the 1.5°C objective of the Paris Agreement, will be reviewed by SBTi in the coming months.



François Boulanger
President and
Chief Executive Officer



Julie Godin
Executive Chair of the
Board of Directors



Social

As a global IT and business consulting services firm, our CGI Partners reflect our strong ownership culture where everyone embodies partnership behaviors in their day-to-day work, including engaging with clients and colleagues to turn meaningful insights into actions. Our collaborative and inclusive work environment prioritizes their well-being and personal and professional development, including championing diversity, equity, and inclusion (DE&I).

Our DE&I commitment is deeply rooted in our values and integrated into our business and management practices. With more than 91,000⁽¹⁾ CGI Partners working in more than 400 metro markets globally, we benefit from a diverse range of experiences and expertise. Our DE&I strategy includes supporting our professionals, setting and transparently communicating gender diversity targets, providing DE&I training at all levels, and prioritizing health and well-being programs, including mental health.

Our social ESG strategies have progressed through numerous community-centric initiatives, including advancing digital learning and inclusion, sharing our professional expertise, and promoting volunteering opportunities. Our plans include driving greater diversity in IT careers through education and mentoring programs and using our CGI for Good digital platform to enhance community support and aid communities during crises.

As a signatory of the United Nations Global Compact, we are committed to upholding human rights throughout our operations and supply chain. Our report details the measures we take to identify, address, and prevent forced labor, outlining our global strategy and compliance with local regulations to mitigate the risks of modern slavery. Additionally, it reaffirms our commitment to ensuring safe and fair working conditions for all CGI Partners.

(1) As at January 29, 2025

Governance

The CGI Management Foundation encompasses the key elements that define and guide the management of our company, including our common policies, frameworks, processes, operating principles and measures. Through the Management Foundation and its effective governance and operating practices, we conduct ourselves through integrity, transparency, and accountability. By emphasizing these principles, we enhance our operational efficiency and resilience while positively benefitting society and the environment.

We responsibly deploy our end-to-end digital services and solutions through best-practice privacy and data protection standards. This commitment includes improving our assessment of ESG progress from key suppliers and ensuring full respect for human rights throughout our supply chain.

Our plans involve maintaining high governance standards, including ESG oversight by our Board of Directors, and monitoring enterprise risk management areas such as cybersecurity and data privacy to ensure compliance with all relevant regulations.

In line with our commitment to transparent communication regarding our ESG progress, this report provides details of a year of continued advancements. We maintain an ongoing dialogue with our clients, CGI Partners, and shareholders to collaboratively contribute to a more sustainable and inclusive world. Thank you to our stakeholders and community partners for working together to help build resilient communities.

CGI at a glance | About our business

Who we are

CGI delivers insights clients can act on to achieve trusted and tangible business and mission outcomes. We are among the largest independent IT and business consulting services firms in the world.



Founded in
1976



CGI Partners
91,000⁽¹⁾



Head office
**Montreal,
Canada**



F2024 revenue
C\$14.68B



Locations
worldwide
400



End-to-end services
clients globally
5,500

Our services

CGI delivers end-to-end services that help clients achieve the highest returns on their digital transformation investments. We work with clients to help design, implement, run and operate the technology critical to achieving their business strategies.

55%

Managed IT and
business process
services



45%

Business
and strategic
IT consulting and
systems integration
services



Our client footprint*

United States
31%

United Kingdom
12%

Sweden
5%

Canada
15%

Germany
7%

Rest of world
9%

France
15%

Finland
6%

*Based on revenue

Reporting industry segments*

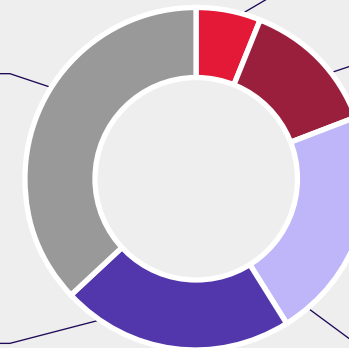
Government
37%

Health
6%

Communications
and utilities
13%

Manufacturing,
retail and
distribution
22%

Financial
services
22%



*Based on revenue

Information for F2024 ended September 30, 2024. More information may be found in the [CGI 2024 Annual Report](#).

(1) As at January 29, 2025

CGI at a glance | About our approach

CGI is unique compared to most companies, as we have a **CGI Constitution** that is a reflection of our Culture. The Constitution is made up of the common Dream, Vision, Mission and Values that drive us as we strive together to build a global IT and business consulting services leader.

[Learn more →](#)

Build and buy growth strategy

With the CGI Constitution as our guide, we have been highly disciplined throughout our history in executing a Build and Buy profitable growth strategy comprised of four pillars that combine profitable organic growth (Build) and accretive acquisitions (Buy).

Build



Win, renew,
and extend
contracts



New large
managed IT and
business process
services contracts

Buy



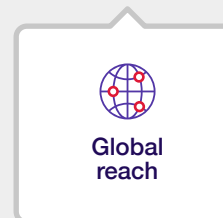
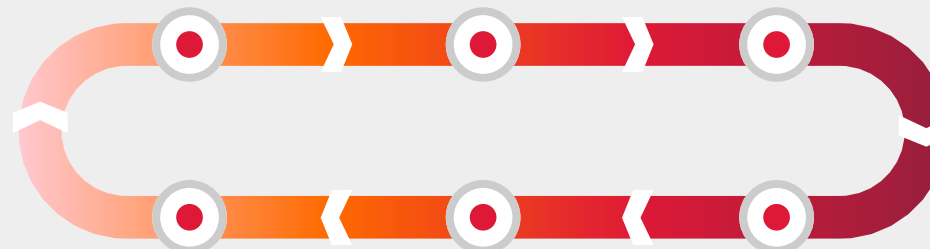
Metro
market
acquisitions



Large,
transformational
acquisitions

Our strengths

CGI's strategy is executed through a business model that combines client proximity with an extensive global delivery network to deliver the following benefits.



[Learn more →](#)



Key insights into clients' priorities

Leaders across industries seek new ways to evolve their strategy and operational models and use technology and information to improve how they operate, deliver products and services, and create value. Through CGI's proprietary [Voice of Our Clients research](#) that included more than 1,800 in-depth and in-person client executive conversations, we analyzed the characteristics of leading digital organizations. Our research revealed these common attributes:



Strategic alignment and business agility

Digital leaders have highly agile business models to address digitization and are better at aligning and integrating business and IT operations to support and execute strategy.



Digitization

They have mature strategies to leverage data and digitization to achieve business model resilience, are less challenged by legacy systems, and extend their digitization strategy to their external ecosystems.



Data automation and AI

They adopt a holistic data strategy for the enterprise and ecosystem and are implementing traditional AI and exploring generative AI.



Data privacy and protection

They produce greater results from their data privacy and protection strategy, which also extend to their external ecosystem. Their cybersecurity programs are highly mature in terms of connected assets.



Through our end-to-end services, CGI helps clients adopt these and other leading digital attributes to design, manage, protect, and evolve their digital value chains to accelerate business outcomes.

[Learn more](#) →

CGI at a glance | Creating value for our stakeholders

Creating value for our CGI Partners

- Robust learning program across business, technology, and leadership topics
- Employer of choice recognition at the global and regional levels
- Diverse, inclusive, and equitable work environment
- Skilled and engaged workforce supporting our communities



Creating value for our clients

- Deep industry and technology expertise
- Investment in innovation, including responsible AI
- Voice of Our Clients Program on trends, priorities, and best practices



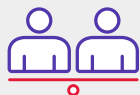
Creating value for our shareholders

- Create long-term value through profitable and sustained growth
- Transparency of financial disclosures





Creating value for our communities



UN Global Compact signatory



94,850
volunteer hours, with a focus on digital learning and inclusion



Creating value for the environment



SBTi commitment*



Sustainability client offerings



Creating value for our value chain



13,700
active global and local suppliers



68.5% of most significant suppliers assessed by EcoVadis, representing +50% of our spend



Local employment through CGI's proximity model



Long-term partnerships with local and academic organizations

*We committed under the Science Based Targets initiative (SBTi) to set near-term targets by 2025 at the latest. For more information, see the [Environment](#) section.

CGI at a glance | Our strategic goals

“By embracing the company’s Values, CGI Partners share the same sense of high ethics and enthusiasm to collaborate with our clients in delivering high-quality services, working together as intrapreneurs and ambassadors, creating value for our stakeholders (our clients, CGI Partners, and shareholders), and improving the well-being of the communities in which we live and work.”

Julie Godin
Executive Chair of the Board of Directors

We pursue our Vision through six strategic goals.

To be a world class end-to-end IT and business consulting services leader

RECOGNIZED BY OUR CLIENTS
as their **partner of choice** for our commitment to their success and for our track record of outstanding delivery

RECOGNIZED BY OUR SHAREHOLDERS
as a **well-managed, financially strong company** providing superior returns

RECOGNIZED BY OUR STAKEHOLDERS
as an **engaged, ethical, and responsible corporate citizen**

RECOGNIZED BY OUR CLIENTS
as their **expert of choice** for the depth of our experience in their industry sectors and of our knowledge in information technology

RECOGNIZED BY OUR CGI PARTNERS
as an **empowering environment** in which to build a career and a company we can be proud of





ESG dialogue

We recognize our responsibility as a global corporate citizen to act ethically and sustainably on behalf of our stakeholders: clients, CGI Partners, and shareholders.

We firmly believe that what gets measured, and the related results made visible, gets done. We also believe that transparency builds trust, aligns expectations, and strengthens organizational commitment.

We consult our stakeholders throughout the year via multiple channels, encouraging them to share their observations and recommendations with us. Increasingly, our dialogue with these three groups centers on CGI's environmental, social, and governance (ESG) initiatives and actions. Our stakeholders want to know where we stand on ESG matters that concern them and what our strategy is.

During CGI's annual strategic planning process, we gather feedback from our stakeholders on our ESG strategy to identify global and local organizational priorities for the year ahead. We undergo external evaluation (EcoVadis, DJSI and CDP) to assess our progress and monitor the ESG reporting landscape to anticipate changes in legislation.

These cumulative actions ensure CGI remains fully engaged with our stakeholders, and that we are well positioned to address ESG priorities, potential risks, and new opportunities.

Partnership Management Frameworks

As a defining element of the [CGI Management Foundation](#), our Client Partnership Management Framework (CPMF), CGI Partner Partnership Management Framework (PPMF), and Shareholder Partnership Management Framework (SPMF) are intended to nurture meaningful dialogues, support future action plans, and strengthen stakeholder relationships. These frameworks outline how we operate, measure performance, partner and engage with our stakeholders.

Satisfaction Assessment Programs

CGI's Satisfaction Assessment Programs allow us to systematically evaluate and improve stakeholder satisfaction. These include our Client Satisfaction Assessment Program (CSAP), CGI Partner Satisfaction Assessment Program (PSAP), and Shareholder Satisfaction Assessment Program (SSAP).

We start the program cycle with face-to-face meetings to strengthen relationships and promote quality dialogue. Our clients, CGI Partners, and shareholders then complete tailored questionnaires. All responses from CGI Partners remain anonymous to invite open, honest feedback. For clients and shareholders, the assessment concludes with their sign off and that of a CGI representative.

Voice of Our Stakeholders Programs

As part of the business intelligence phase of our annual strategic planning process, we also gather key stakeholder input through the Voice of Our Clients (VOC), Voice of Our CGI Partners (VOP), and Voice of Our Shareholders (VOS) Programs.

In-depth conversations with our clients inform us on the trends and priorities affecting their businesses. Our CGI Partners share their views on CGI's goals and performance. Shareholders provide feedback on our management of the company.

We leverage these collective insights in making decisions on CGI's strategic direction and in maintaining the best equilibrium when considering the interests of these stakeholder groups.

By fostering ongoing active dialogue, our frameworks help us maintain the best equilibrium for the benefit of our three key stakeholders.



ESG success measurements and stakeholder satisfaction scores

Key stakeholders	Programs and initiatives	ESG topics	Satisfaction scores
Clients	<ul style="list-style-type: none"> VOC, and CSAP: Responses to questionnaires provide input on CGI's ESG actions and measure clients' satisfaction with our ESG engagement in specific areas CGI's ESG services and solutions: Level of clients' engagement on the climate topic and their interest in key performance indicators 	<p>VOC 2024</p> <p>1,829 executives participated, with over 80% in C-level positions</p> <p>ESG topics raised:</p> <ul style="list-style-type: none"> Technological and digital acceleration Changing social demographics Fight against climate change Reconfiguration of supply chains Shift in the world economic order 	<p>CSAP 2024</p> <p>9.46/10 Overall client satisfaction 9.43/10 in 2023</p> <p>9.51/10 How would you rate the extent to which CGI works with you and local organizations in fostering a more sustainable and inclusive society? 9.48/10 in 2023</p>
CGI Partners	<ul style="list-style-type: none"> VOP, and PSAP: Responses to questionnaires provide input on CGI's ESG actions and measure CGI Partners' satisfaction with our ESG engagement in specific areas 	<p>VOP 2024</p> <p>Over 67,077⁽¹⁾ CGI Partners participated (of 90,250 worldwide)</p> <p>ESG topics raised:</p> <ul style="list-style-type: none"> Volunteering opportunities Climate action Client involvement in ESG initiatives Sustainable solutions for clients 	<p>PSAP 2024</p> <p>8.86/10 Overall CGI Partner satisfaction 8.86/10 in 2023</p> <p>8.89/10 How would you rate the extent to which CGI works with you and local organizations in fostering a more sustainable and inclusive society? 8.83/10 in 2023</p>

(1) We invite all CGI Partners to participate. The consultation is conducted during a specific period of the year; talent from recent acquisitions and CGI Partners who joined after the campaign period are not included.



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Key stakeholders	Programs and initiatives	ESG topics	Satisfaction scores
Shareholders	<ul style="list-style-type: none"> VOS, and SSAP: Allow CGI to systematically evaluate and improve shareholder satisfaction and ESG engagement 	<p>VOS 2024</p> <p>Over 350 interactions with shareholders, other investors, and analysts</p> <p>ESG topics discussed:</p> <ul style="list-style-type: none"> Transparent ESG reporting Decarbonization Diversity, equity, and inclusion engagement Corporate governance 	<p>SSAP 2024</p> <p>9.06/10 Overall shareholder satisfaction 8.90/10 in 2023</p> <p>9.0/10 How satisfied are you with CGI's environmental strategy and practices?⁽¹⁾</p> <p>9.30/10 How satisfied are you with CGI's social strategy and practices?⁽¹⁾</p> <p>8.40/10 How satisfied are you with CGI's corporate governance practices?⁽¹⁾</p>
Communities and ecosystem partners	<ul style="list-style-type: none"> Community interaction: Engagement level of CGI Partners and number of beneficiaries of our educational initiatives 	<ul style="list-style-type: none"> CGI Partners in community activities: 23.3% Number of beneficiaries of our educational initiatives: 287,486 	
All stakeholders	<ul style="list-style-type: none"> ESG indices and other assessment tools, including EcoVadis, CDP, Dow Jones Sustainability Indices (DJSI), Great Place to Work 	<ul style="list-style-type: none"> EcoVadis: 74/100 DJSI: 58/100 CDP: B Other assessments, see the Awards section 	

(1) New question in 2024



Maintaining ongoing dialogue on critical ESG topics

CGI considers maintaining ongoing dialogue with stakeholders on critical topics such as ESG as fundamental to how we operate, track our performance, and cultivate strong, enduring relationships. Our global frameworks and standardized tools facilitate these strategic discussions and ensure we remain aligned with our stakeholders (clients, CGI Partners, and shareholders).

CGI Resource Groups connect our consultants and professionals worldwide, representing the extent and diversity of ESG engagement in our organization. As owners, CGI Partners interact with executive leadership during our Annual Tour, offering an opportunity to learn more about CGI’s strategic direction, including our ESG objectives. Our proximity model enables us to focus on ESG initiatives and programs that are relevant to our stakeholders and communities where we live and work.

We have also conducted in-depth dialogue with our stakeholders according to the double materiality⁽¹⁾ assessment methodology required by the European Corporate Sustainability Reporting Directive (CSRD).

See subsection [CSRD double materiality assessment](#).

Learn how our ESG partnerships contribute to a more inclusive and sustainable world on [cgi.com](#).

Stakeholder mapping: primary engagement channels and purpose

Key stakeholders	Purpose	Formats	Primary engagement channels
Clients	<ul style="list-style-type: none"> • Measure and ensure client satisfaction • Understand the trends and priorities affecting their businesses • Increase visibility of CGI’s sustainability services and solutions, e.g., smart grids, smart metering, renewable energy assets, sustainable transport and supply chains, electric vehicle charge point management, emissions monitoring, eco-friendly route planning, and carbon management • Take capacity-building ESG action in partnership with our clients, e.g., EcoVadis, CDP, decarbonization strategy, carbon emissions estimation • Collect insights and expectations on CGI’s ESG impacts, strategy, and performance • Strengthen relationships, share progress on ESG incentives and environmental action roadmap • Participate in joint pro bono and volunteering initiatives 	<ul style="list-style-type: none"> • One-on-one meetings • Questionnaire • Ethics hotline • Dedicated meetings on ESG topics/double materiality interviews • Community engagement initiatives 	<ul style="list-style-type: none"> • Engagement related meetings, CSAP, and VOC • Client services and request responses • Industry trade shows • Partnerships • Events and webinars

(1) Double materiality is a part of ESG reporting framework for companies implying an identification and analysis of company’s impacts on people and environment, and sustainability matters’ impact on company’s development, performance and position.



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Key stakeholders	Purpose	Formats	Primary engagement channels
CGI Partners	<ul style="list-style-type: none"> • Measure and improve CGI Partner satisfaction • Collect comments on CGI's goals and priorities • Collect insights and expectations on CGI's ESG impacts, strategy, and performance • Discuss and align on the global and local environmental objectives identified in CGI's annual strategic planning process • Raise awareness, encourage involvement and ensure all CGI Partners adhere to the ESG objectives set by our Board • Offer multiple internal platforms to discuss ESG issues and promote our ESG educational programs and activities • Integrate ESG into CGI Partner and leadership training to promote awareness at all levels • Give CGI Partners access to a wide range of in-person and remote volunteering opportunities with local nonprofit and charitable organizations • Invest in social impact projects and local economic growth initiatives 	<ul style="list-style-type: none"> • One-on-one meetings • Questionnaire • Ethics hotline • Dedicated meetings on ESG topics/double materiality interviews • Community engagement initiatives 	<ul style="list-style-type: none"> • PPMF, PSAP, and VOP • Annual Tour • Town halls • Performance reviews • Work Councils and Unions • Post-mandate feedback • CGI Resource Groups • CGI 101, CGI Academia • CGI for Good
Shareholders	<ul style="list-style-type: none"> • Measure and improve shareholder satisfaction • Collect feedback on CGI's management of company • Collect insights and expectations on CGI's ESG impacts, strategy, and performance • Report key company developments, including progress on CGI's ESG commitments and initiatives • Provide opportunities to have targeted discussions on priority ESG topics • Strengthen relationships and build trust through communications and dialogue, including through public platforms and one-on-one interactions 	<ul style="list-style-type: none"> • One-on-one meetings • Questionnaire • Dedicated meetings on ESG topics/double materiality interviews 	<ul style="list-style-type: none"> • SPMF, SSAP, and VOS • Quarterly results webcasts • Annual General Meeting • Investor and Market Analyst Day • Investor conferences and symposiums
Suppliers Product or service providers	<ul style="list-style-type: none"> • Ensure compliance with CGI's Third Party Code of Ethics, Third Party Management Framework, and Report on Fighting Against Forced Labour and Child Labour (modern slavery) • Promote awareness of supply chain ESG risks, opportunities, and best practices • Help further their respective ESG commitments 	<ul style="list-style-type: none"> • One-on-one meetings • Surveys • Third Party Supplier Portal • Ethics hotline • Extranet • Dedicated meetings on ESG topics/double materiality interviews 	<ul style="list-style-type: none"> • Supplier Onboarding Questionnaire • Supplier evaluation procedures and on-site evaluations • Trainings and engagement events • Webinars, town halls • Third Party Management Framework



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Key stakeholders	Purpose	Formats	Primary engagement channels
<p>Communities</p> <p>Local community organizations, Non Governmental Organizations, educational institutions Industry and economic partners Professional associations and networks, governments, subject matter experts</p>	<ul style="list-style-type: none"> • Support communities by creating jobs, advancing digital inclusion through CGI’s educational partnerships, and providing opportunities to groups underrepresented in IT • Advance ESG in IT industry services and solutions • Support ESG principles and CGI’s human rights commitments through targeted sponsorships and scholarships • Create specific programs at the country level • Participate in national government programs • Advance ESG topics with clients and other companies through working group partnerships, thought leadership contributions, and best practices exchange 	<ul style="list-style-type: none"> • Ad hoc and one-on-one meetings • Working groups • Dedicated meetings on ESG topics/double materiality interviews • Community engagement initiatives 	<ul style="list-style-type: none"> • Technology, research, and innovation partnerships • CGI for Good • Digital learning awareness initiatives • Memberships in associations and working groups



ESG strategy

Corporate Sustainability Reporting Directive double materiality assessment

CGI took initial preparatory action this year in anticipation of ESG reporting requirements under the European Union’s Corporate Sustainability Reporting Directive (CSRD). As an essential first step toward CSRD compliance, we launched a double materiality assessment (DMA)⁽¹⁾ to identify our major ESG impacts, risks and opportunities and evaluate their materiality.

Our objective is not only to ensure alignment with ESG reporting frameworks, but also to increase transparency and reinforce trust among CGI’s stakeholders by disclosing according to the CSRD standards. This requires us to update the mapping of our main stakeholders (clients, CGI Partners, shareholders) including their engagement channels. The updated mapping is shared in the table [Stakeholder mapping: primary engagement channels and purpose](#).

The DMA also involves additional consultation with stakeholders, including clients, CGI Partners, shareholders, suppliers, and external community organizations. This exercise allowed us to collect their insights on CGI’s ESG most impactful topics, their expectations regarding our associated strategy and engagement, and their views on our ESG dialogue channels.

The topics discussed with our stakeholders during our interviews, in preparation for the materiality assessment are:

Environment

- Climate change (adaptation and mitigation)
- Sustainable solutions
- Circular economy (waste)
- Energy

Social

- CGI workforce working conditions
- Talent attraction, retention, and development
- Equal treatment and opportunities for all
- Workers in the value chain
- Local community development (education, economic, social and cultural rights, including Indigenous peoples)

Governance

- Data privacy and cybersecurity
- Responsible leadership and governance
- Business ethics and compliance
- Responsible procurement
- Responsible digital innovation

Through global and local focus groups, surveys, and dozens of in-depth interviews, we also collected their insights and perspectives on CGI’s ESG impacts, risks, and opportunities. These inputs contribute to our double materiality assessment and allow us to evaluate our ESG materiality according to the CSRD criteria, and based on the evaluation thresholds that we have defined specifically for CGI.

As part of CGI’s materiality assessment process, there is a continuous discussion between ESG strategy and Enterprise Risk Management (ERM) teams to ensure the link between our ESG impacts, risks, and opportunities evaluation and enterprise global risk mapping outcomes. The results of the ERM Assessment therefore contribute to our ultimate risk prioritization.

Our work on the DMA process continues in F2025, during which we will consolidate exercise results and undergo the assessment.

(1) Double materiality is a part of ESG reporting framework for companies implying an identification and analysis of company’s impacts on people and environment, and sustainability matters’ impact on company’s development, performance and position.



Introduction

Responsible innovation

Environment

Social

Governance

ESG performance

Reporting approach

Our ESG commitment

CGI is committed to enhancing the economic, social, and environmental well-being of the communities where we live and work. Our dedication to social and environmental responsibility is deeply embedded in our Values and is aligned with our Vision and the aspirations outlined in our Dream: To create an environment in which we enjoy working together and, as owners, contribute to building a company we can be proud of.

We approach progress toward our strategic goal of being recognized by our stakeholders as an engaged, ethical, and responsible corporate citizen, with the same commitment, diligence, and rigor we apply to all our strategic objectives. This includes nurturing continuous engagement and dialogue with all our stakeholders (clients, CGI Partners and shareholders) to enable transparency and drive meaningful progress toward shared outcomes. Our ESG approach follows the principles integrated into our policies, guidelines, and operating practices.

Opportunities and impacts

The rapid advancement of technology today presents both challenges and opportunities. As an ethical and responsible corporate citizen, CGI strives to do our part to mitigate any potentially negative ESG impacts of the IT industry while maximizing the immense potential of technology for good.

Emerging technologies, such as AI, are revolutionizing industries and daily life, making processes more efficient and unlocking new avenues for innovation and efficiency. These technologies promise incredible societal benefits, from accelerating decarbonization to enhancing quality of life.

However, given many individuals and communities lack the access and resources necessary to fully benefit from the digital world, addressing these disparities remains crucial to ensuring that the digital world we live in is inclusive and equitable for all.

Purposeful action

For decades, CGI has helped clients deliver services and solutions that enhance the lives of people and communities around the world. Additionally, our expertise contributes to building a more sustainable world through the pro bono services and community involvement of CGI Partners.

Through purposeful action, CGI:

- Combines our extensive knowledge, leading IT and business consulting services, and comprehensive offerings to help our clients effectively manage sustainability opportunities and challenges
- Empowers CGI Partners to advance digital inclusion in their communities, providing opportunities to identify the needs of local organizations, and the tools and support to address those needs through pro bono commitments
- Equips underserved communities with the necessary resources, tools and access to bridge the digital gap
- Implements local programs for the reuse and recycling of digital materials

Digital inclusion

To foster a more inclusive and sustainable digital future, CGI collaborates with clients, educational institutions, and local organizations worldwide to develop programs and partnerships that support underserved and underrepresented groups and communities.

These initiatives advance digital inclusion through awareness, learning, and skills development to ensure everyone benefits.

As key objectives, CGI:

- Encourages and inspires students from underrepresented groups to consider careers in IT
- Creates opportunities for adults to acquire relevant skills, providing them with the tools and confidence to change careers or re-enter the workforce after a long absence
- Develops targeted DE&I initiatives designed to reach more girls and women

Digital trust

As a responsible digital services leader, we are dedicated to implementing strategies that uphold the highest standards of accessibility, security, data privacy, and respect for human rights, while rigorously minimizing any potential negative impacts.

Equally, we are steadfast in our commitment to strong corporate governance, responsible leadership, and ethical practices in all our operations.

To deliver on this commitment, CGI:

- Deploys digital strategies with the highest standards of accessibility, security, data privacy, and respect for human rights, while minimizing negative impacts
- Develops and implements innovative and secure solutions that ensure responsible digital practices for our clients
- Provides trusted expertise to help clients deliver responsible AI
- Reduces the negative impacts of digital technology through sustainable services and solutions
- Ensures accessibility of our projects, services, and technologies for people of all abilities.
- Upholds human rights and ethics in our operations, activities, and supply chain ecosystems



ESG in action



ESG expertise for clients

Supporting clients with sustainable services and solutions and responsible innovation, and helping advance their ESG goals and outcomes



Organizational sustainability

Achieved 100% renewable electricity in data centers, transitioning offices to renewable energy, and reducing transportation emissions



Workplace culture

Promoting respect and inclusion, offering DE&I training, nurturing a healthy, supportive workplace, and providing tailored health and well-being programs and resources



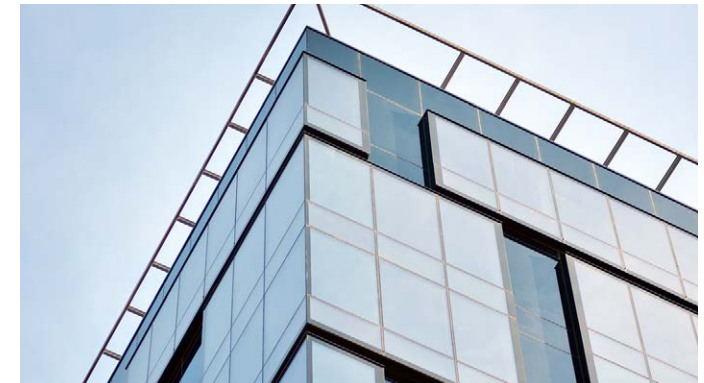
Community support

Using the CGI for Good volunteering tool, fostering community partnerships, and enhancing digital collaboration and inclusion



Human rights












Conducting forced labor assessments of our operations and suppliers, and providing training on forced labor and human rights



Corporate governance

Upholding high standards in governance, ethics, cybersecurity, data privacy, and responsible procurement

ESG progress*

	Environment	Social	Governance	
TARGETS	<p>Decarbonization Set near-term science-based emissions reduction targets in line with SBTi criteria and recommendations by December 2025</p>	<p>Our people DE&I 5 to 7 year horizon target: Achieve the same level of gender diversity representation at the leadership levels as the company population as a whole</p>	<p>Our communities Reach twice as many participants for our education and mentoring programs as CGI Partners by 2024</p>	<p>Board diversity 30%: maintain target for women on the Board of Directors</p> <p>Supply chain 70% of most significant suppliers⁽¹⁾ assessed on environmental and social criteria by 2025</p>
PROGRESS AND ACHIEVEMENTS	<p> 47.3% reduction of CO₂e⁽²⁾ emissions from 2019 41.6% in 2023</p> <p> 75.9% of total electricity from renewable sources 68.2% in 2023</p> <p> 99.3%⁽³⁾ renewable electricity in all CGI data centers 86.9% in 2023</p>	<p> 29.2% women in leadership⁽⁴⁾ 28.6% in 2023</p> <p> 44.4% of SBU⁽⁵⁾ Presidents are women 44.4% in 2023</p> <p> 35.5% women CGI Partners overall 35.3% in 2023</p>	<p> 287,486 participants in our education and mentoring programs, representing 3x the number of CGI Partners 204,500 in 2023</p> <p> 94,850 hours of participation in pro bono and volunteering activities 89,837 in 2023</p>	<p> 43%⁽⁶⁾ of women on the Board of Directors 40% in 2023</p> <p> 14⁽⁶⁾ members of the Board of Directors living in 4 countries, multilingual, representing expertise in +12 vertical markets/submarkets</p> <p> 68.5% of most significant suppliers assessed on environmental and social criteria 65% in 2023</p>

*As of September 30, 2024, except for progress related to footnote (6).

(1) 250 most significant suppliers with which we have done the most business over the last three years (see page 129).

(2) CO₂e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of GHGs by expressing the emissions as equivalent to carbon dioxide.

(3) Data center emissions include Scope 2 electricity consumption only, excluding diesel emissions related to backup power.

(4) Categories: Managers and above.

(5) Strategic Business Unit.

(6) Information provided as at January 29, 2025.



Responsible innovation

Impact

Sustainability services
and solutions

Responsible artificial
intelligence

Sustainable IT



Responsible innovation

Impact

To thrive in a digital world, organizations must continuously unlock innovation at pace and scale. We believe technology innovation must be pursued in a responsible manner.

The foundation of our responsible innovation approach is our collaboration with and proximity to clients. As a global technology leader, we uphold the highest standards in our own operations as well as to help clients in every industry move responsibly from experimentation to implementation, while accelerating time-to-value.

Our approach addresses the use of technology specific to each ESG pillar:



Environmental

Reducing energy consumption, greenhouse gas emissions, and electronic waste (e-waste); promoting recycling and reuse of electronic devices



Social

Ensuring inclusiveness in digital accessibility



Governance

Following ethical, secure data protection policies and practices

We follow these principles in helping our clients develop strong innovation capabilities to enhance their operations, develop new capabilities, and optimize existing ones. This includes minimizing the ESG impacts of new technologies, practices, and business models.





Sustainability services and solutions

CGI helps our clients embed sustainability in everything they do. We use the transformative power of data, AI, and other technologies to advance their climate goals and deliver greater value to their customers and citizens.

By integrating sustainability into our clients' operations, we also help them contribute to a more sustainable world and achieve long-term business success in key areas such as.

- **Environmental protection:** Adopting sustainable practices helps clients reduce their carbon footprint, minimize waste, and conserve natural resources.
- **Social inclusion:** By implementing inclusive and accessible practices, we help our clients develop and articulate effective strategies to prevent discrimination and promote diversity and inclusion.
- **Regulatory compliance:** Sustainable practices help our clients stay compliant as governments and regulatory bodies increasingly evolve environmental regulations.
- **Cost savings:** Sustainable solutions often lead to greater efficiencies and cost savings in the long run.
- **Innovation and competitiveness:** Developing innovative, eco-friendly technologies and services opens new markets and opportunities, keeping our clients competitive.
- **Risk management:** Sustainable practices can help mitigate risks associated with environmental disasters, resource scarcity, and supply chain disruptions — improving business continuity.

Driving sustainability forward with innovation and data

Today's leaders understand that becoming a sustainable organization is not only the right thing to do but is also the smartest way to achieve positive business outcomes. To be successful, organizations must embed sustainability into their DNA to manage, measure, and track the outcomes of their ESG initiatives — and, more importantly, to ensure a safe and resilient future for all.

Together with our third-party alliances, we help clients progress their sustainability goals through innovation, ecosystem collaboration, enabling technologies and relevant data.





Sustainability and ESG Advisory Services

Sustainability and ESG Advisory is one of CGI's strategic consulting offerings overseen by the Senior Vice-President, Global Business and Strategic IT Consulting.

From developing strategies to unlocking data for better decisions to accelerating innovation, our proven Sustainability and ESG Advisory Services enable clients to address various challenges across their organization's value chain.

Read more about our [Sustainability & ESG Advisory](#) services.

Our services include:



Sustainability
Advisory



Sustainable IT
and Green Technology



Circular Business
Design and Sustainable
Energy Transition



Inclusion



ESG Data Management,
Sourcing and Exchange

Sustainability Advisory

We guide our clients through the complexity of regulatory requirements, selection of the right tools, and maturity and readiness assessments to help them develop the best way forward in your strategy roadmap.

Services and expertise

- Strategy roadmap
- Maturity assessment
- Regulatory requirements
- Establishing baselines
- Managing accountability/exposures/risks/governance/social advisory
- Double materiality

Sustainable IT and Green Technology

Our methods combine global principles, tools, and services to reduce the growing impacts (footprint) of technology (see the [Sustainable IT](#) section).

Circular Business Design and Sustainable Energy Transition

We help enhance innovation and business development, define the business roadmap and stakeholder architecture for the circular transition (Scope 4), and design revenue streams. We also provide solutions and services to enable clean/renewable energy efficiency and on-and-off-grid solutions.

Services and expertise

- Solution, business and stakeholder architecture for circular transition
- Resource efficiency
- Value chain activity inventory
- Innovation and business development
- Clean/renewable energy transition
- Renewable energy production efficiency and improvement

Inclusion

We developed specialized expertise alongside our clients in France to support their compliance with local regulations. We also helped them define an efficient strategy to prevent discrimination and integrate diversity and inclusion. From this experience, we are working to benefit more geographies.

Services and expertise

- Disability diagnostics
- Maturity assessment and gap analysis
- Diversity studies and solidarity
- Handi-ready offer focusing on related hiring, including partnerships with adapted enterprises or work assistance organizations.

ESG Data Management, Sourcing and Exchange

The quality of data matters. We help our clients collect and govern relevant data that provide insights for automation, sourcing, gap analysis and advisory services for the Scopes 1, 2, 3 and 4.

Services and expertise

- Governance
- Integration
- Automation
- Sourcing
- Analytics for all Scopes
- Gap Analysis
- Strategic direction
- Master data management
- Data exchange



CANADA

Large Energy Company

Quantifying and reducing supply chain GHG (Scope 3) emissions

This large Canadian energy company took on the mission to steer the economy towards sustainability and deep decarbonization, and has decided to do it through a leading-by-example approach. As such, they wanted to go over and above regulations by reducing greenhouse gas (GHG) emissions from its supply of goods and services (i.e. embedded GHG emissions or upstream Scope 3 emissions). They selected CGI to deliver a tailored, innovative yet realistic business strategy toward upstream Scope 3 GHG abatement.

CGI quantified Scope 3 emissions for 700+ categories of goods and services, prioritized “hotspot” categories to decarbonize, conducted lifecycle assessments on 15+ categories, and defined a roadmap to compel its supply chain to decarbonize in the medium and long run. Outcomes delivered include a customized sustainable procurement strategy, increased internal stakeholder engagement, and defined GHG Scope 3 emission reduction targets for purchased goods and services.

[+ Learn more](#)

FRANCE

Agefiph

Advancing the inclusion of people with disabilities in the IT industry

Committed to continuously improving their services, Agefiph or Association de Gestion du Fonds pour l'Insertion Professionnelle des Personnes Handicapées, selected CGI from a consortium, based on our Handi Ready, to promote inclusion in IT recruitment.

With the Handi Ready program, CGI carries out inclusion diagnostics and supports companies in developing inclusive strategies.

As part of the project, we conducted an audit to assess the maturity of inclusive practices within companies, raising awareness, identifying inclusive recruitment opportunities and engaging with companies employing people with disabilities in collaboration with their IT recruitment and HR teams and disability advisors. We also developed a catalog of potential hiring companies and delivered a comprehensive report, including action plans and practical scenarios to guide implementation.

The project has raised awareness about disability-related professions and improved accessibility for employees with disabilities while strengthening responsible recruitment practices. It has also led to companies achieving financial savings on their contributions to the national fund for the professional inclusion of people with disabilities through contracting and sub-contracting recruitment initiatives.



Sustainability business solutions

We offer innovative solutions tailored to our clients' industry priorities, ranging from efforts to mitigate climate change to improving health and social care and well-being.

Here are a few examples:

Environment and natural resources

- **Enabling ecosystem data sharing:** Our [CGI AgileDX data exchange platform](#) solves complex data challenges for [sustainability](#), [hydrogen ecosystems](#) and the [energy transition](#). It provides a centralized view of data and processes, promotes full transparency and auditability, and enables seamless internal and external data sharing and communication.
- **Identifying urban heat islands:** Using Earth observation (EO) data, we help clients identify green spaces, urban heat islands and living conditions at the neighborhood level. Our novel [Healthy Urban Habitat Index](#) (HUH) index further analyzes and classifies these living conditions based on urban green and blue availability, urban heat stress and air pollution to assist with greening actions.
- **Calculating solar energy potential:** Solar energy generated by rooftop panels is a powerful tool in reaching environmental sustainability goals for governments, businesses and individuals. Our [advanced solar energy calculator](#) uses the latest in space, geospatial and utilities-industry technology to provide precise data for making informed decisions about moving to solar energy.

- **Better managing food waste:** [CGI Aromi's Food Waste module](#) helps companies manage food waste more effectively. It uses real-time data to track the amount and types of food waste across various facilities. This helps pinpoint sources of waste, implement corrective measures, and ultimately reduce the CO₂ emissions associated with food disposal.
- **Supporting chemical product stewardship:** [CGI ProSteward360](#) drives sustainable practices by enabling organizations to manage a wide range of chemical, regulatory, toxicology, product, facility, and location data.

Health and social care

- **Optimizing health and social services:** Developed in close cooperation with doctors and other medical experts, CGI's [OMNI360](#) clarifies and facilitates the planning, implementation and evaluation of patient care, streamlines work and frees up time for interactions that improve the patient and customer experience.
- **Making medical visits easier:** [CGI Navi ProCare](#) guides patients through the entire medical process, with interactive user interfaces that provide navigation and other relevant information – before, during and after appointments.
- **Improving health data interoperability:** [CGI TrustedFabric](#) allows data to flow securely across various entities and is purpose-built to address the critical tenets required for effective and trusted data-sharing.

Read about our AI-powered solutions in our [Responsible AI](#) section.

Read more about our [Sustainability services and solutions](#).





Responsible artificial intelligence

Why Responsible AI is critical to achieving trusted outcomes

CGI believes that the universal and consistent application of [Responsible AI \(RAI\)](#) is not just an ethical necessity, but a business imperative. As the increased accessibility to AI’s transformative power advances businesses, governments, and societies, we recognize that the opportunities enabled by AI, and generative AI (GenAI) in particular, must be met with great responsibility to deliver value and outcomes we can trust.

Given AI’s rapid evolution and adoption, its potential to impact human lives and our world grows exponentially. Therefore, associated risks must be addressed proactively. For example, individuals and organizations increasingly question how their data is used in AI, raising issues around privacy, security, and copyright compliance, as well as ensuring that the application of AI focuses on human technology interaction through ‘human in the loop’ implementation.

At the same time, regulators and policymakers are swiftly implementing guardrails for this technology, both regionally and globally. CGI strongly believes that collaboration across government, the commercial sector, academia, and other institutions is critical to ensure adherence to the highest standards in the responsible development, use, and future-proofing of technologies.

The science behind RAI

AI and machine learning technologies have evolved over the last 70 years with varied models and objectives. However, the foundations of AI explorations remain largely consistent. AI harnesses data at scale to train models to emulate human reasoning, helping humans gain insights from probability, recognize patterns, generate new patterns, predict models, and provide expert analysis.

Machine learning, a subset of AI, can refine its learning autonomously and continuously as it assimilates more information and learns from prompts and reinforcements. Tools such as decision support, predictive and prescriptive models, expert systems, neural networks, clustering, and linear regression are all integral to the AI spectrum.

The spike in attention around AI over the past two years is driven primarily by greater accessibility to AI tools that use pretrained low-code models. These models require less expertise to configure and fine-tune than traditional AI and ML solutions.

The combination of greater accessibility, extended AI capabilities, extra-large diverse datasets, and the scalable computing power of cloud infrastructure has led to greater AI interest and adoption.

Privacy and security concerns around publicly accessible GenAI tools result from limited transparency into how the models have been trained and how the content provided through interactions is used, stored, and retrieved to provide reliable and trustworthy outputs. Risks associated with limited transparency in functionality and information sources are exacerbated by the accelerated pace of innovation in this field.

GenAI also risks “hallucinations,” or situations in which model output from AI-driven responses may stray off topic and introduce potential inaccuracies that are not always evident to users. The deterministic approach to responses also requires clear and direct prompts for information to ensure an in-context and on-topic response — meaning, “ask a better question, get a better answer.”

While the vast knowledge available in GenAI makes these solutions compelling, using public GenAI models for business purposes creates risks of unreliability and exposes proprietary information to the public model’s data sources through user inputs.



Engaging in AI governance initiatives

In recognition of the need for guardrails and transparency in action, CGI is committed to fostering innovation and AI for good. We actively engage in AI governance initiatives and discussions with policymakers, academia, and think tanks to influence awareness and action.

Our involvement includes:

- [Canadian Voluntary Code of Conduct for AI](#) – CGI became a signatory in 2023.
- [EU AI Act](#) – We are among the [first signatories to the pledges of the AI Pact](#), part of the European Union’s (EU’s) wider AI innovation package. Through this innovative framework, a network of AI experts, businesses, not-for-profit organizations, and academics engage with the European Commission and AI Office to collaborate on best practices to shape implementation measures. CGI also serves on the EU AI Commission Plenary, an advisory group whose mission is to frame risk management and the Code of Practice to help future-proof AI Act requirements.
- [Global Sourcing Association \(GSA\)](#) – CGI and GSA [partnered to explore AI](#) and whether UK service providers and buyers are using the right frameworks for AI-enabled programs.
- [Karlstad University](#) – In collaboration with this Swedish university, we established a research team to find better methods for assessing synthetic data quality and [copublished a research paper](#). CGI also contributed to Karlstad’s [AI-4Energy project](#) to explore how AI, ML, cloud, and edge technologies transform renewable energy systems.
- [Solar Electricity Research Centre](#) – We help researchers in this consortium use AI for rapid solar energy expansion in the Swedish grid and [coauthored a research paper](#).
- [State of Georgia](#) – CGI advises this U.S. state on AI and compliance.





Responsible artificial intelligence

CGI's RAI Value Framework

We apply RAI principles for solutions developed for our clients as well as for our own internal use.

CGI's RAI approach for developing data-driven decisions and accelerating business outcomes encompasses our proprietary RAI Framework in concert with our Responsible Use of Data and Cloud Responsible Use of Cloud Technology, frameworks, our pragmatic AI risk matrix tool, clear and enforceable guidelines and best practices, and ethical principles backed by the principles of research ethics and scientific research.

We support clients in creating responsible, human in the loop AI plans, which are essential to delivering clear business value for any AI technology investment, by providing guidance around:

- Determine and understand the AI objectives, vision and future state as well as identify desired outcomes for each organization
- Identifying the risk level for AI solutions and designing the proper levels of oversight, ongoing monitoring, and governance to deliver safe and reliable AI that provides ethical, trustworthy, and robust outcomes
- Understanding the specific risks in applying different AI models
- Implementing privacy and security measures to ensure information reliability and safe interactions
- Selecting the right combination of AI models

CGI also helps our clients translate AI's potential into tangible and trusted outcomes. Our AI models and technology engineering capabilities, combined with human-centric design principles, deep industry expertise, and track record of delivering large-scale transformational projects, position us as

a trusted partner for advising on and operationalizing RAI. For more information on what we do, and how, please visit cgi.com/artificial-intelligence.

We are committed to fostering innovation within responsible use guardrails — a pledge building on our work in AI and ML prior to the introduction of GenAI, and continuously reviewed and refined as needed as technologies advance.

CGI's RAI Framework

The advent of GenAI highlighted the need for a universal RAI framework, process, and policies which target addressing the most stringent compliance requirements. RAI is critical because it ensures that AI systems are developed and deployed ethically, transparently, and safely — a necessity for a professional services firm such as CGI whose clients rely on our IT and business consulting services.

We require our RAI Framework to be intuitive, understood by and acceptable to all, and conducive to a safe innovation environment. Research ethics and best practices form the foundation of our framework, which addresses potential AI risks, such as bias, discrimination, and privacy violations, by incorporating fairness, accountability, and governance into AI practices. Our framework also prompts teams to consider the environmental impact of AI solutions in risk mitigation.

Having a robust framework builds trust among users, promotes inclusivity, and prevents unintended consequences that could harm individuals or society. As AI is increasingly used across various sectors to support humans in decision-making processes, ensuring RAI development is essential to safeguard human rights, enhance societal well-being, and maintain public trust in AI technologies, as well as being essential to ensuring a clear business value.





CGI's AI governance and organization model

To mitigate AI risks, CGI established an internal executive-level AI Steering Committee that works with our Strategic Business Unit Presidents, Chief Executive Officer, Chief Operating Officers and Chief Information Officer on a common direction for AI decisions and direction. This group is informed by a centralized global AI Enablement Center of Excellence (CoE), an advisory group of subject matter experts (SMEs) focused on a common approach to select and implement RAI solutions.

The CoE:

- Collaborates with industry and regional experts through a Global AI Cabinet of AI practitioners and SMEs.
- Supports collaboration with CGI's legal, privacy, and security teams to support ongoing AI oversight.
- Stays abreast of global compliance requirements and technology capabilities to ensure our AI use and solution deployment approaches are future proof.

Implemented enterprise wide, CGI's RAI Framework provides policies and processes to protect both internal and client information when using AI technologies, from ideation to operations. For example, we prohibit the sharing of sensitive data on public forums. We apply the same restrictions for using public GenAI tools to avoid the risk of sensitive data being publicly accessible, or for model training.

The development and ongoing evolution of this RAI Framework is a collaborative effort with our privacy, security, and legal teams to ensure our approach to AI risk is streamlined and supported by existing approaches to [data and security risk management](#).

CGI's RAI principles extend the security protocols developed by GenAI and cloud technology vendors, adding a layer of AI best practices to:

- Use leading human design standards to validate the data used for training and the problem statement AI is addressing, as well as the accuracy and relevancy of AI-generated outputs. This also ensures the data used for training is inclusive.
- Ensure AI models address algorithmic limitations such as bias and variance.
- Use secure data pipelines for any data ingested by AI, with sensitive data protections implemented to manage Personal Identifiable Information (PII), intellectual property (IP), and other sensitive or proprietary information.
- Restrict access to any PII through de-identification, masking, and analysis of the risk of reidentification as part of the data ingestion processes. These transformations should be implemented before access by any AI tools or models.
- Ensure data and information storage and data movement are secured within the cloud tenancy and apply access restrictions appropriate to the user level.
- Use secure and encrypted Application Programming Interface (API) calls for AI access to any information or data retained on-premise and apply de-identification to on-premises data where appropriate.
- Ensure the interpretation of AI responses and outputs uses leading human design practices with business and data SMEs to validate accuracy and relevance to business operations. This includes tagging outputs to make users aware when content is AI-generated.

- Include source information in responses as part of the AI outputs, with citations and links to references or documents.
- Monitor AI outputs for relevancy.
- Ensure AI systems and solutions are developed as a support, not a replacement, for human decision-making by keeping humans in the loop and providing ongoing oversight.

CGI continues to monitor our stakeholders, global needs and regional regulatory requirements to adapt our frameworks to be relevant and future-proof as technology and legislation continue to evolve.



Environmental impact of AI

With the growth of AI comes increased energy demand to train and use AI models. Organizations continue to seek greener ways to power AI models to support environmental sustainability.

Committed to building a more sustainable and inclusive world, CGI believes we can achieve both environmental responsibility and technology innovation in tandem. Innovations that produce more efficient algorithms will help mitigate increased demand for energy associated with processing larger scales of information — enabling continued innovation without overly straining infrastructure.

CGI has invested in expertise to help clients improve the efficiency of their own AI systems and solutions, and realize the related benefits of reduced costs and energy consumption. As part of our AI Advisory services, CGI performs assessments demonstrating how our clients can focus their AI projects on the right knowledge and reuse models where possible, ensuring knowledge sovereignty while implementing energy-efficient AI practices. These assessments can help clients reduce their AI-related energy usage by as much as 50%.

We also use AI and related technologies to support environmental sustainability, focusing on areas such as energy optimization, carbon reduction, environmental risk management, and sustainable resource use.

The following examples illustrate how we use AI to help clients use energy more efficiently.

- **Reducing carbon footprints:** [CGI DataTwin360](#) simulates and optimizes energy use across an organization’s operations, providing real-time data and carbon accounting. The solution helps companies gain insights into energy consumption patterns to identify inefficiencies and reduce carbon footprints. By using a virtual model or digital twin of their infrastructure, companies can test various scenarios and implement energy-saving measures, minimizing both environmental impacts and costs.
- **Supporting the energy transition:** [CGI OpenGrid DERMS](#) (Distributed Energy Resource Management System) allows energy operators to integrate and optimize a variety of renewable energy sources, such as wind, solar, and energy storage systems. This AI-powered solution helps balance energy loads, ensuring a stable supply while minimizing the use of non-renewable energy sources. DERMS also supports energy transition strategies by facilitating the management of decentralized grids.
- **Managing renewable energy assets:** [CGI’s Renewables Management System](#) (RMS) supports the proactive and efficient management of renewable assets, providing greater insight into operations and analyzing key performance indicators. RMS helps in planning and managing urban renewable energy projects, contributing to smarter city planning and infrastructure management.
- **Supporting ESG reporting:** In the podcast “[Embrace ‘Green IT,’ AI and auditable data to accelerate your ESG journey.](#)” our experts discussed trends in ESG reporting and how AI can help organizations proactively prepare for ESG reporting. Examples include using AI for unstructured data analysis of ESG topics and benchmarking industry practices.

CGI also employs AI in environmental monitoring and risk assessment by using all available data and applying the scale and power of AI to model complex scenarios.

- **Mitigating natural disaster impacts:** [CGI EnvironmentMonitor360](#) uses satellite data and AI to help assess and predict the impact of natural events like hurricanes, floods, and wildfires. By analyzing historical and real-time environmental data, CGI enables our clients to develop strategies for mitigating the damage from these events. For example, organizations can use this data to protect critical infrastructure, plan for disaster response, and evaluate long-term environmental changes.
- **Tracking ecosystem changes:** [CGI’s Earth observation](#) (EO) offering uses satellite imagery to collect data on physical, chemical, and biological systems worldwide. This data helps track changes in ecosystems, such as deforestation, ocean acidification, and the health of carbon-capturing seagrass beds. These insights support policymaking and conservation efforts by providing a scientific basis for protecting biodiversity and managing natural resources sustainably.
- **Using space data to protect natural resources:** In partnership with Ordnance Survey, we’ve developed an initiative to remotely detect sewage overspill events from space. Using available data from the UK Environment Agency combined with data from CGI, [Ordnance Survey](#), North Devon Biosphere and OpenSource satellite data, the project will use AI to map where pollution incidents have taken place over time using CGI [GeoData360](#).

These AI-driven solutions demonstrate CGI’s commitment to using technology to drive meaningful and sustainable environmental outcomes. By combining AI, ML, and EO data, we help clients and our own organization achieve targeted reductions.



Responsible artificial intelligence

Social impact of AI

AI holds immense potential for fostering social impact and promoting well-being on a global scale, as well as addressing the unique challenges of our communities. By using advanced algorithms and data analytics, AI can help identify opportunities, address critical social issues, and enhance the quality of life for diverse populations.

One of the most significant benefits of AI is its role in [advancing social equity](#). AI systems can be designed to ensure fair and unbiased decision-making, providing equitable access to benefits and social support. For instance, AI can analyze data to identify and address disparities in social care and identify risks and solutions within communities. This includes safeguarding children from cyber risks, advancing healthcare intervention and prevention, and identifying evidence-based approaches to reduce crime.

By integrating datasets, AI can predict and mitigate events early in addiction or crisis cycles, preventing trauma and providing effective intervention before any incident occurs. Predictive analytics can help law enforcement agencies prevent crimes and protect vulnerable populations within the communities in which we live and work. Additionally, AI contributes to mental healthcare and treatment by identifying early risks and offering timely interventions, improving access to services.

AI also enhances social program efficiency by automating routine tasks and optimizing resource allocation, improving management and outcomes for beneficiaries. Ultimately, AI can foster a more proactive and preventive approach in social care, leading to better outcomes for citizens and a more equitable distribution of social services.

The following examples illustrate how we help clients use AI to accelerate positive outcomes for communities where we operate:

- [Improving fire safety](#) for First Nations communities
- Reviewing CT scans and [detecting brain hemorrhages](#)
- Accelerating the identification and accuracy of [measuring sleep apnea](#)
- [Transforming access to health and well-being services](#) in space and on Earth
- Improving accessibility through assistive technologies and inclusive design
- Integrating crime data to enable strategic scenario planning, e.g., the UK’s Safer Streets pilot, which uses a digital twin to integrate data for violence and sexual offenses, with CGI’s support
- Building an AI-enabled self-service dashboard for a large global bank to discover internally and take action on any projects that could involve human rights violations

Increasing trust and transparency

The integration of AI with social media and online content introduces significant risks, particularly in the realm of AI-supported fraud. Malicious actors can exploit AI technologies to generate deceptive content, manipulate public opinion, and propagate misinformation at unprecedented scale and speed. These actions can undermine trust in digital platforms and pose serious threats to societal stability.

This has been a focus of compliance guidelines for the responsible use of AI globally and locally in delivering value to our CGI partners and our clients. It is where AI itself offers powerful tools to combat these risks. Advanced AI algorithms can detect anomalous patterns and flag suspicious activities,

thereby preventing fraudulent schemes before they inflict widespread harm. Furthermore, AI can enhance transparency by providing clear insights into the provenance and credibility of online information.

For example, CGI partnered with a large global bank to build their sustainable finance platform to enable green financing.

Promoting AI literacy

By promoting AI literacy among citizens, people can become more discerning consumers of digital content and be better equipped to recognize and reject fraudulent or misleading information. This dual approach of using AI for vigilance and fostering public awareness can significantly reduce the incidence of AI-supported fraud and contribute to a more informed and resilient society.

CGI participates in global forums to identify risk mitigation best practices and support efforts to increase AI and data literacy. For example, CGI’s commitment to the European Commission (EC) and EU AI Office’s [AI Pact](#), in relation to the [EU AI Act](#), includes the core voluntary pledge to promote AI literacy and awareness among workforces, ensuring ethical and responsible AI development. As part of this, we participated in a first session in Brussels to exchange best practices on the topic of AI literacy with the EC, EU AI Office, and other frontrunners in responsible AI.

For employees, AI literacy offers the potential to enhance productivity, efficiency, and collaboration. In 2024, CGI’s [global AI learning strategy](#) and plan for our consultants and professionals received “Program of the Year” and “Impact” awards from Skillsoft, one of the world’s leading providers of organizational learning experiences.



Applying RAI best practice governance for our clients

According to [CGI's 2024 Voice of Our Clients research](#), reflecting in-depth interviews with over 1,800 businesses and IT executives across the industries and geographies we serve, AI governance and ethics are the principles applied most to ensure RAI.

As noted in our internal AI Governance Framework, CGI recognizes that AI governance is essential for global organizations that operate across various sectors. Assisting organizations in establishing AI governance that aligns with their unique organizational needs provides a structured approach to implementing AI initiatives responsibly and ethically.

CGI's best practice AI governance model offering emphasizes responsibility, standardization, and change management, ensuring AI systems align with human values and benefit society sustainably. It includes rigorous use case selection, consistent development approaches, and clear guidelines for reliability testing and privacy and security policies, supporting legal compliance and trustworthy AI systems. This governance is crucial for mitigating risks, securing data and IP, and ensuring AI technologies are ethical, reliable, and beneficial.

Recognizing that AI is a business-critical capability, CGI's AI governance model provides a structure for implementing AI initiatives, accessible to all our consultants and professionals as part of the CGI Management Foundation and management framework for fostering innovation.

Our complementary guidelines on Responsible Use of AI, Responsible Use of Data, and Responsible Use of Cloud Technology outline related policies and processes. CGI's RAI Framework extends the responsible use frameworks developed by GenAI technology vendors, which can be made project specific. These guardrails provide direction on data protection and GenAI, specifically around public GenAI risks, securing data, and IP with GenAI for business use.

Our federated approach to AI governance

CGI uses the power of our proximity model (where we embed operations within our clients' metro markets) to develop a federated approach to AI governance. A centralized Global AI Enablement CoE ensures consistency in the deployment of AI platforms, services, and solution delivery. This team both supports and is supported by a network of proximity-based AI experts across the company.

CGI's federated AI governance model offers central oversight with local adaptability, ensuring consistent and ethical AI use across diverse industries and regulations. This model enhances AI implementation flexibility, fosters innovation, and applies regional insights for effective project execution. Our approach promotes AI literacy and robust risk management, ensuring responsible deployment of AI technologies globally.

Advising clients on establishing AI governance

We extend our robust AI governance model as a [comprehensive offering](#) to our clients, enabling them to harness the transformative power of AI responsibly and effectively. By providing our expertise and proven

methodologies, CGI helps organizations establish and implement their own AI governance structures, tailored to their specific operational contexts and regulatory environments.

This consultative approach ensures clients benefit from our deep understanding of ethical AI practices, risk management, and compliance, thus fostering trust and driving sustainable innovation. Our dedicated AI experts collaborate closely with client teams to integrate governance principles seamlessly into their AI strategies, empowering them to achieve their desired business outcomes while adhering to high standards of accountability and transparency.

Two examples of where CGI provided our AI governance advisory to clients:

- CGI supported a Canadian health organization in establishing safeguards by developing scenarios in which AI and research may expose privacy and security risks. By identifying use cases and personas, CGI facilitated the implementation of mitigation measures and controls to protect personal and proprietary information, as well as to ensure safeguards were in place to escalate risks before an issue occurred. Risk mitigations included a combination of policy development, technical security solutions, and access and authentication controls, ensuring data could be used for innovation on a need-to-access basis.
- CGI supported an international transportation organization in developing an end-to-end approach to AI governance, risk management, and AI use case identification. By establishing a clear foundation for decision-making, and an AI CoE and target operating model, the organization could strategize and accelerate high-priority AI use cases to increase efficiencies and improve safety and logistics.



Responsible artificial intelligence

CGI's Commitment to using AI for good

CGI's commitment to RAI is evident in our comprehensive and structured approach, which fosters innovation while applying the guardrails underlying our RAI Framework and collaborative AI governance.

By establishing clear guidelines, principles, and processes, CGI ensures AI technologies are deployed using our end-to-end RAI life cycle and risk mitigation approach. By validating alignment to the business problem statement throughout the AI development life cycle, we help ensure our AI solutions and tools are used ethically, reliably, and sustainably. This meticulous attention to governance not only mitigates risks and protects data and IP, but also aligns AI initiatives with human values, thereby fostering trust and accountability for all our stakeholders.

Ongoing AI governance is central to CGI's strategy, driving consistency and innovation across diverse sectors.

CGI's dedication to using AI for good is reflected in our efforts to address the societal impacts and benefits of AI. By considering environmental sustainability and social responsibility in our development of AI solutions, we demonstrate a profound commitment to use AI for the betterment of society.

Success stories from various sectors underscore the transformative power of RAI practices. As CGI continues to champion ethical AI, we pave the way for a future where AI drives innovation and efficiency and contributes positively to the global community.

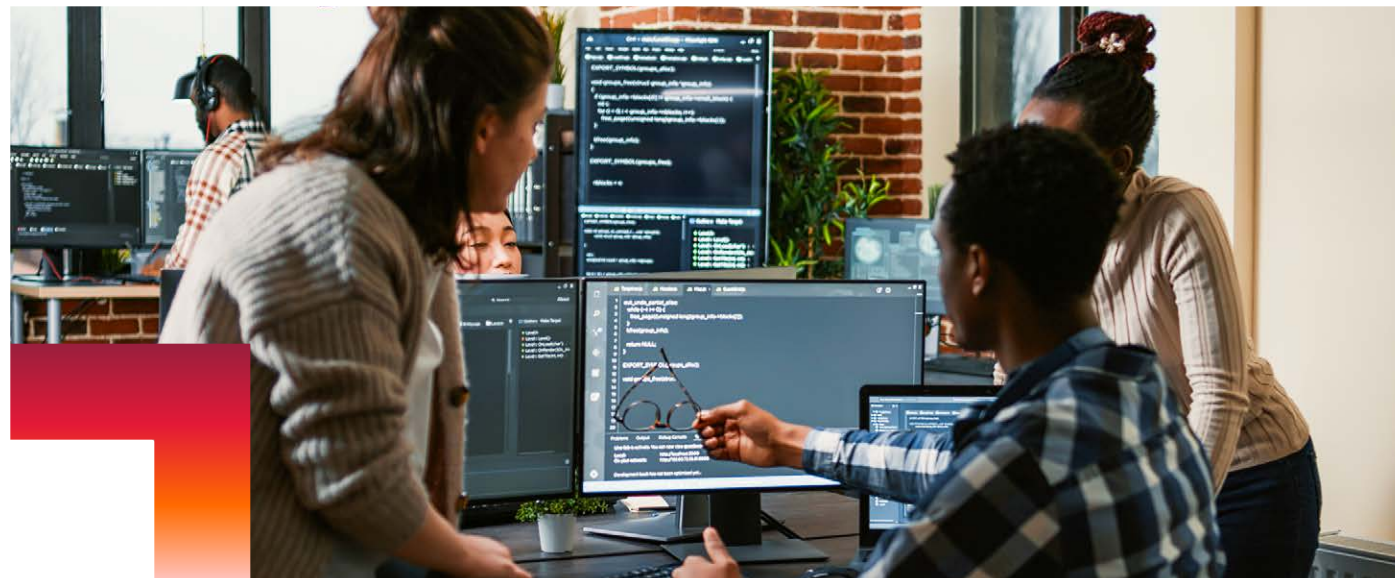
Next steps

Looking ahead to 2025, we are further developing these foundational principles and applying them to deliver the highest quality AI solutions that support human decision-making. By advancing our federated AI governance model, we will ensure consistent oversight and ethical use of AI across various industries and global regions.

Our commitment to using AI for good remains steadfast, as we strive to create solutions that positively impact society, address environmental concerns, and uphold ethical standards, ultimately fostering trust and delivering transformative outcomes.

Our strategic initiatives include enhancing the AI literacy of our vast network of clients and within CGI, fostering innovation through localized insights, and reinforcing robust risk management practices.

We will continue to collaborate closely with regulatory committees on future-proofing AI compliance guidelines, growing our AI competencies, and supporting our clients in using AI to improve efficiencies and reduce risk. In this way, CGI will ensure that our AI solutions not only drive efficiency and innovation, but also adhere to the highest standards of accountability, transparency, and social responsibility.





Sustainable IT

Our commitment

CGI continually strives to address the environmental and social challenges of digital technology by raising awareness and applying sustainable IT practices in our operations and in our work with clients.

Across multiple fronts, we leverage our expertise and industry partnerships to mitigate the growing negative impacts of technology.

Strategy

Our strategy integrates eco-design and circular economy principles from concept to design, manufacturing, use, and end-of-life repurposing. CGI's iterative approach to evaluation and enhancement, coupled with R&D investment, informs our choice of energy-efficient subcomponents. The resulting innovative and efficient business solutions lower energy consumption, reduce CO₂e emissions, and optimize the IT equipment life cycle.

Operationally, CGI applies sustainable development practices that reduce energy and water consumption related to our digital data services (i.e., data centers, servers, and transmission networks), without compromising our quality of service. To achieve our goal of sustainable data centers, we follow a water management strategy that maximizes efficiency while minimizing water use and pollution.

We also extend the life span of our IT assets through e-waste management procedures that include refurbishing, recycling, and energy recovery.

Internal awareness and training initiatives include Sustainable IT Awareness e-learning, deployed across our Western and Southern Europe (WSE) Strategic Business Unit (SBU) in 2021. As of September 2024, 88% of the SBU's consultants and professionals received this training.

This year, CGI in France introduced an eco-design training program consisting of four half-day courses. Each course starts with the essentials of sustainable digital design and then delves into four main business profiles: functional contributors, developers, architects, user experience/user design advisors, and those with cross-functional technical roles.

Our operations in France and Canada also provide support to our Partners for the Institute for Sustainable IT (ISIT) [Certificate of Knowledge](#) exam. Following a successful pilot with 130 participants in November 2023, all CGI Partners in France working on projects who match the training profile will undergo this instruction by the end of 2026. We are currently adapting modules tailored to other roles and to our Canada SBU.

The new PLENR Training platform, CGI's first eco-designed solution, features eco-design challenges and quizzes. Sustainable IT fresks⁽¹⁾ ([The Digital Collage](#)), interactive workshops organized in Canada and France on a regular basis (including on World Environment Education Day) explored the impact of the IT world on climate change and our ability to make a difference. In 2024, CGI's Canada SBU organized internal [Sustainable IT fresks](#) facilitators to expand rollout across Canada.

These collective measures and activities contribute to our commitment to reduce our emissions, promote awareness and engagement of CGI Partners, and build our expertise.

We committed to training 9,000 CGI Partners in France in sustainable IT and eco-design by 2026.

Governance

Across our WSE SBU, a network of CGI professionals and consultants advise on and manage the development of expertise and related actions (e.g., monitoring, R&D, capitalization, and community engagement) that support our sustainable IT strategy.

In our Canadian SBU, an ESG Council oversees the strategy and business development of sustainable IT services.

In 2024

88%

of CGI Partners in our WSE SBU completed Sustainable IT Awareness e-learning

8% in 2023

Target

100%

by year-end 2026

(1) Sustainable IT fresk refers to a collaborative workshop that educates participants on the environmental impacts of digital technologies and promotes sustainable practices in the IT sector.



Strategic partnerships

CGI leverages strategic partnerships and networks to share resources and achieve more impactful outcomes.

Pooling technology and expertise promotes efficient, innovative co-creation. Sharing risks encourages the pursuit of more ambitious projects and accelerates progress. Sustainable IT solutions often require large-scale implementation to be effective. Collaborations allow for scaling solutions more quickly and broadly, ensuring a greater positive impact.

CGI's strategic partnerships include:

- [ISIT France](#) — Member, signatory of the [Sustainable IT Charter](#), and contributor to several working groups that produce tools and frameworks, including our role in the [WeNR](#) and [GR491](#) pilots, and a project to help schools develop sustainable IT courses
- [Alliance Green IT](#) (link in French) — Member and contributor to various working groups
- [Good In Tech](#) — Partner and founding patron of the Good In Tech Chair, launched in 2019
- [Planet Tech'Care](#) — Member and [manifesto](#) signatory
- [AFNOR](#) — Working group participant and financial sponsor of the GE ECO SN (groupe d'experts Écoconception des services numériques—Ecodesign of digital services expert group) that follows the ISO/IEC JTC 1/SC 39/WG 4 Écoconception des services numériques (Ecodesign of digital services), on the project ISO/IEC TS 20125, and contributor to a [general framework for frugal AI](#).

Certifications

Awarded the Sustainable IT Level 1 label by [Agence LUCIE](#) in 2022, CGI advanced to Level 2 certification in 2024 following an external audit that covered five topics: governance and strategy, training, cross-functional approaches, users, and organizations. The distinction, achieved in France, Luxembourg, Morocco, Romania, and Switzerland, marks an important milestone for CGI, as we are the first digital services company, with over 5,000 employees, to achieve this level of certification.

Since the introduction of preparatory training in 2021. Many CGI Partners have received the ISIT Sustainable IT [Certificate of Knowledge](#), and the ISIT Certificate of Sustainable Design.

Evaluation standards and procedures

IT life cycle assessment

All IT products purchased by CGI must meet criteria that address sustainability impact, from initial material extraction to end-of-life.

As a global company, we respect the leading eco-label certifications applied in the different geographic regions where we operate. For hardware (computers, servers), this includes [CE](#), [ENERGY STAR](#), [EPEAT](#), and [TCO](#).

Our data centers use the [Green Grid's Power Usage Effectiveness \(PUE\) metric](#) to measure energy efficiency. We consistently achieve a target PUE ratio below 1.5, a benchmark that distinguishes today's most energy-efficient data centers.

Proper management of our waste electrical and electronic equipment (WEEE) involves practices that extend the life of our IT equipment through renewal and repair. We also use the [WeNR tool](#) to measure our annual carbon footprint.

Eco-design

We evaluate our initiatives and assist clients in green coding — the use of eco-design best practices to optimize front- and back-end development of digital services.

As a proof of concept, our team in Canada analyzed the code of 72 applications to measure their environmental impacts using CAST's Application Intelligence Platform's Green IT Index.

Infogreen Factory in Montpellier, France, selected CGI as their partner to train professionals at Credit Agricole Technologies et Services in eco-design.

We have developed an eco-design audit grid that helps us enhance sustainable IT in client projects.



CANADA

Taking Ubisoft's ambitious Green IT strategy to the next level

With the goal of achieving carbon neutrality by 2030, Ubisoft, one of the world's leading video game publishers and distributors, approached CGI to assess the maturity of their Green IT program and identify opportunities to take their strategy to the next level. Our mandate also included the objective to increase overall visibility of sustainable IT practices within Ubisoft.

Applying a framework developed by our Digital Innovation Center in France, we assessed environmental initiatives related to digital services, equipment, and accessibility in four areas: strategy and governance, communication and training, digital equipment life cycle, and digital services life cycle.

Outcomes delivered

- Revealed that Ubisoft's Green IT strategy is relatively mature
- Provided clarity and insight on their strategy's strengths and areas of improvement
- Enabled Ubisoft to reinforce Sustainable IT initiatives and priorities according to the capabilities of their different studios and business lines
- Facilitated prioritization by assessing potential leverage effect, implementation effort, and avoided impact for each recommendation

[+ Learn more](#)

FRANCE

Industry leader in sustainable mobility solutions Eco-design

To help our client's IT Department assess and reduce their environmental footprint, CGI carried out an eco-design audit, with a 360-degree view of the technical and functional scopes. These efforts helped to highlight areas for improvement, which CGI proposed in an action plan.

We used the CGI Responsible Design Diagnostic Tool, based on the GR491 reference framework, to carry out this eco-design diagnosis. This reference framework covers all digital professions and phases in the life of a project. The tool consists of a questionnaire completed by CGI consultants during workshops with relevant stakeholders, as well as maturity graphs and GR491 compliance scores.

In addition to the information gathered, the CGI diagnostic tool is enhanced with appropriate tools, analyses and measurements of the client's application (weight, consumption, most visited pages, etc.) as well as an analysis of the code.

Outcomes delivered

- Compliance with the LCA methodology recommended by the European Commission (PEF 3.0) and internationally (ISO 14040/44)
- Calculation based on the most complete and recent data on the market (NegaOctet, Ecoinvent and ResilioDB) as well as on 16 environmental indicators
- Calculation of the application's environmental footprint, accessible in the RESILIO Tech tool
- Recommendations to build an action plan to reduce environmental footprint

FRANCE

Global power company Collaboration

Producing low-carbon energy is at the heart of one of the world's largest power company's strategy to build a net zero energy future. To support their strategy, CGI collaborated with the client to deploy a pragmatic action plan to reduce the environmental footprint of the company's services.

This plan includes:

- Training CGI Partners working on the client's software
- Implementing eco-design recommendations within CGI's project practices
- Assessing eco-design maturity and environmental footprints

Outcomes delivered

- Implementation of a low carbon digital progress plan to reduce the carbon footprint of CGI's services delivered to the client
- Calculation of the carbon footprint for each project and development of a dedicated action plan for reduction
- Eco-design and green coding training for all CGI Partners and client employees working on projects
- Reduction in the volume of IT equipment and lifespan extension
- Measurement of eco-design scores and creation of action plans to improve the score of each project



Environment

Impact

Strategy

Science Based
Targets initiative

Progress on climate
mitigation

Energy

Travel

Supply chain

Waste

Water

Nature and biodiversity

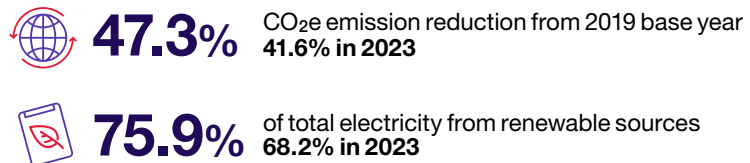


Impact

Every action counts when it comes to addressing climate change. We understand that growth must not come at the expense of the environment and the communities where we do business. We are committed to minimizing our environmental footprint, combating climate change, and preserving biodiversity through responsible operating practices that include robust monitoring and measuring of environmental impacts such as CO₂e⁽¹⁾ emissions.

In 2024, we reaffirmed our sustainability commitment by pledging under the Science Based Targets initiative (SBTi) to set near-term targets by end of 2025 at the latest. As CGI's environmental roadmap evolves, we will integrate CO₂e emissions reduction targets that align with the Paris Agreement's 1.5°C goal while maintaining our ambitious reduction trajectory on Scopes 1, 2, and 3 under the Greenhouse Gas (GHG) Protocol.

Our progress



(1) CO₂e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of GHGs by expressing the emissions as equivalent to carbon dioxide.



Portugal, beach clean walk



Strategy

CGI integrates environmental responsibility into all aspects of our business. This includes protecting ecosystems in the communities where our stakeholders and external partners live and work.

Innovation, awareness, and training drive our strategy for environmental protection and climate risk mitigation. We seek to be a positive influence through change that advances our industry, generates new career opportunities, and brings value to our stakeholders.

We demonstrate our commitment through action, applying environmental best practices in our office and data center operations, supply chain and IT asset procurement activities, and business commuting and travel policies. Our Strategic Business Units (SBUs) reinforce these efforts through local actions and initiatives.

Our climate strategy

Resource management

- Follow the three Rs (reduce, reuse, and recycle) targeting e-waste and general waste
- Use efficient cooling to reduce data center water consumption

Energy

- Shift our data centers and offices to renewable energy
- Reduce energy consumption

Travel

- Transition to electric and hybrid vehicles
- Reduce emissions impact of CGI Partners' travel

Supply chain

- Help reduce the environmental impact of our supply chain
- Promote circular economy principles

Stakeholder collaboration

- Develop CGI Partners' awareness, engagement, and empowerment
- Support and collaborate with our clients on environmental objectives
- Pursue activities with communities and organizations



Strategy

Governance

CGI's environmental impact reduction strategy and associated outcomes are subject to review at multiple levels of governance within our organization.

Governance level	Responsibilities
Board of Directors	<ul style="list-style-type: none"> Validates CGI's global environmental strategy Addresses disclosure of related data and progress against our objectives Continuously engages with senior leadership on climate risk management and activities
ESG Executive Steering Committee	<ul style="list-style-type: none"> Provides guidance and direction on key environmental issues and organization-wide goals to CGI's Executive Management
Global Operations leaders	<ul style="list-style-type: none"> Align local business plans with environmental targets in global plan Review progress of environmental targets
Global ESG team	<ul style="list-style-type: none"> Enables execution of CGI's global ESG strategy and reporting Monitors risks, regulations, emerging trends, and stakeholder priorities, advising leadership on decisions that could impact our global ESG strategy Serves as the central hub and conduit responsible for coordinating and executing activities among subject matter experts (e.g., real estate, business travel) Improves processes and tools used by CGI's internal and external stakeholders Benchmarks performance against our ESG goals and priority ESG ratings, rankings, and awards
ESG Leads committee and climate working group	<ul style="list-style-type: none"> Identifies and implements our ESG strategic priorities locally Collaborates on reporting, develops new projects, and contributes to corporate-led initiatives with an ESG component Acts as a resource, given cross-functional representation, providing expertise in relevant and varied disciplines
Local climate committees	<ul style="list-style-type: none"> Adapt the global strategy for local conditions Develop specific goals based on local needs and contexts



Strategy

Stakeholder engagement

We engage our stakeholders in discussions on CGI's environmental impact through annual processes and ongoing dialogue. (See the [ESG Dialogue](#) section.)

These interactions allow us to confirm and develop our environmental strategy.

Client engagement

Combined insights from our [Voice of Our Clients](#) research, double materiality exercise, and regular discussions with clients confirmed climate change as a top macro trend and climate change and sustainability as the top industry trend.

We continue to reduce our CO₂e emissions, while simultaneously supporting our clients and external partners in their reduction efforts and ensuring continuity of service amidst escalating climate risks and crises. We also collaborate with clients to ensure transparency in our plans, results, and progress. For instance, CGI facilities worldwide successfully passed multiple on-site client-requested audits.

CGI Partner environmental awareness

CGI Partners and new recruits are reshaping the industry's environmental approach. With a strong awareness of their ecological footprint, they prioritize action, transparency, and engagement in sustainability.

To engage and empower our workforce, we provide awareness training on sustainable practices. Our ESG Academia-elearning channel includes a module on CGI's GHG emissions reduction strategy, addressing energy consumption, water usage, waste management, and business travel. In 2024, we improved our results with 39.2% of our CGI Partners completing this training compared to 26.8% in 2023.

In addition, countries in each SBU take action to raise awareness at all levels. Many initiatives commemorate globally or regionally recognized annual events, such as Earth Day, Earth Month, Meatless October, or Sustainability Week.

CGI in Canada created the Environmental Council for Earth Day in 2024 to support our business objectives for a sustainable environment. As its mandate, the council will support awareness-raising efforts, offer guidance based on input from associate members and clients, counsel BUs on emission reduction strategies, and advocate for sustainable business practices.

The [No Planet B](#) initiative in the UK encompasses sustainability and environmental employee engagement activities. The aim is to engage CGI partners in the journey toward meeting our objectives. Campaigns and initiatives include internal sustainability and climate webinars, volunteering, and implementing cycling ambassadors in all UK offices.

Community partnerships

We also pursue activities with multiple communities and organizations. These global and local partnerships are highlighted throughout this report.

Assets for environmental strategy

Reporting platform

We use Cority, a market-leading EHS & ESG SaaS solution accredited by the CDP, to consolidate our environmental reporting. The global ESG team consolidates and validates data quality, in collaboration with ESG Leads, Climate Leads, and corporate functions in each country. Leaders and management team review SBU and BU data and progress quarterly with organizational key performance indicators (KPIs).

Investments

Different CGI teams (e.g., procurement, real estate, etc.) contribute to validating the investments required to achieve the global and local objectives identified in our environmental strategy. Budget components include costs associated with dedicated ESG teams locally and globally, deploying solutions, purchasing renewable energy, engaging CGI Partners, transitioning to electric vehicles (EVs), implementing commuting programs, procuring external services, and awareness-raising and training initiatives.

Our policies

We also incorporate climate change measures into our policies, strategies, and annual planning process. [CGI's ESG Policy](#) formalizes our responsibilities in the areas of:

- Regulatory compliance
- Commitments to our clients and CGI Partners
- Collaboration with our suppliers
- Energy, resource, and waste management
- Sustainable building standards
- Stakeholder communication
- Sustainable mobility and low carbon travel
- Design and development of our solutions and services (see the [Responsible innovation](#) section)



External audits and evaluations Sustainability assessments

Transparency is essential for maintaining our stakeholders' trust in CGI's environmental commitment and in the quality of data we publish externally. Consequently, we have a longstanding collaboration with several prominent sustainability assessment and disclosure frameworks, such as CDP, EcoVadis, and the Dow Jones Sustainability Indices. These allow for objective analyses of our annual performance.

We receive increasing requests from our clients to share the details of our results from these platforms. More specifically, and as part of our clients' Scope 3 emissions calculation, we use the CDP platform to share the CO₂e emissions associated with the CGI activities delivered to them. We encourage all our clients to use this platform as an official annual data-sharing process.

We invite our clients and external partners to consult these analyses on the designated platforms or the [Key ESG indices ranking](#) section of this report. We also provide the detailed CDP response on cgi.com.

ISO certification

We continue to implement ISO 14001:2015, the internationally recognized standard for environmental management systems (EMSs), across our geographies. This year, we added new locations to our roster of certified offices, bringing our total to 43.0%, which represents 116 offices.

Through continuous improvement, we retain ISO 14001:2015 certification for the EMSs in place at our operations in the Czech Republic, Denmark, Finland, France, Germany, Luxembourg, Morocco, the Netherlands, Norway, Portugal, Romania, Slovakia, Spain, Sweden, and the UK. More than 37,000 CGI Partners are covered by locally implemented EMSs and represent 41.5% of our global workforce.

To support EMS compliance, we communicate the environmental impact of CGI's business operations and our mitigation strategies through sustainability awareness, learning, and training initiatives.

Country-specific verifications and initiatives

CGI reports all GHG emissions attributable to the operations we control. The purpose of verification is to provide interested parties with a professional and independent judgment regarding the information and data contained in our GHG reporting.

In 2024, CGI in Spain completed external verification of environmental data by [AENOR](#). The report submitted was found to comply with the GHG Protocol Standard and ISO 14064-3:2019 (specification with guidance for validation and verification of GHG statements).

CGI in the Netherlands completed voluntary certification under the [CO₂ Performance Ladder](#) (CO₂PL) in 2012 and achieved level 5 (highest level) in 2018, a distinction the BU has maintained. Managed by the Foundation for Climate Friendly Procurement and Business, CO₂PL helps companies reduce CO₂e emissions. CGI uses this process to individually calculate emissions by project/client, allowing us to reduce our own operational emissions.

Initiatives in several regions reinforce our global commitment to the SBTi.

In 2023, we joined [Canada's Net-Zero Challenge](#), a voluntary initiative that encourages businesses to develop and implement credible, effective plans to transition their organizations to net-zero emissions by 2050. With our headquarters in Canada, CGI proudly and actively supports this government-driven challenge. Our Preliminary Participation Checklist was accepted this year.

In France, CGI is a signatory of the French [1pacteclimat](#) (link in French), through which 349 French companies committed to taking concrete action to drastically reduce GHG emissions.



Risks and opportunities

Climate disclosure risk management

The CGI Risk Universe integrates climate-related physical and transition risks, as well as existing and emerging environmental regulations. For each identified risk, we evaluate and assess its frequency, time horizon, and likelihood within our risk management process. (See the [Risk management](#) section)

Our Risk Universe encompasses potential risk to our CGI Partners, premises, and infrastructure from hazards, including those resulting from climate-related causes (e.g. sea-level rise, floods, droughts, or other weather events affecting CGI directly or our suppliers). Such events could disrupt our internal operations or those of our clients, impact the health and safety of CGI Partners, and increase insurance and other operating costs.

Climate change risks can arise from physical risks (related to the physical effects of climate change), transition risks (related to regulatory, legal, technological, and market changes from a transition to a low carbon economy), or reputational risks (related to our management of climate-related issues and our level of disclosure).

Opportunities

We recognize the potential revenue opportunities for CGI to help our clients mitigate environmental impacts, given the urgent need to address climate change.

As a material topic for CGI and central to our ESG business strategy, our sustainability services and solutions:

- Help our clients develop and deploy eco-designed and energy-efficient solutions
- Contribute to clients' progress on ESG performance through innovative services that improve ESG outcomes
- Support them in taking broader action on ESG imperatives

Task Force on Climate-Related Financial Disclosures UK

Following our 2022 adoption of the Task Force on Climate-related Financial Disclosures (TCFD) in the UK, we embedded risk planning into our robust governance processes and published our initial TCFD report last year. Our [2023 report](#) describes CGI's existing practices under each of the TCFD's four pillars. We are also an early adopter of the [Task Force on Nature-related Financial Disclosures](#).





Science Based Targets initiative

We communicated our commitment to setting science-based targets (SBTs) for CGI, after first implementing SBTi-verified SBTs in the UK. By year-end 2025, we will formulate near-term targets that cover 95% of our Scopes 1 and 2 emissions and 67% of our Scope 3 emissions.

In the UK, CGI's climate strategy prioritizes decarbonization and recognizes the importance of reducing our own GHG emissions. This strategy also involves supporting and collaborating with our clients, suppliers, and external partners to accelerate the transition to a low carbon economy.

As a signatory of the UK Green Building Council's [Race to Zero campaign](#), we measure and track Scope 3 full value chain GHG emissions (business travel and a supplier engagement target) and have set 1.5°C-aligned SBTs validated by the SBTi. Our 2024 progress includes:

- 87% reduction in emissions across our UK operations from our 2019 baseline
- 39% reduction in business travel emissions from our 2019 baseline
- 36% of our suppliers by spend set their own SBTs and 10% are committed to setting SBTs
- 98% of electricity consumed in our UK offices came from renewable sources

Find us on the [SBTi](#) website.





Progress on climate mitigation

2024
ESG Report

Introduction

Responsible
innovation

Environment

Social

Governance

ESG
performance

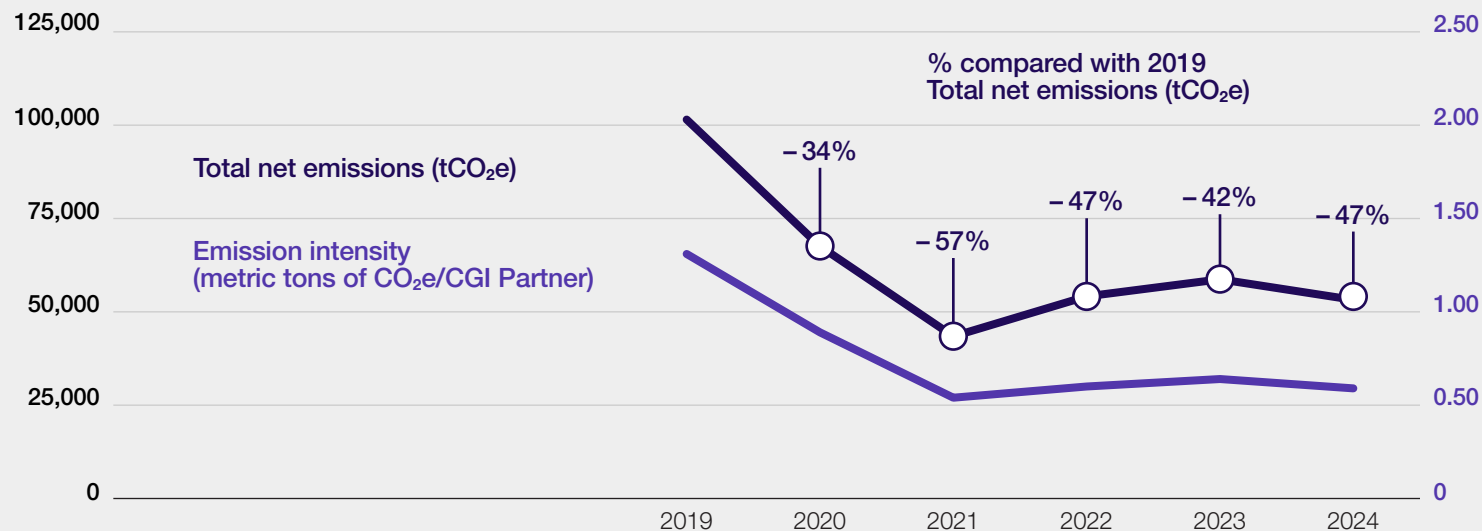
Reporting
approach

CGI continues to make significant progress across our operations in reducing emissions under GHG Protocol Scopes 1, 2, and 3 (business travel).

Between our 2019 base year and 2024, CGI achieved a 47.3% reduction in our total carbon emissions. We also reduced carbon intensity per CGI Partner in 2024 by 54.7% compared to 2019.

Returning to certain business practices post-pandemic contributed to an increase in emissions since 2021. Despite CGI's larger employee base, 2024 emissions remained well below those of 2019.

CGI total emission and intensity per CGI Partner (tCO₂e)



Climate performance	2019	2020	2021	2022	2023	2024	vs. 2019
Total net emissions (tCO ₂ e)	101,531	67,552	43,435	54,178	59,322	53,533	- 47.3%
CGI Partners	77,500	76,000	80,000	90,000	91,500	90,250	+16.5%
Emission intensity (metric tons of CO ₂ e/CGI Partner)	1.31	0.89	0.54	0.60	0.65	0.59	- 54.7%



Progress on climate mitigation

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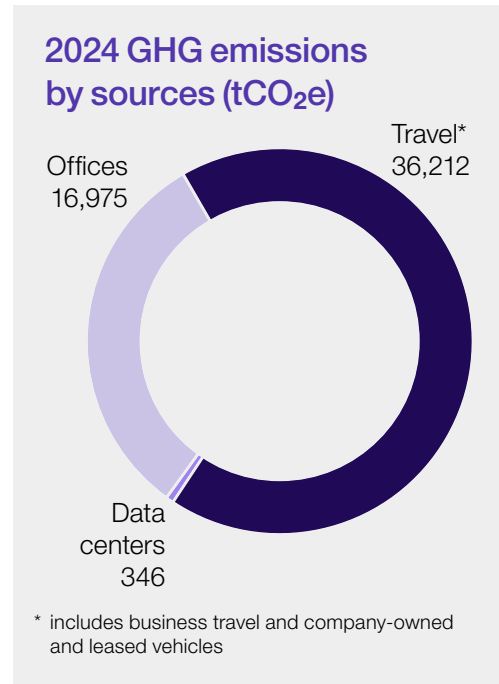
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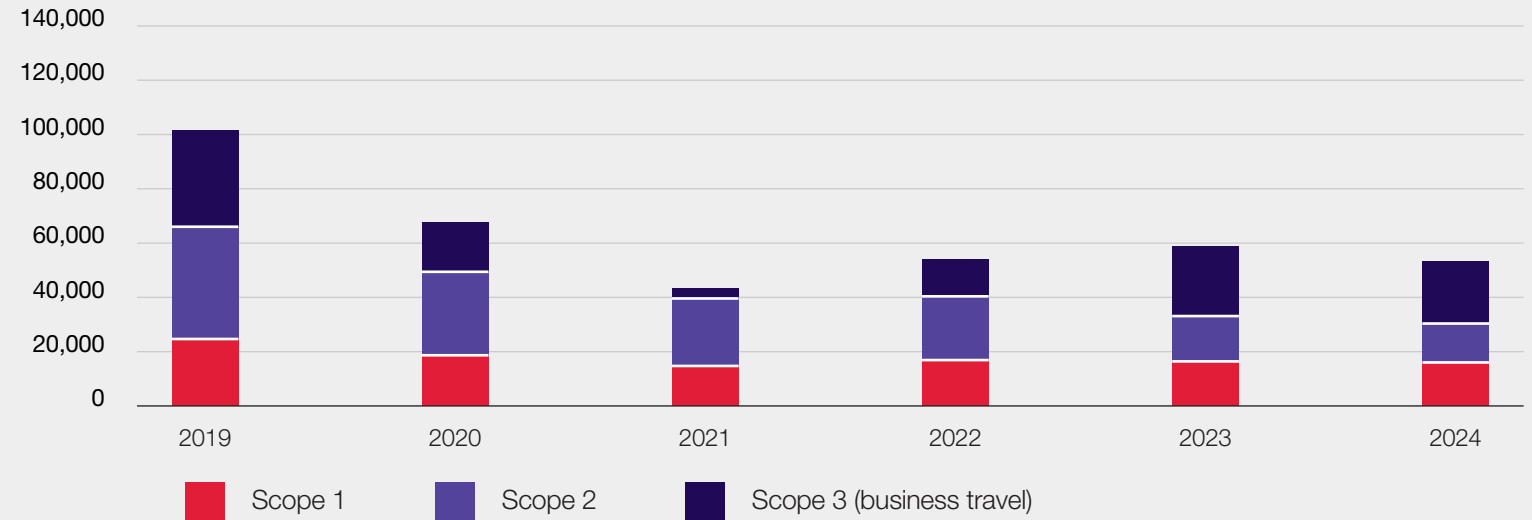
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Through year-over-year progress, we continue to reduce carbon emissions under our direct and indirect control, as defined by Scopes 1, 2, and 3 (business travel) compared to our 2019 baseline.



CGI net emissions (Scope 1, Scope 2, and Scope 3 business travel)



GHG Scope	Type of control	Emission sources
Scope 1	Emissions under operational control	Stationary fuel combustion, company-owned and leased vehicles
Scope 2	Indirect emissions from purchased energy	Electricity, heating, and cooling
Scope 3	Other indirect emissions	Business travel



Energy

We continue to reduce global energy consumption associated with our car fleet, offices, and data centers (Scopes 1 and 2), compared to our 2019 baseline.

We have significantly reduced our data center emissions and continue to improve the energy efficiency of our offices and car fleet.

Energy source consumption tracked by CGI includes:

- Diesel, gasoline, and electricity (car fleet)
- Diesel for backup power (global data centers and some offices in India)
- Natural gas, district cooling and heating, and electricity (offices)
- Electricity (data centers)

In collaboration with our stakeholders, we intend to continually reduce CGI's consumption of energy from fossil fuels and increase our use of renewable energy sources.

Energy usage for car fleet, offices, and data centers

Total consumption

212,270
megawatt hours (MWh)

-5.1% vs. 2023
-36.1% vs. 2019

Net emissions

30,671
tCO₂e

-9.1% vs. 2023
-53.5% vs. 2019

Renewable electricity

75.9%
% of renewable electricity
for entire Scopes 1 and 2

+7.7% vs. 2023
+29.1% vs. 2019



Energy

Data centers

We report on data centers that CGI owns or operates. Of the total electricity consumed by our data centers, 99.3% was sourced from renewable electricity in F2024. We achieved this renewable transition through direct energy contracts with suppliers or by purchasing unbundled Energy Attribute Certificates from third parties. Therefore, CGI's renewable electricity is covered by either Renewable Energy Certificates, Guarantees of Origin, or Renewable Energy Guarantees of Origin.

This strategy allows for better visibility and tracking of electricity sources across our data centers, enabling CGI to effectively meet our target of powering all data centers under Scope 2 with renewable electricity by December 1, 2023.

CGI in the UK installed our digital twin technology at their largest data center to help measure and reduce environmental impact. The [CGI DataTwin360](#) platform-as-a-service streams real-time data, provides carbon accounting, and delivers insights using a virtual model (digital twin) of their hosting platforms.

Energy usage for data centers

Total consumption

61,109
MWh

-10.5% vs. 2023

-40.1% vs. 2019

Net emissions

346
tCO₂e

-82.1% vs. 2023

-96.5% vs. 2019

Renewable electricity

99.3%⁽¹⁾
of electricity from
renewable sources

+12.4% vs. 2023

+35.8% vs. 2019

In Sweden we reduced power consumption in our data centers by 61% since 2016, despite growth in capacity.

We accomplished this through:

- Data center consolidation (from 6 down to 2 data centers)
- Evaporative free air cooling that uses stored rainwater, centrifugal rotation speed-controlled pumps, and variable frequency-controlled air coolers
- Consolidation of hardware footprints (servers, storage, backup, networks), selection of energy-efficient hardware, and extension of hardware life spans
- Upgrade of data center infrastructure (air coolers, pumps, uninterruptible power supply)
- Upgrade to LED lighting and ultra-clean fuel for reserve power
- Extreme focus on airflows

The two data centers are ISO 14001:2015 certified and have a Power Usage Effectiveness of 1.14 and 1.40. One center has heat reuse in place, which we plan to implement in the other. Both operate on 100% hydropower, use halogen-free cables, and repurpose run-down hardware.

(1) Include Scope 2 electricity consumption only, excluding diesel emissions related to backup power.



Energy

Offices

We increased the number of renewable electricity contracts for CGI offices in 2024. We also continued to explore renewable energy systems for heating and cooling as additional opportunities to reduce our emissions.

Total energy consumption at our offices decreased by 37.3% compared to 2019, while CGI's renewable electricity consumption increased by 28.5%.

We sourced 60.7% of CGI's electricity consumption — the equivalent of 43,779 MWh — from renewable electricity. Our goal is to increase renewable energy use at all sites when economically viable.

Energy usage for offices

Total consumption

97,354
MWh

–8.1% vs. 2023

–37.2% vs. 2019

Net emissions

16,975
tCO₂e

–13.5% vs. 2023

–54.9% vs. 2019

Renewable electricity

61.1%
of electricity from
renewable sources

+7.5% vs. 2023

+29.0% vs. 2019

NETHERLANDS

Driving local partnerships to reduce energy consumption in buildings

Our teams in the Netherlands provided a boost to CGI's renewable energy strategy through four complementary projects.

During the renovation of CGI's Rotterdam office, CGI Partners collaborated with the building owner to optimize workspaces and communal areas, reducing electricity and heat consumption.

To limit power grid congestion, the Rotterdam team joined district businesses to explore the possibility of creating a Smart Energy Hub. We bring our IT expertise, energy and utilities market knowledge.

As a partner on the [MAKING-CITY project](#), which aims to build positive energy districts (PEDs) Positive energy districts: Urban areas that generate more energy than they consume., we developed the CGI Energy Islands Platform. Our innovative technology provides real-time insights into the local grid balance. For the [NO-GIZMOS](#) pilot project, we contribute to research on the use of batteries to reduce grid peaks in rural areas.

These initiatives advance the transition to renewable energy in cities and remote communities.

[+ Learn more](#)



Travel

Reduction of business travel⁽¹⁾

Business travel represents a major source of our organization’s GHG emissions. As a global IT and business consulting services firm, we continue to expand our virtual collaboration capabilities to foster teamwork and connect people wherever they are. Where travel remains necessary, we promote lower carbon choices and active travel (e.g., bicycling, walking, etc.).

We find in-person interactions contribute to effective stakeholder meetings and strengthen interpersonal relationships, particularly through enhanced networking, collaboration, and social connections.

For our 2024 Leadership Conference, CGI Partners (vice-presidents and above) met in Montreal. To reduce the level of emissions associated with their air travel, we recommended all international travelers book economy or premium economy flights. We collaborated with the Quebec solidarity organization [Coop Carbone](#), whose members implement GHG reduction projects in the region, to acquire 1,542 tons of CO₂e carbon credits in the Canadian voluntary carbon market⁽²⁾. However, many of CGI’s internal meetings like the CGI 101⁽³⁾ remain virtual as a conscious global practice to reduce travel-related emissions.

Our Travel Policy encourages CGI Partners to use our internal travel booking service, which promotes sustainable travel options and improves the measurement of our emissions.

Travel

Total consumption
of fuel of our global car fleet

4,819
thousand liters

+5.6% vs. 2023

–33.5% vs. 2019

Total distance of
all business travel

258,894
thousand passenger km

–0.2% vs. 2023

–39.8% vs. 2019

Net
emissions

36,212
tCO₂e

–4.1% vs. 2023

–33.1% vs. 2019

In addition, some SBUs implement local practices and policies based on their regional context. Our BU in France makes train travel compulsory for journeys of less than four hours, provides small EVs at its sites to enable CGI Partners to get around or to travel for work, and reimburses 100% the cost of public transport season tickets. In 2024, SNCF Voyageurs presented CGI with an Ecomobility Award for encouraging eco-responsible mobility among our CGI Partners and clients.

Our BU in India recommend CGI Partners at all levels replace air travel with first-class train travel for distances less than 400 kilometers (km). In Norway and Sweden, if the one-way travel distance takes less than 4 hours by train, CGI Partners are advised to choose train travel instead of air travel. Travelers must take the lowest air travel option, considering cabin class, number of stopovers, and flight duration.

Based on all these cumulative actions, CGI’s 2024 travel emissions decreased by 4.1% compared to 2023 and by 33.1% compared to 2019, despite an increase in our workforce.

(1) Air travel, car, public transportation: We are looking at making additional reductions by incorporating electric and hybrid vehicles in our global car fleet.

(2) These emissions are included in the 2024 CGI air travel emissions total presented in the [Performance data tables](#).

(3) See the [Career growth and advancement](#) section.



Travel

Car fleet

The structure of local car fleets differs across regions, based on legislation, collective agreements, and benefit programs. In 2024, CGI continued the deployment of EVs across our geographies: with 30% of our car fleet now comprised of full EVs. By 2030, we plan to transition to an all-EV fleet in Belgium, Denmark, France, Germany, Italy, Luxembourg, the Netherlands, Portugal, Spain, Sweden, and the UK.

We are analyzing the situation by geography to set the same target in countries with sufficient infrastructures for EV charging. Where this is not possible, we will look to deploy full hybrid EVs.

In 2024, at more than 4,400,000 kilowatt hours (kWh), our electricity consumption for our car fleet increased twentyfold compared to our 2019 baseline of approximately 200,000 kWh. This electricity consumption represents 1,232 tCO₂e, based mainly on calculations using location-based emissions factors. We are improving the data collection to better track any renewable electricity sources and apply market-based emissions factors.

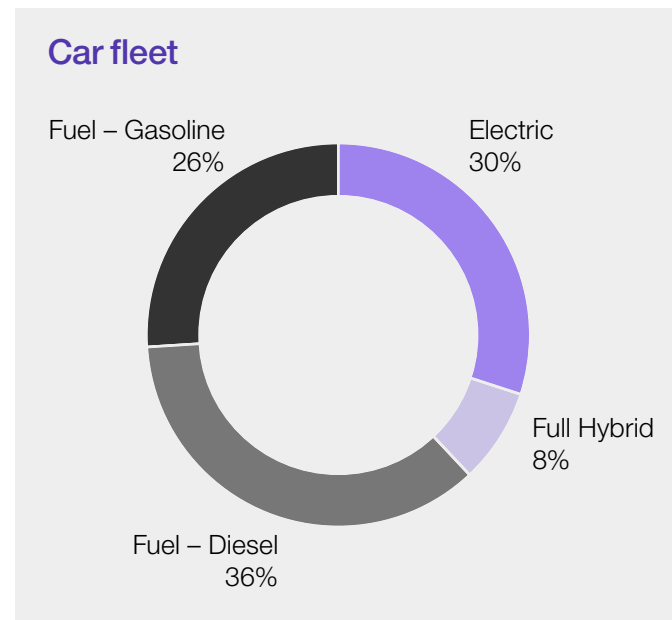
Commuting

On a global level, CGI reduces the environmental impact associated with workforce commuting through sustainable mobility programs. We consider these programs as essential to our climate goals.

Each of our program incentives and projects reflect local contexts (e.g., infrastructure, habit, and culture):

- India: Encourages carpooling, bicycle usage, or public transportation, through CGI Partners awareness campaigns. Company shuttles are offered in all offices.
- France: Reimburses public transport annual subscription and, under Forfait Mobilité Durable, offers incentives for bicycle or e-bicycle use up to 600 euros per year
- Netherlands: Promotes bicycle use over vehicles via a bicycle purchasing plan
- Finland: Offers bicycles as a fringe benefit for commuting to work, with usage benefit increased by 25% from June 2023 to June 2024

More than 600 charging points are available at CGI offices worldwide for use by CGI Partners with their corporate or personal EVs. Our clients and external partners also benefit from these installations.





Supply chain

Engaging our suppliers

CGI prioritizes decarbonizing our supply chain due to the significant contribution of sourcing activities to Scope 3 CO₂e emissions.

Our ESG and Procurement teams collaborate with the ESG Executive Steering Committee to develop global strategies based on SBTs.

Before joining the SBTi in 2023, CGI aligned our vision with SBT principles and quantified our Scope 3 emissions applying specific methodologies. This preliminary strategy conforms with the basis of their SBTi blueprint, which will lead to a detailed emission reduction plan upon approval.

To assess the environmental impact of our suppliers, CGI uses a digital solution that evaluates geography-related risks based on industry and location. This solution provides environmental scores that are considered in our supplier preevaluation process.

Suppliers are categorized into six risk levels, with around 6.4% in high-risk areas. These suppliers undergo a detailed evaluation, and those who do not comply are excluded from working with CGI. (See the [Responsible procurement](#) section)

In the UK, we have engaged with suppliers through various forums to better understand the environmental risks associated with our supply chain. Activities include:

- Meeting with our top 100 suppliers to engage them on SBTi
- Supporting suppliers on their journey to setting SBTs

In Sweden, CGI participates in the Nordic Circular Accelerator program, together with our collaborative partners, to enable data sharing capabilities and to unlock the full potential of business value from a circular economy. The regional program, led by Nordic Innovation, contributes to sustainable growth by increasing entrepreneurship, innovation, and competitiveness.

Purchasing goods and services

As a global company, when we make purchases, we respect the leading eco-label certifications applied in the geographic regions where we operate. For hardware (computers, servers), this includes [CE](#), [ENERGY STAR](#), [EPEAT](#), and [TCO](#). As our hardware nears the end of its expected life, we apply proper management of our electronic waste (e-waste) which involves practices that extend the life of our IT equipment through renewal and repair.

We have decreased our paper usage over several years and look for recycled content and [FSC](#) certification labels when purchasing new reams.

Some of our geographies, such as France, have detailed guidelines on provider selection to create more eco-responsible events.





Waste

Waste reduction requires all CGI Partners and SBUs respect the 3Rs: Reduce, reuse, and recycle.

Typical for an office-based IT services company, electronic waste (e-waste) represents the most significant waste generated by CGI's offices and data centers. E-waste consists of products that are unwanted, nonfunctioning, or nearing obsolescence.

We require our local operations to treat all waste in compliance with global and local regulations. We sent most of our e-waste to service providers certified in information security and e-waste treatment, including refurbishing, recycling, and energy recovery.

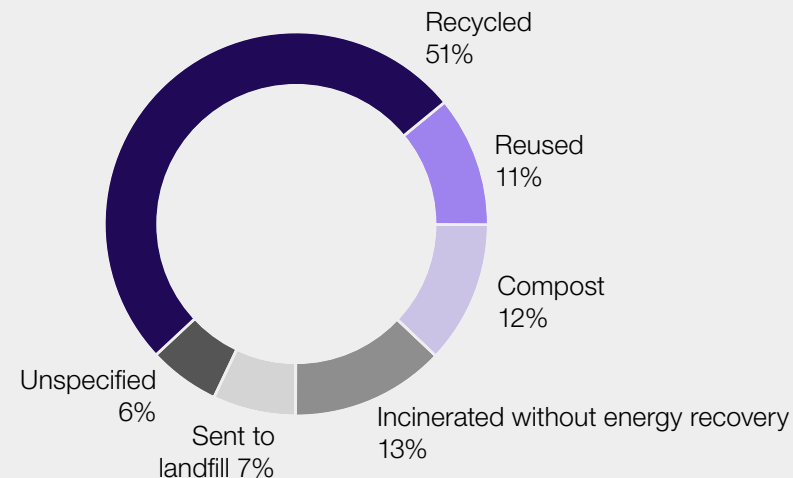
In collaboration with CGI Partners and our facility owners, we organize initiatives to reduce waste at locations worldwide (e.g., an education program for CGI Partners). We also pursue ISO 14001:2015 certification of our locations as a critical component of our waste reduction strategy. As of 2024, we reached 43.0% completion in our certification status, with a total of 116 offices certified.

In 2023, we began collecting more detailed information on the life cycle of our e-waste, including incineration with or without energy recovery. This year, we improved our data collection process to more accurately measure CGI's general waste, which mainly relates to food, furniture, and paper. We measure these by type of disposable, including food waste composting.

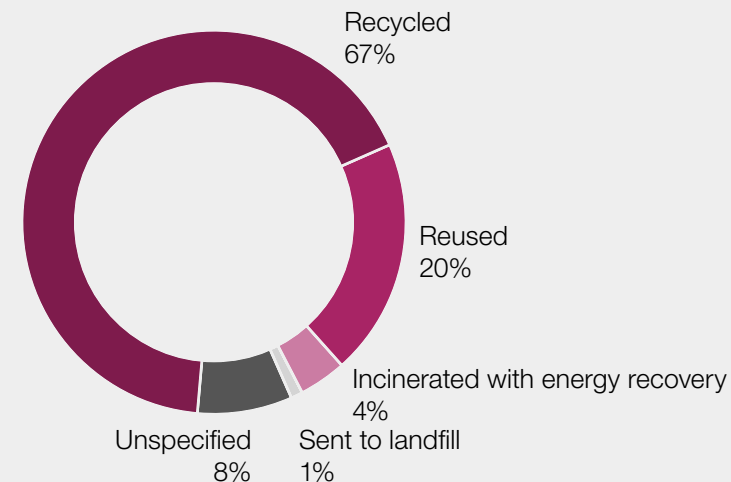
CGI in France organized multiple events during Digital Cleanup Day in March. Activities included collecting e-waste and recycling used batteries, IT accessories, and small appliances. These efforts resulted in the collection of 228 kg of e-waste for recycling.

In 2024, CGI donated more than 1,300 IT devices to nongovernmental organizations (NGOs) including schools in Canada, France, Germany, India, Malaysia, the Netherlands, the Philippines, Portugal, Romania, and Spain, with laptops purchased by CGI Partners for personal use in the Czech Republic and Slovakia. Our teams in India supplied 283 laptops to students in government schools, providing technology essential to their education. We list this donated equipment as "reused" in our e-waste reporting.

E-waste and general waste generated by disposal type



E-waste generated by disposal type





Water

Climate concerns such as increased drought frequency and duration, combined with unprecedented growth in the technology sector, bring water to the forefront as an increasingly important resource to manage consciously and carefully.

CGI's direct water usage comes from three areas:

- Cooling and humidity control at our offices and data centers
- Human consumption at our facilities
- Testing of our building fire protection systems

Our goal of sustainable data center operations maximizes efficiency while minimizing water use and pollution. We adhere to the minimum requirement for additional cooling of our electromechanical infrastructure and building environments in North America and Europe, where most of our data centers are located. Our data center cooling units use a closed configuration of chilled water loops that require a near-zero water recharge.

As of 2023, we restated our water data reporting, improving our data collection process.

Our total water consumption in 2024 was 165,000 m³, a 17% reduction from our 2019 baseline year.





Nature and biodiversity

Nature and biodiversity provide essential ecosystem services including air, water, food, energy, and raw materials – necessities for life and vital to sustaining the global economy. The impacts of human-caused climate change are visible everywhere. The health of the world’s natural ecosystems is threatened by urban development, over-farming, pollution, invasive species, and more.

CGI understands our role in protecting and restoring the planet by reducing our own negative impacts on nature and biodiversity and creating IT solutions to address environmental problems.

Working with businesses and land holders since 2006, we have helped fund the planting of over 13 million trees and the restoration of 2,000 hectares of degraded peatlands. These projects will remove 3.3 million tons of CO₂e from the atmosphere, while providing a host of important co-benefits to society, including flood regulation, enhanced biodiversity, and increased public access. Through our partnership with environmental charity [Project Seagrass](#), CGI Partners took part in a seagrass survey and beach litter pick to help conserve seagrass and promote the local environment and biodiversity.

Aware of the positive impact of forests on biodiversity, we planted more than 57,000 trees this year with CGI Partners and clients in all our geographies. Our consultants and professionals volunteered their time for this project during the week and on weekends.

CGI Partners in India and the Philippines volunteered to plant and maintain 9,000+ saplings, which boosts biodiversity by adding different species that support local wildlife. This tree variety creates a better habitat, helps maintain a balanced ecosystem, and makes the area more resilient to environmental changes. CGI Canada has built a meaningful recognition program with TreeCanada to celebrate colleagues’ work anniversaries by planting a tree for each year of service. To date, our colleagues have been the driving force behind 58,000 new trees planted across Canada, with more being planted each year.

In the Czech Republic, CGI participated in spring and autumn tree plantings in cooperation with our client O2 Czech Republic and the O2 Foundation. In the U.S., tree planting events were coupled with litter collection and donations to NGOs, including the [National Environmental Education Foundation](#).

As partners with the NGO [Planète Urgence](#) since 2014, CGI joined the FARE project in 2020. CGI in France participated in planting 10,000 trees in Cameroon in 2024 for a total of 78,500 since 2020. This project supports the restoration of degraded areas around the Benoué National Park, through reforestation with multipurpose trees, while increasing the resilience of ecosystems and riparian (water bank) communities, through the economic development of the cashew nut industry.

INDIA

Empowering individuals and communities economic stability and sustainable practices in India

In our commitment to communities and the environment, CGI seeks projects that deliver a smart investment by contributing to local needs, economic stability, and sustainability.

We partnered with NGOs on four projects in India to improve living conditions, create economic opportunities, and raise environmental awareness.

Two projects introduced organic farming methods and agroecological practices, replacing synthetic and chemical pesticides to improve and safeguard soil health, protect the environment, and provide long-term agricultural and financial stability.

Our Green Jobs project trained 100 youth in renewable energy technologies, with a focus on solar energy. The program trained participants to be job-ready in the green economy while increasing awareness and adoption of solarization processes.

For a project in two major metropolitan cities, we established biogas plants and introduced a revenue model to promote circularity in local communities. Biogas facilities transform food waste into sustainable energy and fertilizer. Since September 2020, the project has helped to avert 647 metric tons of food waste from landfills, significantly reducing GHG emissions.

[+ Learn more](#)



Social

Our people

Impact

Ambition and commitments

Diversity, equity, and inclusion

Healthy, safe, and
engaging workplace

Career growth and advancement

Inclusive and fair recruitment

Our communities

Human rights





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Impact

We proudly cultivate a collaborative and inclusive culture that prioritizes the well-being and growth of our consultants and professionals. By investing in their personal and professional development and championing diversity, equity, and inclusion (DE&I), we ensure everyone thrives and feels valued.

Our progress



35.5%
of our workforce
are women



29.2%
of leadership⁽¹⁾ positions
are held by women



44.4%
of our SBU
Presidents are women

Target: 5 to 7 year horizon to achieve the same level of diversity representation at the leadership levels as the company population as a whole



8.20/10 score for the level of respect
CGI Partners feel at work⁽²⁾

(1) Categories: Manager and above

(2) PSAP: CGI Partner Satisfaction Assessment Program





Ambition and commitments

Aligned with CGI's Vision to be a global world-class, end-to-end IT and business consulting services leader, our key priority is to provide our CGI Partners with an empowering and collaborative environment in which to build a career and a company we can all be proud of.

Our consultants and professionals, each with their own distinct profile and skillset, contribute to our diverse and talented workforce. Working in over 400 locations worldwide, CGI Partners bring a wealth of experiences and perspectives to our organization and help our clients achieve business and mission outcomes.

We strive to create a welcoming and inclusive workplace, an environment where everyone has access to equal employment opportunities, compensation, and benefits. Ensuring the health, well-being, and safety of our CGI Partners is also a top priority for us.

CGI's commitment to diversity, equity, and inclusion is anchored in our Values, built into the [CGI Management Foundation](#) and embedded in how we do business. This commitment deepens as our strategy evolves.

CGI's talent recruitment process follows diverse, fair, and inclusive practices to attract an equitable candidate pool.

From day one, we equip CGI Partners with the necessary resources and support to grow professionally, expand their knowledge, and create meaningful experiences. Our recognition, career growth, advancement, and job rotation opportunities focus on education and skill enhancement. Our learning programs keep pace with the latest technological advances so that CGI Partners and leaders remain at the forefront of innovation.

Over the past years, we have made progress toward our ambitions, positioning us to achieve key objectives.

We celebrate the talented, unique individuals who inspire our culture and enable us to achieve our Dream.

Our Dream

To create an environment in which we enjoy working together and, as owners, contribute to building a company we can be proud of

[The CGI Culture: Built to grow and last.](#)

Learn more about our Dream, Vision, Mission, and Values.





Diversity, equity and inclusion

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Present in more than 400 locations worldwide, we recognize our far-reaching social impact — both in how we apply our IT and business consulting expertise and how we champion diversity, equity and inclusion (DE&I) in our workplace, in collaboration with our clients, and in our shared communities.

At CGI, we are dedicated to driving positive change through technology, and that starts with ensuring every voice is heard and valued. Our DE&I efforts are designed to welcome and encourage diverse thinking, creating an inclusive, diverse, and fair work environment, in line with our shared Value of Respect and Dream — key elements of the [CGI Constitution](#).

Nurturing DE&I in our workplace brings ideas, perspectives, and experiences that enrich our culture and benefit our clients. Embedding DE&I into our business strategy contributes to a more inclusive and equitable future.

As owners, CGI Partners contribute to building a company of which we can be proud and where everyone can succeed.

Building success together

Our people are essential to our success. With growing competition for qualified candidates, our talent sets CGI apart. As a key differentiator, our culture values diverse voices and perspectives, curiosity and openness, which encourages creativity.

In our work, we view the human element as essential in achieving success. Diversity in team experience, interests, and backgrounds inspires innovative thinking, helps design solutions and services for clients and communities that are accessible, inclusive, and responsive.

Moreover, we prioritize collaboration with individuals and communities directly impacted by our projects, ensuring that our efforts align with their values and goals, resulting in more equitable, socially conscious outcomes.

Governance

Our DE&I approach reflects our proximity model — combining the power of being close to our clients while drawing upon the richness of our global capabilities.

SBUs oversee and manage DE&I strategy and action plans in their geographies according to regional needs and priorities. This approach allows us to deliver tailored solutions that resonate on a local level, fostering more effective and meaningful results.

The global DE&I Center of Expertise (CoE) coordinates with SBUs to ensure alignment with CGI's global ESG expectations and our Human Resources (HR) vision.

CGI Resource Groups worldwide reinforce the connection between SBUs and CGI Partners, serving as accelerators and incubators for DE&I innovation, and as a representative voice in important matters where they have experiences and insights to share.

The ESG Executive Steering Committee may deliberate on both local and global matters, providing recommendations and guidance for CGI's overarching global DE&I strategy.



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Ensuring inclusivity across CGI

Our local teams and business operations take actions to foster an environment where everyone, regardless of their background, identity or perspective feels welcome, valued, and respected.

This includes taking steps to identify and address bias and ensuring decision-making processes incorporate this understanding. This in turn generates more opportunities to ensure inclusiveness across CGI.

The No Holding Back campaign features the inspiring stories of three CGI Partners who have overcome challenges and thrived in their careers with us.

Created by CGI in the UK, the campaign received multiple awards, including: Best Ongoing Commitment to Employer Brand Management (gold), the Employer Brand Management Awards (EBMA); Best DE&I Initiative (gold) and Best Use of Video and Animation (gold), the Internal Communications and Engagement Awards; Best Use of Video, Recruitment Marketing Awards; Best Diversity and Inclusion Strategy (bronze) and Best Employer Brand Management in the Technology, Media, and Telecommunications Sector (bronze), EBMA; and Best Recruitment Marketing Campaign, Women in Tech Employer Awards.



Intentionally inclusive: CGI's #NoHoldingBack campaign CGI Partners Wendy, Adam, and Liz share their experiences breaking barriers, battling imposter syndrome, and smashing glass ceilings to bring their whole selves to work at CGI.

Open dialogue

CGI's prioritizes a culture of open and transparent communication, where our consultants and professionals feel safe and empowered to freely share ideas and suggest strategies for achieving our collective success.

Dialogue and intercultural awareness — essential in all aspects of CGI's daily activities — build trust and mutual respect. Whether working in a hybrid mode or as part of a multi-site or global team, CGI Partners connect, collaborate, and network with colleagues around the world. These experiences enhance their future interactions, contributing to team effectiveness and cohesion.

Leading by example, CGI leaders model behaviors that promote inclusiveness in their teams.



Canada, Celebrating the journeys of women vice-presidents at CGI for International Women's Day



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Training and development

CGI offers training and development opportunities that help our consultants and professionals build awareness, acquire necessary skills, and nurture an inclusive and equitable work environment where everyone can contribute and grow.

Areas of focus include cross-cultural communication, identifying and overcoming unconscious biases, mastering inclusive leadership skills, honing emotional intelligence, effectively managing micro-behaviors, and fostering authentic connections.

Programs are developed locally based on cultural and organizational needs. They are designed to develop communication skills and intercultural competence. For example, training on inclusive meeting practices emphasizes the importance of ensuring all team members have equal opportunities to express themselves and contribute to the meeting's success.

Our artificial intelligence-enhanced training courses help CGI Partners to train, act, react, learn, and adjust any limiting behaviors through simulated scenarios that cover:

- Addressing micro-behaviors in team meetings and counteracting implicit bias in decision-making
- Counteracting implicit bias in the hiring process
- Embracing psychological safety
- Making collaborative and inclusive decisions

Under the “Qualité de vie au travail” agreement signed in 2022, CGI in France introduced training on how to be a responsible and respectful manager. We are on track to meet this government-led initiative's requirement for all consultants and managers in supervisory positions to complete this training by the end of December 2025.

GLOBAL

Mentoring programs for women to advance gender equity

To mark International Women's Day on March 8, 2024, our Women's Networks around the world organized a global mentoring event to help inspire and enable the next generation of women leaders at CGI.

During the event, CGI leaders facilitated a one-hour session with 1 to 3 CGI Partners, who were matched with mentors based on common areas of interest.

At the local level, CGI Partners participated in panel discussions, “Ask me anything” sessions with leaders, regional awards, and more.

[+ Learn more](#)

Mentoring

Mentorship at CGI comes in many forms, from targeted speed mentoring sessions, ongoing mentorship partnerships and in-house mentorship initiatives, to intercompany programs. Our mentoring programs are intended to promote professional growth, networking, and equity by facilitating equal access to experienced leaders and career opportunities.

These opportunities help connect CGI Partners at different levels increasing understanding of different perspectives, the impact of initiatives, team dynamics and the broader organizational culture.



Portugal, International Women's Day



Promoting diversity

We value the unique perspectives and exceptional minds of each of our CGI Partners. Their rich and diverse experiences enable us to help our clients respond to today’s complex business challenges.

Many of our identities are not visible such as sexual identity, disability, neurodiversity, or social backgrounds. However, just as they impact our lives, they can impact our sense of belonging. For this reason, CGI is committed to upholding a culture based on inclusive management. Self-disclosure is considered as an indicator of trust and belonging and participation in CGI Resource Groups as valuable involvement. Our leadership and management teams promote trust and self-confidence through objective and supportive feedback. Additionally, we count on our consultants and professionals to contribute to a welcoming environment.

CGI Resource Groups and allyship

Our 46 CGI Resource Groups worldwide empower CGI Partners with a common background, interest, or purpose to raise awareness, promote understanding, and celebrate our differences. Members and allies work together to drive organizational transformation and innovation through DE&I. These groups foster inclusiveness and also offer opportunities for leadership and talent development.

CGI Resource Groups, each with a designated executive sponsor and backed by leadership and local DE&I teams, represent the diversity of our consultants and professionals across the world.

Allyship is foundational to advancing our commitment to DE&I and helps promote our leadership behaviors, including emotional intelligence and active listening and communication. Allyship helps reduce unconscious bias and foster safe, inclusive spaces where inclusiveness can flourish. Through empathy, understanding, and respect, allies broaden their understanding of CGI Partners’ lived experiences and contribute to a supportive work environment.

An equitable workplace for all

Equity is a cornerstone of our DE&I commitment. Our goal is to ensure all CGI Partners have the necessary access to every opportunity and available resource.

Fairness drives innovation and growth by leveraging the full potential of a diverse workforce. We regularly review CGI’s policies, processes, and tools to ensure that they mirror our goal of providing a level playing field.

Equal pay

Based on local market requirements and practices, CGI’s operations in some geographies measure and disclose the gender pay gap⁽¹⁾. In the UK ([2023 Report](#)) and France, we use this data to develop action plans dedicated to lessening and, ultimately, removing this gap to ensure equitable career growth. In Sweden, we hold an annual pay monitoring meeting with labor unions.

Dignity and respect

CGI is committed to providing our consultants and professionals with a workplace in which they are treated with dignity and respect, which is one of our core Values.

We believe that it is essential to consistently and intentionally take action to maintain a workplace free of harassment, discrimination, disrespectful and inappropriate behavior, and conflict and violence. Everyone at CGI, regardless of where they perform their work, is responsible for upholding this standard. We encourage individuals to voice any concerns regarding workplace conduct, using any of the confidential channels available, including our [Ethics and Compliance Reporting Hotline](#). (See the [Ethical Business Conduct](#) section)

Transparency

We invite CGI Partners at all levels to take an active role in advancing our commitment to DE&I. By openly discussing DE&I-related challenges encountered by individuals and teams, we identify opportunities for genuine cross-cultural understanding and communication.

Opportunities for discussion are routinely part of our mandatory trainings, communications (global and local, internal and external), and feedback mechanisms (CGI PSAP, VOP, CGI Resource Groups). At the local level, our SBUs sponsor monthly DE&I office hours and programming as well as ongoing CGI Resource Group discussions.

(1) As defined by the United Nations (UN) Economic Commission for Europe, gender pay gap refers to the difference in earnings of men and women: what women on average take out of employment in monetary terms relative to men. It is calculated as the difference between average earnings of men and women as a percentage of average earnings of men.

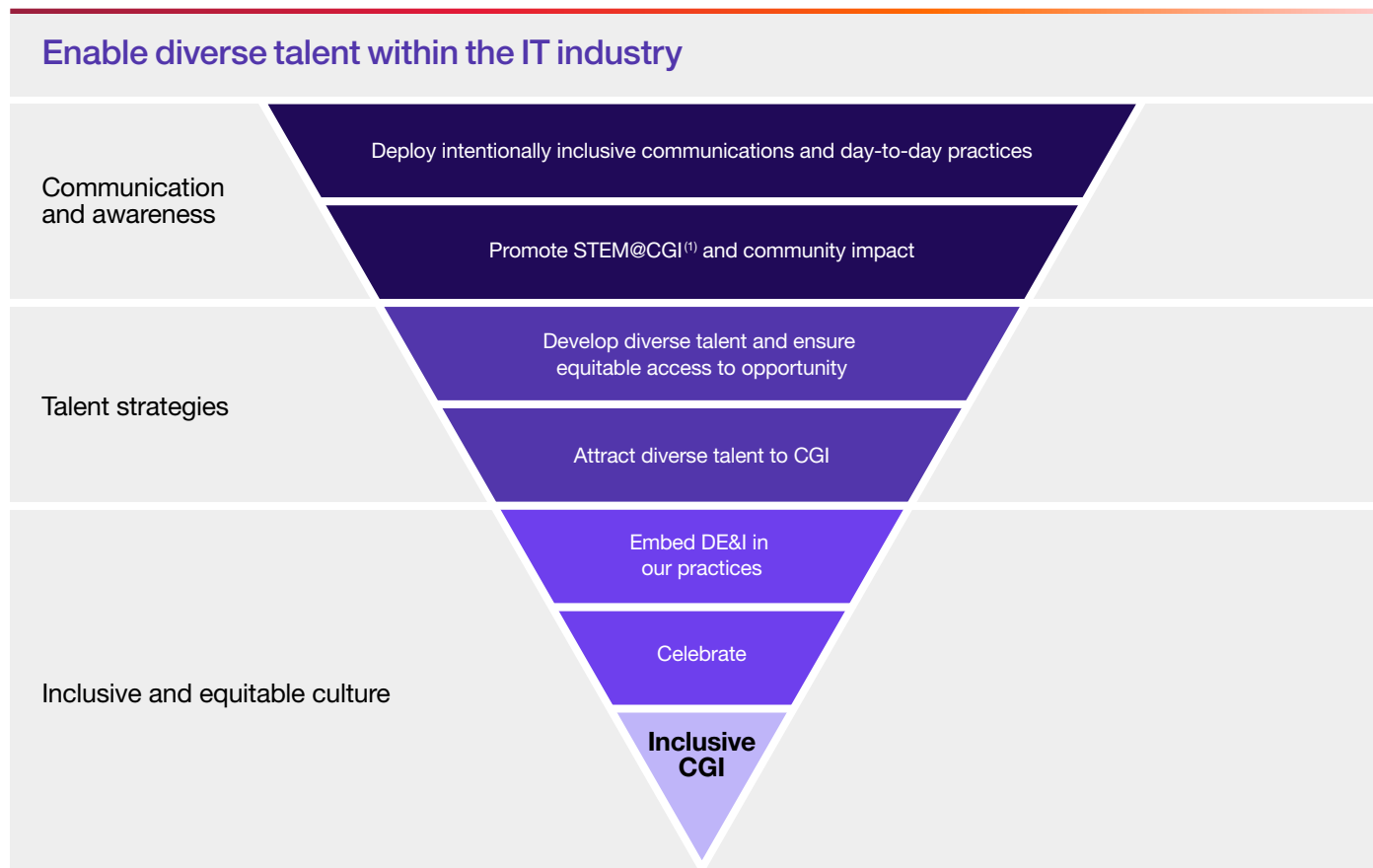


Championing DE&I in IT talent

CGI's DE&I initiatives reflect the diversity of our consultants and professionals worldwide. We strive to ensure equal opportunities for all CGI Partners, fostering a culture of innovation by intentionally bringing together different points of view.

Challenges may differ from country to country, but actions taken by our SBUs can also have a universal impact.

Our strategy for attracting and developing diverse talent at CGI and in the IT industry starts with communications and awareness, engaging communities, and making an impact. We leverage these interactions to inform and refine our talent strategies, and bring value in helping shape our organizational policies, processes, and internal culture.



(1) STEM: science, technology, engineering, and mathematics.



Diversity, equity and inclusion

Gender

Women represent 40% of the global workforce and 28.2% of the global STEM workforce⁽¹⁾. This disparity expands with regard to women in leadership roles across multiple business sectors.

We view gender diversity as a continuing priority and a prime indicator of an inclusive culture. We are committed to equivalent diversity at the leadership level and across CGI worldwide, as well as equitable career advancement opportunities for everyone.

Recognizing that gender identity goes beyond traditional gender definitions, we are dedicated to creating an environment where all individuals feel valued and accepted.

CGI respects local contexts and aligns its inclusion strategies accordingly. While the approach may vary, a common principle applies organization-wide: our shared commitment to advancing gender equality.

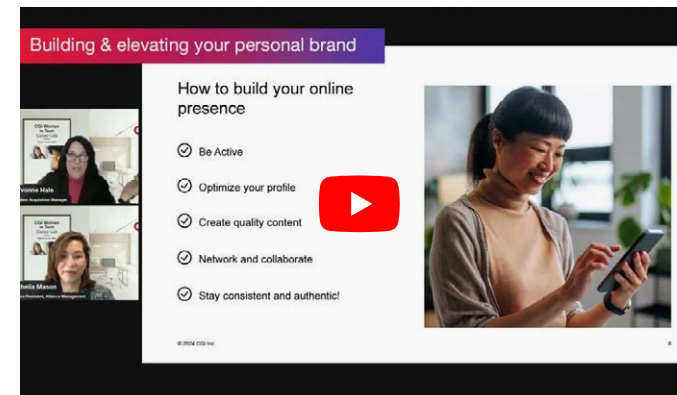
Our global gender inclusion strategy:

- Communicates the importance of equality
- Understands constraints, biases, and good practices for change
- Ensures fair processes and measurement
- Raises awareness through awareness and leadership skills training
- Empowers CGI Resource Groups and networks
- Offers mentoring opportunities
- Encourages and supports girls in pursuing IT and consulting careers

As part of our strategy, we introduce new initiatives and training annually.

For instance, CGI in India launched the Aspire. Conquer. Envision (ACE) Women Leadership Program for high-potential managers. This unique program focuses on developing skills in leadership communication, personal effectiveness, cross-cultural communication, networking, and branding as women leaders. It also explores professional purpose and identity, emotional intelligence in negotiations, and overcoming barriers to women's leadership. Participants apply their learnings in a project, addressing real problem statements from leadership. The program successfully completed five projects, delivered by 25 women professionals.

Our Women in Tech Career Lab series brought together experts from across CGI in Canada to exchange ideas, insights, and experiences. The two-day online event covered a range of topics, from personal branding to tech innovation.



Explore CGI's Women in Tech Career Lab: Watch the series introduction and eight informative sessions.

In 2024

35.5%

of our workforce
are women

35.3% in 2023

29.2%

of leadership positions
are held by women
(manager and above)

28.6% in 2023

44.4%

of our SBU Presidents
are women

44.4% in 2023

43%

of our Board of Directors
are women

40% in 2023

(1) World Economic Forum [Gender Gap: This is the state of work for women in 2024](#).



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Race and ethnicity

CGI celebrates the racial and cultural diversity of our CGI Partners, clients, communities, and other external partners.

Our CGI Resource Groups provide a secure space for discussing, learning about, and understanding historical incidents and present-day issues affecting different ethnicities.

We also empower our consultants and experts by fostering collaboration and knowledge-sharing through peer-to-peer networks, cultural, and educational events. These activities promote understanding, encourage the sharing of best practices, and drive inclusive leadership in our management, hiring, and CGI Partner development.

Global and local initiatives include:

- Becoming signatories of the UN Global Compact and UK Race at Work Charter
- Issuing our 2024 [Report on Fighting Against Forced Labour and Child Labour](#) (modern slavery)
- Using metrics to track diversity progress within our U.S. and UKA SBUs, and gain insight into the intersection of race, ethnicity, and gender to advance DE&I in our strategies and programs



U.S., Per Scholas and CGI event highlighting the importance of diversity and equity in the talent pipeline

To commemorate Black History Month, our UK BU introduced CGI Future Black Leaders, an event tailored for Black and Black heritage students and recent graduates interested in technology. The all-day event featured panel discussions on career opportunities, challenges in the journey to leadership, and diversity in leadership.

U.S.

ASSET program: Addressing talent and diversity gap in health and life sciences technology workforce

Addressing the Talent and Diversity Gap in Biotechnology Workforce (ASSET), a collaborative effort between the University of Louisiana (UL) at Lafayette and the University of Louisiana System's Reginald F. Lewis Scholars, addresses talent and diversity gaps in the health and life sciences technology workforce by providing impactful undergraduate research and CGI internship experiences.

Under the [ASSET program](#), which received a US\$1 million grant from the National Science Foundation in 2023, CGI engages with three cohorts of Reginald F. Lewis Scholars (total of 54 Black male scholars) within the University of Louisiana System. CGI experts will lead professional development workshops, familiarize scholars with industry culture, and serve as mentors throughout the process. The impact of the ASSET program lies in its ability to provide scholars with advanced experiential learning opportunities aligned with CGI and our client's business, conduct industry-aligned undergraduate research with faculty and industry guidance, and multi-tiered mentorship development through peer-to-peer, academic, and CGI expertise.

Since 2014, CGI's partnership with the State of Louisiana, Lafayette Economic Development Authority, and UL Lafayette has helped to create more than 750 new technology jobs across the Acadiana region.



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Indigenous peoples

CGI Canada launched an Indigenous co-op program to promote representation in our workforce and provide equitable access to job opportunities for Indigenous students. Our program accelerates student development through learning and mentorship opportunities.

Our awareness initiatives continue to reach more CGI Partners. For this year’s panel “Exploring the Spirit and Intent of National Day of Truth and Reconciliation,” we partnered with [Naheyawin](#), an Indigenous-owned social enterprise. The session delved into the deeper meaning and broader implications of the Truth and Reconciliation Commission’s 94 Calls to Action, focusing on the “spirit and intent” behind these “Calls”, while exploring the underlying principles and goals that make reconciliation relevant and accessible to all. The event was attended by 540 CGI Partners across Canada.

The CGI Academia channel Indigenous Reconciliation provides an in-depth exploration of the history and experiences of Indigenous peoples in Canada, focusing on their complex relationship with the government. This channel aims to educate and foster understanding among CGI Partners about the significant cultural, social, and political issues faced by Indigenous communities. CGI Partners can consult the course “4 Seasons of Reconciliation” and other resources to increase their awareness and understanding.



AUSTRALIA

Building a Reconciliation Action Plan for First Nations people

In early 2023, CGI in Australia introduced a First Nations program to help raise awareness, understanding and inclusion of Indigenous Peoples in the IT workforce.

The program pursues five objectives:

1. Grow knowledge, awareness and respect toward First Nations people.
2. Drive meaningful and tangible outcomes that have a positive impact on First Nations people.
3. Align with our Responsible Business Model and be valued by our three stakeholders: clients, CGI Partners, and shareholders.
4. Invest in professional development opportunities of First Nations young people.
5. Respectfully engage with and support First Nations organizations.

We then created a detailed [Reflect Reconciliation Action Plan \(RAP\)](#) to formalize our commitments and actions toward these objectives, which was endorsed by [Reconciliation Australia](#) in December 2023.

Twenty CGI Partners came together in a working group to drive forward the 39 deliverables categorized under five pillars: Governance, Cultural Awareness, Partnerships & Procurement, Corporate Social Responsibility, and Development.

Among our 2024 RAP outcomes, we organized a STEM Camp for students (featured on page [95](#)) with the support of the [GO Foundation](#).

[+](#) [Learn more](#)



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People with disabilities

Promoting disability-inclusive and neuroinclusive management practices increases engagement, trust, and pride. They give everyone agency and opportunities for authentic relationships based on cooperation and acceptance.

CGI continues to build a welcoming, accommodating, and accessible workplace for individuals with visible and invisible⁽¹⁾ disabilities.

Employing people with disabilities gives us new perspectives and insights into IT related to:

- Innovating solutions and services that are accessible, inclusive and responsive
- Embedding accessibility in our day-to-day interactions
- Helping our clients address this challenge
- Developing partnerships with clients based on common values and interests

To support inclusivity, we provide:

- Working conditions adapted to individual needs
- Inclusive health and well-being programs for CGI Partners of all abilities
- Skills and competencies training and coaching for CGI Partners with disabilities
- Training on workplace adaptability for HR Business Partners (HRBPs) and managers
- Sensitization sessions on disability and neurodiversity in the workplace for CGI Partners and clients
- Access to CGI Resource Groups to support and obtain feedback from CGI Partners with visible or invisible disabilities, long-term health conditions, or caring responsibilities

Often overlooked by individuals themselves and not always apparent to others, neurodiversity is a distinctive trait that benefits from tailored leadership approaches. We are working to increase understanding and empathy for neurodiverse individuals, establishing CGI Resource Groups in several SBUs and offering free diagnosis services in France. By doing so, we aim to move improving the sensitivity of our people and leaders and adopt an individualized approach to each situation.

Our objective is to optimize working conditions, both personally and professionally, by removing any obstacles to communication, self-disclosure, or performance. This includes yearly check-ins, meetings, and other opportunities to offer HR and managerial support.

CGI in the U.S. organized multiple internal and external awareness initiatives this year: 14 conferences hosted, 18+ sites with local activities, and sponsorship of 721 conferences. Internal events focused on understanding neurodiversity, including the various neurotypes, and offered concrete guidance on self-regulation. Two CGI Resource Groups, The Disability and Neurodiversity Advocates and Veterans and Military Resource Groups, teamed up to host a panel session on post-traumatic stress disorder (PTSD). Panelists included four CGI Partners who shared how PTSD has impacted them personally and in the workplace. Participants also learned how to be an ally to someone with PTSD.

The Spring 2024 Diversity Open House, Beyond the Mask: Celebrating Neurodivergent Voices, welcomed students from all backgrounds to attend and engage in panel discussions and professional development sessions. The three-day virtual event centered on empowerment, recognition, and celebration of neurodivergent voices, with CGI Partners sharing their experiences and accomplishments.

FRANCE

CGI Paralympic Athletes Team promotes inclusion and raises awareness

As part of a two-year project, “Team Athletes,” CGI in France assembled a team of 10 talented athletes (five women and five men) who shared the dream of competing in the 2024 Paralympic Games in Paris.

Led by team captain and four-time Paralympic medalist Cécile Hernandez, the CGI Paralympic Athletes Team represented different regions in France and a variety of sport disciplines.

The project aimed to promote inclusion through sports while raising awareness about disabilities. The athletes received financial support from CGI and access to our network to promote their journeys and involvement, which included over 80 events. CGI also offered the athletes a post-career training program. After expressing an interest in the digital sector, Nicolas Valentim (Wheelchair rugby) joined our integration program.

Seventy CGI Partners across five CGI teams attended the Paralympic Games to support the athletes who qualified and ultimately won eight medals: one gold, four silver, and three bronze.

(1) As defined by the Invisible Disabilities® Association, an invisible disability is a physical, mental, or neurological condition that is not visible from the outside, yet can limit or challenge a person's movements, senses, or activities.



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LGBTQIA+

LGBTQIA+⁽¹⁾ CGI Resource Groups collaborate with HR and DE&I teams and other business functions to ensure our policies, recruitment processes, and confidential support mechanisms allow for a truly inclusive workplace culture.

Leadership support is key in sustaining an inclusive, empowering workplace for the LGBTQIA+ community.

Specific actions include:

- Inclusion of gender-neutral titles in the CGI PSAP and email signature templates with the option to add preferred gender pronouns
- Implementation of local HR processes to manage the impact of gender transitioning
- Creation of LGBTQIA+ initiatives worldwide, with formal charters, like the Autre Cercle LGBTQ+ Engagement Charter in France and the Diversity Charter in the Czech Republic, and activities to promote awareness and a culture of allyship

In 2024

4th year

For the fourth consecutive year, we earned a perfect score in the [Human Rights Campaign Foundation's Corporate Equality Index](#), a roadmap and benchmarking tool for U.S. businesses.

CGI in Canada sponsored four CGI Partners to attend the [THRIVE Virtual Leadership Program](#) organized by our national partner Pride at Work Canada. Participants in the 10-week professional development program get exclusive access to queer and trans leaders working at the highest levels of Canadian business and engage in important peer-to-peer discussions.

As part of their equality and equity goals, supervisors at CGI in Finland completed Overcoming your Own Unconscious Biases training in CGI Academia.

CGI Partners continued to participate in annual Pride parades and related activities worldwide, including in Canada, Sweden, and Spain. As a sponsor of Helsinki Pride, CGI in Finland contributed to Pride Month activities such as the Pride Parade and a podcast on the role of AI in promoting equality and inclusion.

CGI in Spain renewed its agreement with the Association Business Network for Diversity and Inclusion LGBTI (REDI), the first ecosystem of companies and professionals in Spain to work on promoting safe and respectful working environments for all, regardless of their identity, sexual characteristics, gender expression, or sexual orientation.

Our BUs in Canada, France, the U.S. and the UK offer programs that support CGI Partners in their gender transition. In Canada, the new gender transition support intervention program includes sensitivity coaching for leaders and team members, dialogue facilitation, and podcasts featuring colleagues who discuss their personal journeys. In the U.S., the sponsorship of Out and Equal, includes collaboration with clients on panel to share experiences and encourage allyship. It also, supports U.S. transgender through dedicated programs.



Interview Julien Hamy – L'Autre Cercle

In this Q&A with Arnaud Cartigny, Senior Vice-President, CGI Business Consulting, Julien Hamy of L'Autre Cercle responds to questions about sexual orientation and gender identity in the workplace.

(1) Lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual, and more



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Working conditions

As a top priority, our responsibility is to provide CGI Partners with working conditions that support their physical and mental health and bring them satisfaction. In accordance with our proximity model, CGI determines these conditions at the country level and considers business needs, local legislation, competitive practices, and role requirements.

Equal employment opportunity

CGI commits to treating all people fairly and equitably, without discrimination. We believe that diversity among our CGI Partners is a precious resource, enabling us to collaborate effectively with clients worldwide.

We have established a program to ensure the equitable representation of CGI Partners from diversity and to eliminate employment rules and practices that may be discriminatory.

Labor relations

Per our Respectful Workplace Policy, we maintain clear and accessible reporting processes for CGI Partners to voice any concern regarding workplace conduct. We now have local versions of this policy in every country where we operate. Our consultants and professionals can express such concerns at any time through multiple reporting channels, including our independently managed Ethics and Compliance Reporting Hotline.

A European Works Council body at CGI facilitates open dialogue with employee representatives from 17 European countries⁽¹⁾. Additionally, CGI regularly meets and collaborates with country-level works councils and unions. In countries without organized employee representation, our PSAP, Voice of Our CGI Partners (VOP), and CGI Resource Groups offer our consultants and professionals opportunities to participate in social dialogue⁽²⁾.

CGI Partner representatives also advise on health and safety matters through global and country-level joint health and safety committees. For example, the Ontario committee in Canada meets monthly and has full access to related CGI incident investigation, inspection/audit, and health and safety program reports.



(1) Czech Republic, Denmark, Estonia, Finland, France, Germany, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Poland, Portugal, Slovakia, Spain, Sweden, and the UK.

(2) The International Labour Organization defines social dialogue as all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers, and workers, on issues of common interest relating to economic and social policy.



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Pay equity

We support fair treatment practices such as ensuring equal remuneration. As a social responsibility, pay equity guarantees equal pay for equal work, regardless of gender, race, ethnicity, or other status.

The [DE&I](#) section of this report provides additional information on pay equity.

Living wage in the UK

As an accredited Living Wage Employer since 2019, we are proud to ensure that no CGI Partner in the UK is paid below the Real Living Wage level set by the [Living Wage Foundation](#).

In October 2023, the Foundation announced an increase in the Real Living Wage, with an April 2024 deadline for implementation. We activated the rate increase as of January to optimize the benefit received by more than 500 CGI Partners, which include apprentices and students.

Compensation

As a foundation of CGI's compensation structure, base salary provides financial stability and predictability, ensuring our consultants and professionals receive a secure income to cover their needs. A fair pay base helps us attract and retain talent by offering competitive compensation, which contributes to job satisfaction and builds long-term loyalty.

A CGI Partner's base salary reflects level of responsibility, skills and behaviors, sustained performance, and growth potential. CGI reviews base salaries annually according to performance, local market conditions, salary competitiveness, internal equity, and operational budget.

In some geographies, we offer allowances to CGI Partners for the use of cars or public transport required in their work. See the [Environment](#) section for more information.

We also enhance the work experience of CGI Partners through wellness programs and flexible working hours, as detailed in our [Health, well-being, and safety](#) section.

Profit sharing and incentives

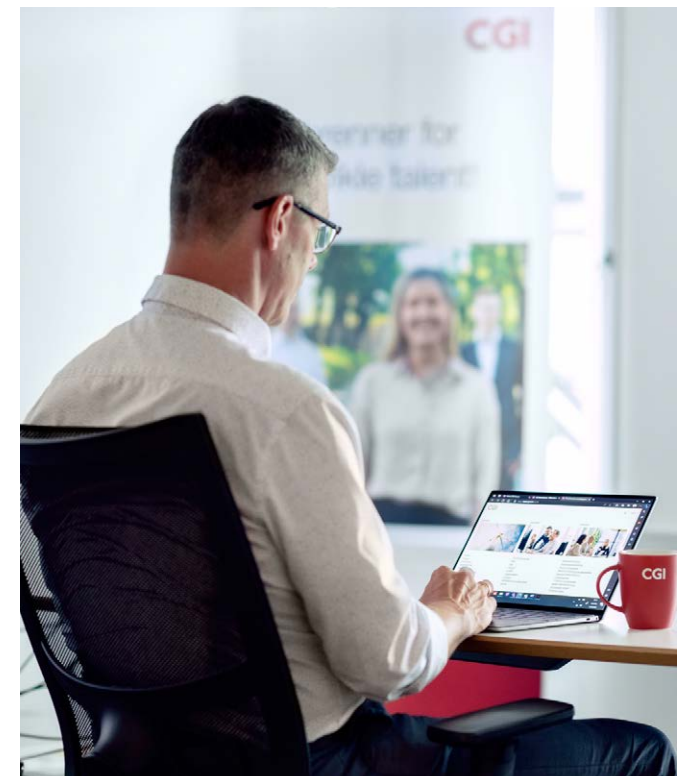
CGI's Profit Participation Plan distributes a percentage of company profits to CGI Partners, based on the achievement of performance goals.

Incentives provide extra financial reward for CGI Partners' team and individual performance and achievements. This recognition contributes to organizational alignment of objectives, motivates CGI Partners to excel in their performance, and enhances job satisfaction.

As owners, CGI Partners benefit from the rewards of our collective success.

Under our CGI Partner Referral Program, consultants and professionals who successfully refer candidates to a position at CGI receive a generous referral bonus.

Our Mergers and Acquisitions Incentive Program offers a unique opportunity for CGI Partners to participate in our growth. Referrals that lead to a successful merger are eligible for compensation.





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Benefits

Evaluated annually, our benefits framework provides flexible programs to support the unique needs of CGI Partners and their families. We align our benefit programs to local market needs.



CGI makes the difference for you (link in French). CGI Partners share the benefits of choice. Discover the advantages of joining our organization.

Health support

CGI Partners have access to health support resources tailored to their needs and those of their families.

These resources, which vary across geographies, provide access to necessary medical care, while also reducing the financial burden and stress of medical expenses.

In the U.S., our emotional and mental health program offers an inclusive online collection of health resources, including a toolkit to ease new parents' transition back to work. It also offers services that specifically meet the needs of underrepresented populations.

Through our program in Canada, CGI Partners can select a mental health provider (e.g., specialist, therapist, psychologist, psychotherapist) who matches their individual needs and preferences.

Family-friendly programs

Families come with different needs, and over a lifetime, family members will take on different roles and responsibilities. These changes can lead to high levels of stress and anxiety, be it serving as the primary caregiver, grieving the loss of a loved one, or homeschooling a child.

We encourage our CGI Partners to be transparent about the challenges that come at different stages of their lives. Our goal is to provide them with the necessary resources to achieve a healthy work-life balance.

CGI offers a range of parental and maternity leave benefits, with enhancements made this year in four geographic regions.

In Finland, paid parental leave for non-birthing parents increased to 36 days and the right to paid leave was extended to include adoptive parents.

The UK increased the period of full pay maternity leave from 18 weeks to 30 weeks and adjusted adoption leave accordingly. Paternity leave full pay changed to 4 weeks, with flexibility within the first year of birth.

Paid maternity leave in the U.S. rose from 6 to 8 weeks at 70% of pay, to 14 weeks at 100% of pay. The period of paid parental leave doubled to 4 weeks at 100% of pay.

CGI in Canada added a new parental top-up component (includes adoption) period of 5 weeks, supplemented by government parental benefits up to 75% of weekly base salary.

During a weeklong event organized around a conference entitled "For peaceful parenthood," CGI in France presented initiatives to further quality of life at work⁽¹⁾ for CGI Partners with children. These included a software app to help tutor children

with learning differences or learning disabilities, and parental compensation for days of absence due to child sickness or hospitalization.

Speakers from CGI's Consulting Services leadership team in Eschborn, Germany, shared best practices on how to balance family and career during an event organized by our WingWoMen network.

To support women colleagues returning from maternity leave, CGI in the Netherlands and locations in France, Sweden, and the U.S. provide lactation rooms.

Share Purchase Plan

Upon joining our company, CGI Partners are eligible to participate in our Share Purchase Plan. Consultants and professionals set a percentage of their salary to be invested in CGI shares, and CGI matches their contribution dollar for dollar, up to a certain percentage.

In 2024

86.7%

of CGI partners participated in our Share Purchase Plan

83.6% in 2023

(1) CGI France's "quality of life agreement" references the National Interprofessional Agreement signed by the social partners on 19 June 2013. Also called "Toward a policy to improve the quality of life at work."



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Health, well-being, and safety

Fundamental to [CGI Management Foundation](#) and culture, the health, well-being, and safety of our consultants and professionals are integral to everything we do.

This commitment is instrumental to the success of our CGI Partners and our organization. We believe the positive engagement of our people contributes to building a sustainable future in our work environments and within the communities where we operate, creating value for all CGI stakeholders.

Our integrated, holistic, and inclusive approach to the mental, social, physical, and financial well-being of our CGI Partners covers all aspects of the health continuum — from prevention and education to risk identification and intervention. Programs and initiatives are designed at both the individual and organizational level.

Business imperative

In 2004, CGI took the proactive decision to launch Oxygen, our health and well-being program. This action, taken at a time when such priorities were not yet widely recognized, set in motion a transformative journey that would shape our culture in the years to come.

As a business imperative, we believe ensuring the health, well-being, and safety of our professionals and consultants is even more critical today as evolving macroeconomic and societal trends impact our workforce, including:

- Human-centered approach to AI in the workplace
- Shifting workforce demographics
- Inclusive and personalized access reflecting a diverse workforce

Certifications and recognition

Throughout our history, CGI has earned numerous certifications and accolades. We are pleased to share a selection of 2024 achievements that support our dedication to the health, well-being, and safety of our people.

In November 2024, CGI in France received the Cancer@Work Label. This certification reflects our commitment to supporting our colleagues affected by illness or cancer, or their caregivers, and to promoting an inclusive and caring work environment.

CGI in Finland was certified as a Mental Health Friendly Workplace, a label that recognizes workplaces that actively support and promote mental well-being through systematic practices and policies.

We are included in India's 50 Best Workplaces in Health & Wellness. Our selection was determined in part by validation that CGI Partners experience a psychologically and emotionally healthy workplace environment.

In Canada, we were included among the Best Workplaces for Mental Wellness. To be eligible, organizations must be Great Place to Work-Certified in the past year and at least 80% of employees must agree their workplace is psychologically and emotionally healthy. We were also honored to receive an Innovation Award from Le Groupe entreprises en santé for our Mental Health Minute initiative.

CGI in Canada received the Platinum Excellence Award for Mental Health at Work® from Excellence Canada, becoming one of only four Canadian companies to date to receive platinum-level certification.



Organizational engagement and integration

CGI prioritizes the health, well-being, and safety of our consultants and professionals through commitment at all levels, from the Board of Directors — in particular, the advisory role of the Board of Directors' HR Committee — to the central role of our senior leadership to ongoing conversations with our CGI Partners on how to best support their needs.

CGI's Health and Well-Being CoE, centrally operated within our HR department, oversees the integration of health and well-being best practices into our policies, processes, and environment. The CoE consists of a multidisciplinary team of workplace well-being experts across our SBUs that provides customized health and well-being consulting services to the organization. With the support of local committees, the team develops solutions and resources to meet the growing well-being needs of CGI's diverse global workforce.



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Enhancing strategy with CGI Partner feedback

Multiple internal and external sources and metrics inform our strategy.

We regularly consult CGI Partners to understand what is most important to them. The annual VOP survey, PSAP, and Health and Well-Being survey for leaders collect valuable input from our consultants and professionals worldwide that highlights successful efforts and identifies areas for improvement.

In October 2024, we introduced a new question into the PSAP that measures CGI Partners' level of satisfaction with how CGI promotes and supports their health and well-being.

By incorporating this metric, we aim to gain deeper insights on how our organization and each CGI leader can create a healthy work environment.

As part of the Health and Well-Being survey for leaders, we consult a sample group of leaders (directors and above) to understand the challenges they face in managing their teams and learn from their insights. During post-survey focus groups, senior leaders discuss the results and identify solutions to drive positive change.

In 2024

8.2/10

VOP rating: CGI Partners on CGI's commitment to well-being in work culture

External insights and partnerships

External workplace trends and leading practices further informs our strategy.

We consult ISO 45003, a global standard that provides practical guidance on managing psychological health and safety in the workplace, as a benchmark to identify the strengths and weaknesses of our strategy.

CGI's longstanding focus on health and well-being best practices in the workplace also extends to external collaborations. We frequently partner with other organizations and clients, and our experts contribute to numerous forums and publications.

We actively participate in [Global-Watch](#), an international collaborative platform for sharing employer best practices in workplace mental health and well-being. Additionally, we are closely affiliated with Think Factory by EH, a pioneering think tank dedicated to enhancing employees' mental health. We also regularly collaborate with clients to support healthy work environments in shared working spaces used during technical and consulting projects.

Flexible, inclusive programs and resources

We offer a range of global and local programs and resources to support CGI Partners during professional and personal life events and challenges. All CGI Partners can choose from flexible, adaptative benefits and inclusive well-being programs that meet their individual needs and expectations.

Our Oxygen health and well-being portal is a go-to global resource supplemented by online learning channels, educational newsletters, and global and local awareness initiatives. We design all CGI programs and initiatives to support holistic workplace well-being, as highlighted in dedicated sections to follow.

We continue to invest in enhancing the accessibility and quality of our support services and resources for CGI Partners.

Our My Assistance Program (MAP), which provides 24/7 professional counseling and support to CGI Partners and their families, now aligns its service offering with regional needs and market trends. This change in approach has boosted program utilization in 15 countries.

In 2024

8.2/10

VOP rating: If and when I require health and well-being support or intervention, I know whom to contact for support or where to access health and well-being tools and resources



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Leading a healthy organization

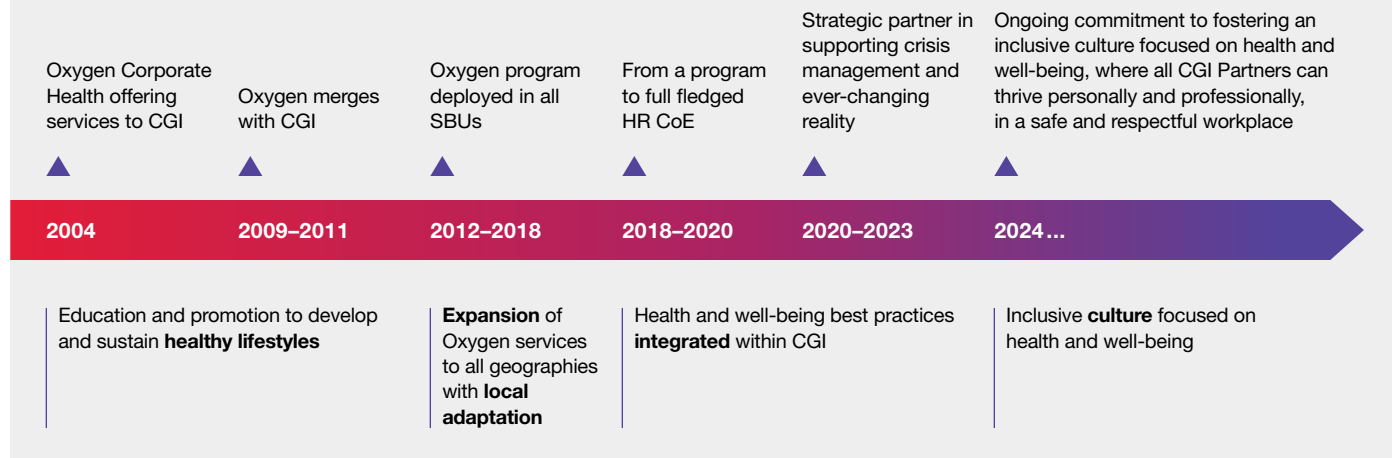
Leaders play a pivotal role in workplace well-being. We consider our leaders as central to the success of CGI's health and well-being strategy and programs, from development to implementation.

Empowering our leaders to adopt healthy leadership practices remains a key priority. We encourage them to start with self-care, as nurturing their personal mental and physical health positions them to better address the well-being of their teams and families. We continue to embed this topic into our global and local leadership development programs.

CGI 101 training, mandatory for all new leaders (directors and above), includes a session on health and well-being, while our new CAISY learning tool uses AI to support leaders on how to conduct empathetic conversations.

As of October 2024, our PSAP requires leaders to hold discussions with their team members on how CGI promotes and supports health and well-being. Through these discussions, we seek to foster an open and healthy work environment and strengthen relationships between CGI Partners and their leaders.

Shaping our healthy future together



In 2024, CGI celebrated [20 years of prioritizing health and well-being](#).

Local programs

Each SBU provides training that reflects the individual approaches and skill-building activities relevant to its culture. Examples include: Responsible and Respectful Management (France); Leading Healthy (Canada); Managers on the Move (U.S.); Creating Psychological Safety in the Workplace (Asia Pacific); Health-Promoting Leadership; and Stress Management (Germany, Sweden, and Norway).

In 2024

8.5/10

VOP rating: My leader cares about my well-being and is there to support me when needed



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Mental well-being

Fatigue, burnout, and stress remain global workplace issues. Workplace well-being strategies must focus on providing the necessary flexibility and accommodation to address individual needs, while ensuring holistic well-being is embedded into organizational practices and leadership behaviors.

As a signatory of the [MindForward Alliance Leadership Pledge](#), we stand with organizations worldwide in accelerating the progress of workplace mental health, which includes creating a healthy and fulfilling work-life balance.

Accordingly, we are adopting policies and guidelines on flexible working and disconnecting from work. These will specify best practices to follow, such as avoiding the use of CGI digital tools beyond working hours.

Mental Health Ambassadors (MHAs), trained volunteers at all levels from across our organization, reinforce CGI's culture of respect and openness. They offer colleagues an empathetic ear and direct them to available resources. Comprised of 643 CGI Partners, this global peer-to-peer support network is instrumental in helping destigmatize conversations around mental health.

On October 10, we launched an annual global event in recognition of World Mental Health Day. MHAs worldwide met to discuss the 2024 theme, "It's Time to Prioritize Mental Health in the Workplace," which highlighted the importance of addressing mental health and well-being in the workplace for the benefit of people, organizations, and communities.

The virtual session also offered participants the opportunity to share meaningful stories and recognize the network's significant contribution to CGI's supportive culture of openness around mental health.

Our overarching annual campaign [Well-Being Around the World](#) raises awareness of the health and well-being resources and support available. CGI Partners participate in local events and learn more about emerging topics such as inclusiveness, the impact of technologies and AI on health, and the importance of meaningful relationships in an increasingly digital world. Our 2024 theme, "Shaping our healthy future together," shines a spotlight on CGI's [20 years of fostering a workplace culture of health and well-being](#).

Since 2022, CGI globally recognizes May as Mental Well-Being Awareness Month to highlight the importance of this topic. We host activities worldwide to destigmatize mental health issues and spark conversation, from conferences, panel discussions, webinars, and workshops to volunteer events.

Our global award-winning initiative Mental Health Minute encourages our professionals and consultants to start team meetings with honest conversations that generate self-reflection on mental health-related topics such as psychological safety, workload management, peer recognition, and eco-anxiety.

[CGI Resource Groups](#) support a culture of belonging through connection. These groups offer a safe space for individuals with a shared background, interest or purpose to openly and respectfully share their personal experiences, opinions, and ideas.

CGI for Good, our central digital platform of volunteering/pro bono opportunities, allows CGI Partners to engage in causes that resonate with them, giving profound meaning to their work within CGI and in the community, which can lead to improved social and mental well-being.

Local initiatives

Numerous local activities are organized across our organization every year. Representative examples highlight the varied topics and geographic range, including a Psychosocial Risk Prevention Guide and Stress Management Tips Sheet (several countries); Healthy teams, Healthy Business and Self-Care workshops (UK); and Burnout Prevention workshops (U.S.). Several SBUs also offer support for project teams experiencing high stress levels.

For each APPLAUD certificate of recognition received during our Mental Well-Being Awareness event in May, CGI pledged to donate \$10, up to a \$30,000 maximum. With CGI Partners sending colleagues a total of 4,792 APPLAUDs, CGI donated \$10,800 to the Canadian Women's Foundation and \$19,200 to the Canadian Mental Health Association.

CGI in the UK launched Thrive Mental Well-Being, an app that facilitates mental health support on the move. The confidential tool supports CGI Partners in the day-to-day management of stress, anxiety, and related conditions through computerized cognitive behavioral therapy, calm breathing, muscle relaxation, and more.



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Physical well-being

CGI offers our consultants and professionals inclusive and varied opportunities that contribute to their physical health and overall well-being.

Ergonomics

To foster a safe work environment and workspace, we equip CGI Partners with tools and resources to help them perform their work safely and comfortably, according to their needs.

We include a Digital Ergonomics toolbox in our onboarding packages as a reference to help CGI Partners customize their workstations and optimize ways of working (physical and cognitive ergonomics) in hybrid work settings. Additional workplace adjustments and accommodation processes have been implemented in various countries where we operate, in compliance with all applicable local laws and legislation.

Ergonoweeek, an event held in certain SBUs, boosts awareness of best practices to prevent fatigue, pain, and injury through communications, resources, and trainings.

In 2024

8.3/10

VOP rating: My work environment and working conditions provide me the opportunity to work well and comfortably

Physical activities, sports, and fitness

Physical activities, sports, and social club events organized in many regions where we operate offered CGI Partners various recreational options to pursue outside of working hours.

Participants in the two-month CGI Active Challenge in Canada “traveled” around the earth together nearly four times by either walking, running, or cycling.

From Zumba sessions to webinars on mental health, and fun-filled fitness walks, 4,000 CGI Partners in our Asia Pacific SBU took action to prioritize their well-being during the Well-Being Around the World campaign.

Several countries, including Finland, offer access to apps that endorse healthy lifestyle habits, while CGI in France sponsors a motivational program that rewards physical effort with incentives like nutritional tips, nudges, discounts, and gifts.

The annual Step to It Challenge invites CGI Partners in the UK to set and achieve an individual goal or reach a shared goal of 100 million steps over 6 weeks. In FY24, 550 consultants and partners completed the challenge in 30 days, racking up a total of 129 million steps and 62,525 miles. During Mental Well-Being Month in May, CGI Partners in Sweden, Norway, and Germany logged 203,620 physical activity minutes.



Germany, Company run with 42 CGI participants



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Supportive care

By signing the [Cancer@Work Charter](#) (link in French) in 2023, CGI joined a network of companies committed to addressing the challenges of cancer and chronic illnesses in the workplace. This pledge includes providing relevant information to CGI Partners to raise awareness and promote inclusiveness. As a key action, we plan to highlight existing measures that help individuals affected by cancer to stay at home or return to work, according to their situations.

In Canada, we created a set of educational resources on topics related to cancer that includes “Supporting someone with cancer,” a support reference also distributed externally.

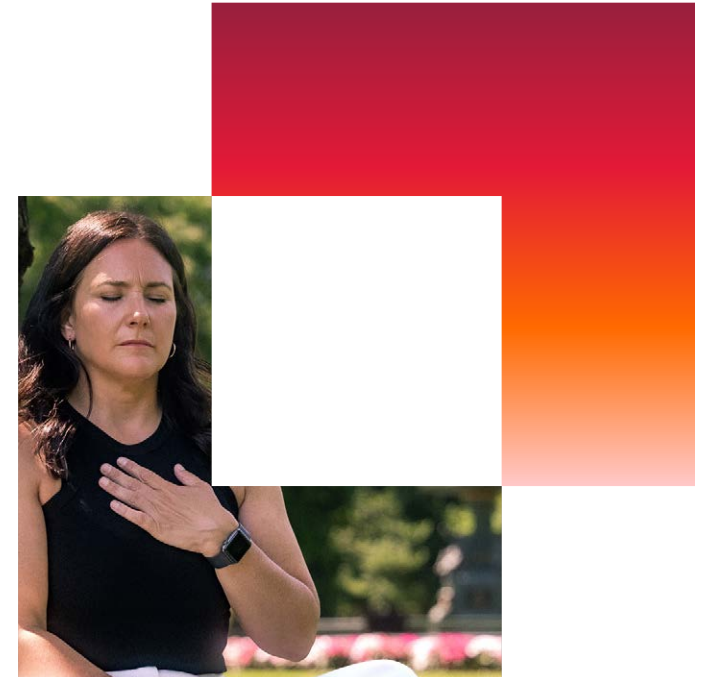


CGI collaborated with the Canadian Cancer Society to create a helpful resource for supporting individuals living with cancer.

Financial well-being

With financial security a significant pillar of holistic well-being, CGI identifies ways to help our consultants and professionals enhance their financial resilience and reduce finance-related stress. Actions include benefits plan improvements, financial and legal support through our MAP providers, financial well-being resources on our Oxygen portal, and awareness sessions to improve financial knowledge.

Our Financial Well-Being Challenge in Canada consists of webinars and supplemental resources that cover significant career stages (new graduate to retirement). Our program in the U.S. helps CGI Partners alleviate stress and anxiety surrounding financial management. In France, a new Financial Well-Being Catalog provides a list of health and well-being services and an app to improve the daily life of CGI Partners as parents, caregivers, older adults, or individuals with a disability or illness.





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Workplace health and safety

We prioritize the physical and mental health and well-being of our CGI Partners, subcontractors, clients, and other third parties who work with us.

In accordance with good business practices and applicable laws, CGI complies with all requirements and programs in place within the countries where we operate, making every effort to prevent physical and psychological injury in the workplace.

We consider workplace psychological health as equally essential to ensuring our consultants and professionals achieve their full potential. In that regard, CGI's feedback mechanisms contribute to the measures we take to promote an environment where all CGI Partners feel heard, respected, and empowered.

Governance

CGI's global Respectful Workplace and Safety Policy is reviewed and approved by the Board of Directors. Our SBUs manage and govern health and safety policies specific to their respective regions, following local requirements, regulations, and standards.

While our leaders enforce the necessary measures to minimize threats to the physical, mental, and emotional well-being of CGI Partners, we believe everyone in our organization is responsible and accountable for creating and maintaining a safe work environment.

CGI Partner representatives participate in Health and Safety Committees at the global and local levels. Meeting frequency and agendas vary. Committees, such as the one in Ontario, Canada, typically access documentation and incident investigation reports to support their role in health and safety program management.

Our policies

Our global Safety Policy covers all potential internal and external threats to CGI Partners, subcontractors, clients, and individuals who visit our sites.

To minimize injuries and other forms of loss, we prioritize prevention and proper management of incidents. Under our Enterprise Risk Management (ERM) process, CGI's Crisis Management team immediately mobilizes to take risk mitigation action should a safety event occur.

Our Facilities and Physical Security Policy establishes baseline physical security requirements that deter, detect, delay, and minimize the impact of undesirable events that may threaten CGI Partners, visitors, information, physical assets, or continuity of operations. The policy establishes minimum physical controls based on ISO/IEC 27001:2022 and includes standards for fire life safety, physical security operating, and data center physical security. Our Incident Management Policy and Business Continuity Plan also provide clear safety protocols.

CGI's Respectful Workplace Policy, adapted according to the country of operation, sets out zero tolerance for discrimination and psychological or sexual harassment. This policy applies to CGI Partners, job candidates, suppliers, and all third parties who work with us.

Incident reporting and investigation must be conducted in a fair, effective, and timely manner, while respecting the individual's right to privacy to the extent possible. Actions, such as coaching, training, change of role or contract termination, follow a standard global process facilitated by HR.

Under our Code of Ethics and Business Conduct (Code of Ethics), CGI commits to complying with all applicable health and safety laws, policies, and regulations. CGI Partners are encouraged to report accidents and unsafe conditions, follow safety and emergency procedures at their facilities, and actively promote a culture of safety.

As a best practice, we translate CGI policies and procedures into all major languages.

ISO certification

Our UK and Australia SBU renewed its ISO 45001 certification (OH&S). CGI in the UK and in the U.S. renewed their ISO 22301:2019 certifications (business continuity). These renewals result from the successful completion of annual surveillance audits.

Risk management

We encourage our consultants and professionals to report safety incidents and threats, guaranteeing confidentiality and zero tolerance for retaliation against anyone who reports incidents in good faith.

Our annual ERM Assessment and PSAP help us identify and assess health and safety risks.

Specific procedures and guidelines in place meet local needs and requirements.

In the UK, the "Hazard Identification and Risk Assessment Procedure" details the methodology for the identification of related occupational health and safety (OH&S) hazards based on BU activities, products, and services. The UK procedural reference also outlines how to assess potential risks associated with identified hazards.



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For our BU in France, the “Document Unique d’Évaluation des Risques Professionnels,” serves as a comprehensive resource on preventative and protective workplace safety measures, such as electrical safety, fire safety, right of alert and withdrawal, and equipment and device handling.

CGI in Canada’s health and crisis protocol ensures the safety of CGI Partners and equips leaders and HR personnel with the knowledge to skillfully manage situations involving an immediate health risk.

Prevention

Focusing on prevention is crucial. Reporting and feedback provide opportunities for ongoing improvement. Awareness and training further help us instill safe, healthy workplace behaviors and practices.

Reporting and feedback

Through the PSAP and VOP, our consultants and professionals are encouraged to share their opinions on important health and safety topics, such as stress, workload, and work-life harmony.

Additional actions and resources, including our CGI Partner Partnership Management Framework (PPMF), MAP, and Oxygen health and well-being portal, are featured in our sub-section [Health, well-being, and safety](#).

Awareness and training

Many local initiatives across our organization support prevention through health and safety awareness and training.

CGI in the UK requires consultants and professionals receive health and safety induction training and ongoing training appropriate to their roles. CGI Partners must be aware of their health and safety responsibilities and perform these duties in a safe and responsible manner.

As part of a collective agreement, CGI in Finland developed custom training for its OH&S representatives and deputy representatives.

In alignment with the Services de prévention et de santé au travail autonomes et interentreprises, CGI in France takes action on raising awareness, prevention, and risk identification. The BU engages and informs CGI Partners on OH&S matters through multiple communication channels and formats.

Mitigation

The broad curriculum of programs and initiatives, available at both the individual and organizational levels, is updated regularly.

For example, a query on physical conditions related to working environment, conditions, and contagions would produce results on personal protective equipment, remote work accommodations, and appropriate handling of chemicals or hazardous substances.

As a knowledge repository, our intranet also offers approved OH&S procedures and templates, including safety emergency action plans developed and implemented by CGI to respond to urgent situations, such as fires or health crises.

In managing workplace accidents and incidents, speed of action is essential — the immediate priorities are to contact emergency services if needed and administer first aid, and then to secure and contain the scene.

The Accident Reporting and Investigation procedure in place across CGI’s UK operations starts with interviews to establish the facts as quickly and completely as possible. Injured parties and witnesses are asked to provide information about the sequence of events and the general environment, such as the practice or work system involved.

The Workplace Commuting Accident Guide produced by CGI in France outlines reporting stages required when investigating accidents involving CGI Partners that occur during the workday or when traveling between work and home.

CGI’s Oxygen portal is a comprehensive resource for CGI Partners on mental, social, physical, and financial health. It provides access to information on a range of topics, from prevention and education to risk identification and intervention.

CZECH REPUBLIC, CANADA, FRANCE, INDIA, U.S.

CGI invests across the globe to stop violence against women

Worldwide, nearly one in three women have been subjected to violence in their lifetime, according to the World Health Organization — particularly intimate partner violence or sexual violence. This devastating public health crisis harms not only women and their children, but society overall.

While the problem is severe, it’s also preventable, and CGI is on the frontlines to protect women and foster a more inclusive and safe world. In Asia-Pacific, Europe, and North America, we invest in a wide range of initiatives that drive awareness and education on the pervasiveness of violence against women and its societal harm, as well as provide direct help to its victims. Through these efforts, we can help stop violence and empower women to achieve their full potential.

[+ Learn more](#)



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Life at CGI is rooted in ownership, teamwork, respect, and belonging. Our culture of ownership is unique in the market and enables us to retain and attract the best talent. We invite all our consultants and professionals to participate in all aspects of the company, including shaping CGI's strategy and future direction.

This year, 86.7% of our consultants and professionals are CGI shareholders. This engagement as owners is why we call our employees CGI Partners. Our clients continue to cite this engagement as a key factor for why our people show up differently — as an extension of their own teams.

We embody partnership behaviors in all we do by being consultative and building trusted relationships with our fellow CGI Partners, our clients, shareholders, and within our communities.

Our consultants and professionals pursue the opportunities, resources, and global expertise available across CGI globally to develop their careers. As with our clients, our leaders strive to serve in a consultative role to support CGI Partners in their career development.

This culture of dynamic partnership proves a strong differentiator in our ability to attract and retain top talent.

Ensuring a rewarding career journey

We seek to provide a challenging, enjoyable work environment that promotes the professional growth of our people and ensures their ongoing satisfaction.

The PPMF, a defining element of our Management Foundation, guides our strategy to ensure a rewarding career journey at CGI.

This global framework outlines how we operate, measure performance, and engage with our consultants and professionals. As a key objective, the PPMF contributes to developing and strengthening the relationship between CGI Partners and their leaders.

Encouraging open dialogue and active participation

By prioritizing trust, mutual respect, and continuous communication, we encourage open dialogue and active participation.

We organize multiple events throughout the year to engage with our CGI Partners, starting our fiscal year with the CGI Annual Tour. During this signature event, senior leaders review the prior year's results and share global and local operational plans and priorities.

Additional activities that further build trust through two-way communication include team meetings, webinars, Viva Engage groups, and quarterly SBU and BU town halls.

As an example of how we listen to our CGI Partners, the CGI Partner Portal, designed based on user input, gives our consultants and professionals immediate access to key resources and organizational updates like our HR Service Center, Progressio (performance management), CGI Talento (career opportunities).

CGI Partner Satisfaction Assessment Program

PSAP conversations between CGI Partners and their direct managers occur independently from performance, development, and assignment discussions. These annual one-on-one discussions center on workplace experiences and satisfaction. This focus allows reflection on how the CGI Dream, Values, and PPMF are applied in practice.

Input received from these exchanges and our PSAP questionnaire helps us discover how CGI Partner experiences align with our objective to deliver a fulfilling and enriching career development experience.

Welcoming new CGI Partners

New CGI Partners experience our culture of ownership from day one. Our universal onboarding principles and local, personalized approach support faster, meaningful integration into our organization.

Leaders, colleagues, mentors, and HR professionals all play fundamental roles in welcoming new CGI Partners, helping them navigate their new roles and build internal networks.

In the UK, the CGI orientation includes a presentation on our ESG strategy that covers regional educational programs and initiatives ([STEM camps](#), [STEM from Home](#), [EmployABILITY](#), and mentoring), volunteering opportunities, and sustainability initiatives, including [No Planet B](#).

In France, CGI organizes a dedicated workshop on ESG strategy, partnerships, and resources, with a Q&A segment.



Career growth and advancement

Advancing skills development and future-ready capabilities

With innovation and operational excellence, CGI's Learning and Development CoE empowers our consultants and professionals to advance their careers and deliver exceptional value to our clients.

Channel for peer exchange

Our Viva Engage internal social media channel provides a global community for colleagues to share best practices, publicize learning opportunities available through CGI suppliers and alliances, and collaborate on acquiring new skills.

Comprehensive digital learning platform

CGI Academia, our digital learning platform, offers an extensive training curriculum on professional and effectiveness skills, as well as IT and emerging technologies to further career growth and address evolving client needs. The platform continues to expand, with the addition of new skills training and on-demand modalities. In 2024, we implemented CAISY (Conversation AI Simulator). This interactive tool helps CGI Partners to practice crucial conversation skills through AI-generated prompts.

Skills benchmarking assessments enable CGI Partners to identify skill gaps and build personalized learning paths. Technical and professional skills learning journeys help new hires hone skills essential for successful consulting engagements.

Our consultants, professionals, and leaders also access virtual instructor-led classroom programs provided by CGI's global alliance, such as AWS, Google Cloud, Microsoft, Salesforce, SAP, ServiceNow, NetApp, and UiPath. Courses strengthen skills in client service, collaboration, consulting, design thinking, meeting management, production support, service delivery, and structured communications.

Additionally, CGI Partners can access a wide array of resources and training paths to improve their language skills. These tools prove especially useful in situations where language creates a barrier or needs to be considered as a lever for inclusion. Such skills become an asset in developmental growth and a vital capability for our organization.

In 2024

1,478,290

courses completed on
CGI Academia

862,778 in 2023

752,497

Digital badges earned

485,951 in 2023

88%

of all CGI Partners are
actively using the online
learning channels

71% in 2023

Global AI Learning Plan

We launched a global AI learning strategy and action plan for CGI Partners to:

- Build fluency among all our professionals in AI concepts and responsible use
- Grow the AI skills of our developers and other technical professionals
- Advance CGI's thought leadership to drive AI innovation deliver solutions to meet client expectations

Nearly 80% of our CGI Partners worldwide completed the elective Generative AI Foundations learning journey.

In phase 2, we launched a comprehensive series of technical learning journeys. Of these, 61,000 unique users completed training across 1.3 million different assets, earning 243,000 digital learning badges.

In phase 3, we delivered 10 expert-led virtual learning sessions focused on industry and "hot topics" use cases to support our leaders. Approximately 2,000-plus CGI Partners have either attended live sessions or listened to the recordings.

In 2024, CGI's internal AI training received Program of the Year and Impact awards from Skillssoft.

[+ Learn more](#)



Career growth and advancement

Leadership development

We believe everyone has the potential to be a leader, and leadership must be modeled at all levels of the company.

Leader development journey

Leaders complete a Learning Needs Assessment, which then forms the basis of their personalized Strategic Development Plan (SDP). All plans follow CGI's Leadership model, which defines leadership competencies and behaviors across four accountability areas. Updated quarterly, SDPs capture targeted development actions that measure performance and leadership potential.

Leadership Institute

CGI's Leadership Institute, in place for 23 years, reinforces leadership best practices to ensure effective application and ongoing advancement of quality practices. Our Leadership Institute designs, develops, and delivers learning programs and resources for both new and developing leaders across CGI.

CGI 101

We require all new leaders (directors and above) to complete CGI 101, our leadership development transition program, within six months of starting their role. This Leadership Institute program takes a deep dive into CGI's Mission, Vision, Values, strategy, and business objectives. Participants benefit from the opportunity to converse with our executives and network with other CGI leaders. Ultimately, the experience deepens their knowledge of the [CGI Management Foundation](#) in managing and leading.

CGI 101 participants gain unique insight into our processes and challenges. The program also contributes to succession planning and business continuity by preparing leaders for future growth.

In 2024, 716 leaders completed the program, which achieved an overall satisfaction score of 9.10/10 and a program recommendation score of 9.10/10.

The CGI Leadership Institute continues to accompany leaders in their career development. For leaders transitioning to executive positions, programs include the BU Leader Integration program and global Vice-President Integration program.

BU Leader Integration program

The BU Leader Integration program facilitates the seamless transition and successful integration of new leaders. To create their personalized onboarding plan, these leaders consult multiple resources. Meetings with stakeholders focus on strategic alignment, while regular feedback sessions with their SBU President, assigned coach and HRBP help them build an action plan with clear milestones and deliverables. These new BU leaders complete the program armed with a solid course of action. Clear direction and effective leadership at the highest level drive coherency and unified purpose across departments and teams. This leads to increased stakeholder confidence, stronger partnerships, greater customer loyalty, and internal satisfaction.

In 2024, 100% of CGI's new BU leaders participated in the program.

Consultative Selling Leadership program

Our Consultative Selling Leadership program develops the capability, competence, and confidence of CGI leaders to act as end-to-end trusted partners for our clients, finding the right business solutions for their long-term needs.

Skills developed in this program improve financial performance through the combination of team collaboration, customer satisfaction, and increased business. A consultative approach enhances problem-solving skills and value creation, leaders coaching their teams to develop innovative solutions that meet customer needs and differentiate the company from competitors.

Since 2021, we have delivered this program to targeted vice-presidents and directors. Globally, 495 vice-presidents and 864 directors have completed the program.





Career growth and advancement

Local programs

We also offer leadership development programs at the local level.

Leading Your First Team, our new eight-week program for newly hired or recently promoted team leads in Montreal, teaches core skills for leadership success. The program combines classes with virtual workshops, peer work, and CGI Academia learning.

Participants have cited high satisfaction with this program.

Feedback highlighted the program’s comprehensiveness and engaging content, reflecting its depth and the strong connections made.

CGI’s Developing Future Directors program in Norway prepares senior consultants to step into a director role. The 12-month program combines experience-based learning, online training, and group face-to-face sessions into four modules. The 2024 cohort included 30 CGI Partners.

In India, the Philippines, and Malaysia, the Leadership Masterclass targets managers and above. Facilitators include global external experts and internal senior leaders.

Mentoring

We view mentoring as a valuable and proven tool for building high-performance teams and generating sustainable business results. This is particularly important in a fast-moving, competitive industry such as ours. Sharing our skills and knowledge helps us differentiate our organization and our CGI Partners.

Mentoring requires dedicated involvement. CGI, our mentors, and mentees all benefit from what we contribute and what we learn. Accelerated learning and development along with applied leadership skills help build a stronger and higher-performing organization.

CGI invests in programs worldwide to grow our diverse talent pool and cultivate the next generation of leaders. Our mentees receive coaching and career development guidance. CGI Academia also offers multiple courses, books, and videos on mentoring such as “CGI: Coaching and Mentoring,” “Fostering Mentoring Relationships,” and “Expert Insights on Mentoring.”

Local mentoring programs in each SBU connect participants to networking opportunities in their geographic region.

Our global Corporate Services program helps team members build relationships, expand their networks, and further develop their skills. A dedicated SharePoint site offers participants a selection of resources, such as FAQs, conversation guides, relationship roadmaps, and action plan templates.

CGI’s UK and Australia SBU oversees several mentoring programs that either connect to a development initiative or support a particular network or career stream. These complement the many informal mentoring relationships in place across the SBU.

The Career Advocate Program (CAP) began in 2016 with one program and has since expanded across the U.S. Federal SBU. In 2022, we launched an enrollment tool with mentor matching capabilities. By 2023, we introduced reverse and peer mentoring, achieving high satisfaction rates. There are approximately 10% of CGI Partners currently participating in the program within the SBU.

Of the 10% participating in the program, 95% of mentors and mentees say that they found value in the program; over 60% say their experience was “very or extremely valuable”.





Career growth and advancement

Performance management and career development

We encourage and support the professional development of our consultants and professionals by providing continuous growth opportunities. With intrapreneurship as one of our Values, we also provide CGI Partners with tools to design their careers with us.

These evolving learning resources improve recruitment, retention, and satisfaction, while also developing expertise needed to effectively respond to client needs.

CGI Progressio, our global performance and career development platform, supports ongoing dialogue between CGI Partners and leaders to accelerate professional growth. Progressio links CGI Partner development to team goals and initiatives and informs coaching and mentoring conversations.

Personal Development Plan

Annual performance management and career planning processes facilitate ongoing exchange between CGI Partners and their leaders on performance, accomplishments, expectations, and future development.

Consultants and professionals create a Personal Development Plan (PDP) during the annual performance review period, followed by developmental roadmaps to acquire skills and knowledge. In the development and update of PDPs, we invite CGI Partners to identify options outside of formal training to learn from their colleagues or through new experiences.

Advancement opportunities

Our career platform CGI Talento gives CGI Partners visibility to the many career progression opportunities available across our organization, either internally or through billable assignments with our clients. They can view opportunities based on location, role or skill set, determine how their skill set matches against requirements, and submit their application.

On average, CGI Partners access some 5,000 open opportunities, ranging from short-term to longer-term assignments and role changes.

Opportunities are matched with CGI Partner profiles using our Roles and Competencies Framework, which groups 87 roles into 21 career categories. Search results from our global database produce a range of career paths with corresponding roles and competencies. With this detailed output, our consultants and professionals gain insight into the experience and skills required at various maturity levels. CGI Partners can also record a desired future role and skill sets as they progress in their career path.

These capabilities improve the quality of assignments and opportunities, help us address client needs, and empower CGI Partners.

CGI Partner rotation

Our consultants and professionals can also use CGI Talento to request a rotation, with the option to:

- Flag a desire to rotate, either to a new role or a new billable assignment within the same role
- Prompt a CGI Partner-leader discussion, and an agreed action plan
- Inform the Talent Planning team of their interest in rotation

In 2024 we received 1,391 rotation requests, with 647 rotations successfully completed and many in process.





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Recognition and awards

CGI values recognition as essential to everything we do. Our global and BU-led recognition programs and awards enhance working relationships, CGI Partner engagement, and development

Our Engagement Recognition program recognizes CGI Partners for their years of service. Our APPLAUD program allows consultants and professionals to send a virtual recognition pin to colleagues who demonstrate our core Values.

The CGI Builders Award celebrates CGI Partners who have made an outstanding contribution to the growth and success of our organization. During the annual Leadership Conference, we celebrate this select group of leaders. Nominated by their peers, Builders Award recipients exhibit leadership competencies, embody our Values, and bring our Dream to life.

In 2024

58,813

APPLAUDs

58,179 in 2023

In Canada, the Inclusive Leadership Award provides CGI Partners the opportunity to honor a colleague who promotes collaboration, respect, and equal opportunities for all team members in their day-to-day interactions.

Other SBU-sponsored awards and events that celebrate the exceptional achievements of our consultants and professionals in various ESG areas include: CGI Women of Impact Award (Canada), CGI Sustainability Award (the Netherlands), Bridge Builder Award (U.S.), Be Kind (UK), and Gratitude Gathering (India). For our external awards, see the [Awards](#) section.





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Our DE&I initiatives and programs focus on building diverse teams and a workplace in which CGI Partners can be their authentic selves, receive support to develop and advance their careers, and flourish in a respectful, empowering, and collaborative environment.

Our strategy connects us with individuals who possess a wide variety of skills, experience, views, and ideas. As consultants and professionals, they drive innovation in our organization and position our clients and communities to meet the challenges of a rapidly changing world.

CGI's local partnerships also contribute to our DE&I strategy, with team composition representative of the communities where we live and work.

We communicate our DE&I-driven practices on our global and country websites, social media channels, and internal communications. Many sections of our Careers websites state CGI's DE&I commitment and feature key initiatives. We also highlight related activities in other sections of our sites.

We seek continuous improvement through our recruitment process, weaving our CGI Partner value proposition throughout the recruitment life cycle to ensure we attract a diverse pool of candidates and hire a diverse workforce.

Internships, apprenticeships, and scholarships

CGI collaborates with universities and other educational organizations to provide sponsorships and scholarships, apprenticeships, internships, and jobs.

Our efforts include specialized recruitment programs and collaborations to foster inclusive education and career pathways.

We identify ways to connect and attract underrepresented groups through professional development opportunities, targeted initiatives and events, bootcamps, and future trainee programs.

Attracting diverse talents

Race and ethnicity

CGI participates in community career fairs and sponsors events for visible minorities, such as the Black Professionals in Tech Network BFUTR summit, STEM camps for Aboriginal and Torres Strait Islander students in Australia, and an annual 5K Run/Walk in the U.S. to support Historically Black Colleges and Universities.

We are a signature partner of [Per Scholas](#), a U.S. organization whose mission is to advance economic equity through rigorous training for tech careers and to connect skilled talent to leading businesses. CGI Partners volunteer for formal workforce development initiatives and facilitate workshops on the technical skills necessary for the careers of tomorrow. Our involvement at national and local levels contributes to expanding the talent pipeline of underrepresented minority professionals in the IT sector. CGI has proudly hired several students we have worked with through Per Scholas.

People with disabilities

We work with organizations like [Le ROSEPH](#) (link in French), [Mission Handicap](#) (link in French), and [Evenbreak](#) to support and hire individuals with disabilities. We modified our hiring process to better accommodate workplace adjustments and are actively working toward becoming a [Disability Confident](#) employer in the UK. We also participate in multiple career events for persons with disabilities.

Veterans

CGI actively supports military veterans through apprenticeships and career transition initiatives, including social media campaigns and career fairs in the UK and U.S. Our efforts in the U.S. include a strong and growing partnership with [Veteran Jobs Mission](#), an organization that helps service members transition from military service back into civilian life.

LGBTQIA+

Our corporate memberships and partnerships include [EQUITEK](#), [QueerTech](#), [myGwork](#), [Out & Equal](#) and [Pride At Work](#). These engagements enhance outreach and support for underrepresented groups and LGBTQIA+ communities. We are involved in numerous activities, networks, and charitable organizations, and sponsor multiple Pride events attended by CGI Partners (see the [LGBTQIA+](#) section).

Women

CGI actively supports and promotes women in STEM and technology through various initiatives globally. This includes career labs, competitions, and events across Australia, Canada, Europe, the UK, Australia, and the U.S., aiming to encourage skill development, recruitment, and career advancement for women and non-binary individuals in the IT industry.



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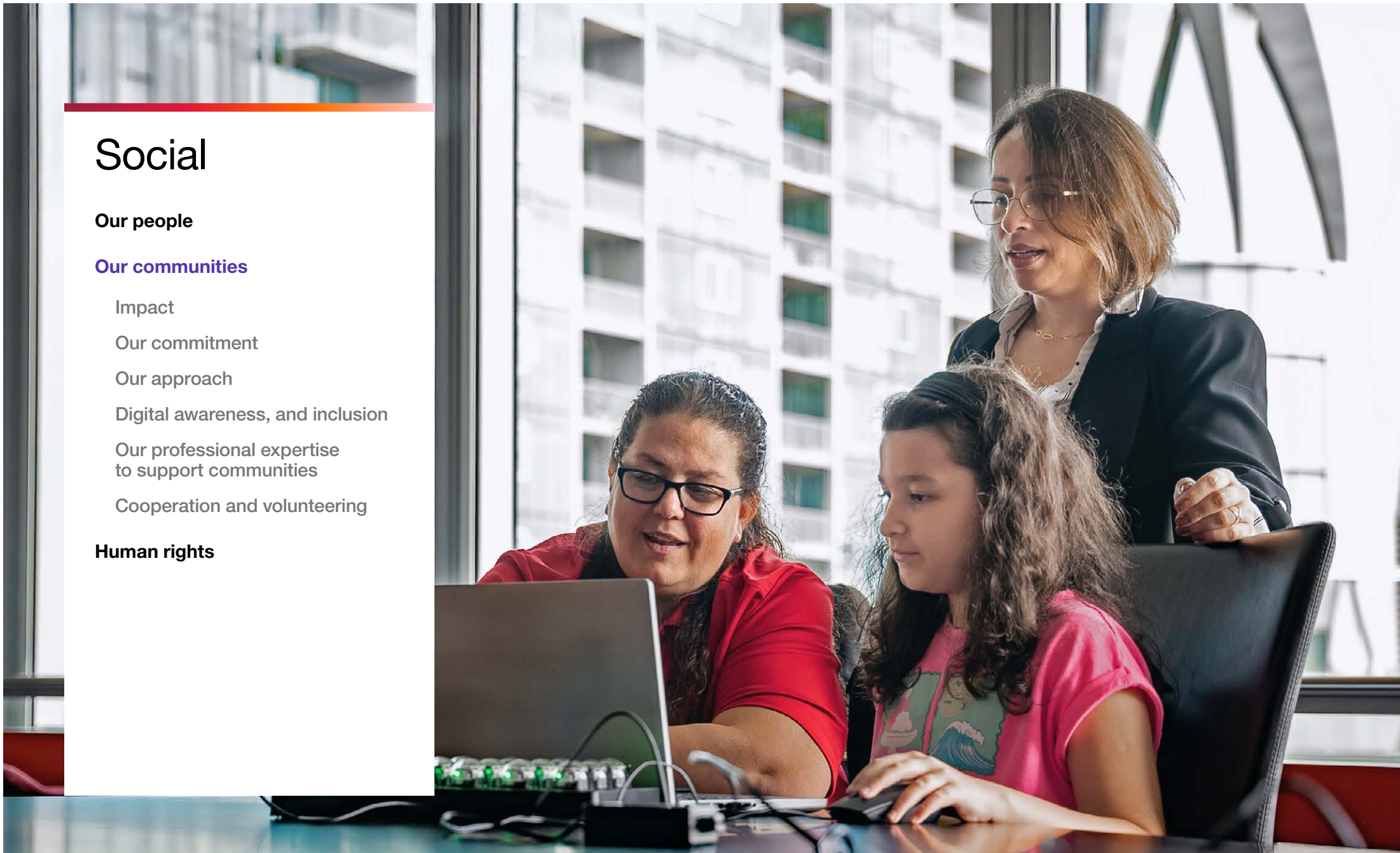
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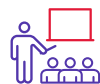
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CGI has a long history of supporting the communities in which we live and work. We strongly encourage our consultants and professionals to volunteer their skills and experience to advance the overall well-being of our communities.

Our progress



287,486
participants

in our education
and mentoring programs,
representing 3 times the number
of our CGI Partners



21,024
CGI Partners

participating in
pro bono programs and
volunteering initiatives

Target: Reach twice as many
participants for our education
and mentoring programs as CGI
Partners by 2024



U.S., tree planting



Our commitment

In multiple countries, we recognize the significant positive impact we can make on communities. Regular ESG dialogue with our stakeholders and our double materiality discussions this year confirmed that CGI is viewed as a company with a high standard for responsible business practices and community engagement.

The communities in which we live and work are valuable allies in helping us define and accomplish our ESG priorities. Our community-centric strategy focuses on three main strategic priorities: advancing digital learning and inclusion; sharing our professional expertise to support communities; and unlocking cooperation and volunteering. These priorities are supported by employee engagement, and long-term external partnerships.



CGI Philippines donates a food rescue truck: a significant step in reducing food waste and combating hunger



Our approach

Digital technologies, including AI, can positively and negatively impact people and communities. We believe that, as a leading IT and business consulting services firm and a company that prioritizes ethical and responsible practices, CGI has a duty to minimize any potential negative consequences.

Digital technologies can transform societies positively, but inclusivity is central to preventing the marginalization of the most disadvantaged populations. We strive to make a difference in our communities by creating opportunities that bridge the digital divide between technology and society.

Our proximity model brings us closer to communities, enabling us to better understand the needs of local organizations and be more efficient in our actions.

Governance

Community engagement and measuring the impact of our educational initiatives are core elements of our ESG strategic priorities. Our Chief Executive Officer and executive management team assess progress against targets during quarterly performance reviews. The ESG Executive Steering Committee discusses key topics and corresponding strategies. Two working groups, each comprised of SBU Leads, focus on CGI's overall community strategy and educational programs, respectively.

Partnerships

We reinforce our approach through collaborations with our clients, government institutions, nongovernmental organizations (NGOs), associations, and educational institutions. Through discussions, we gain a deeper understanding of the support needed locally, and in partnering with communities, we increase the effectiveness of our actions.

We have a rigorous selection procedure and maintain regular communication to ensure we do not associate with organizations that might cause harm. All potential partners undergo the due diligence assessment integrated into CGI for Good, our volunteering tool.

Our double materiality exercise provided opportunities for enriching conversations with many community institutions. Moving forward, this exercise will allow for valuable exchanges with our community stakeholders, helping us refine our strategy.

We also team up with our clients on pro bono and volunteering projects. In 2024, CGI's U.S. operations alone participated alongside our clients in more than 150 community projects.

Empowerment of marginalized communities

We believe empowering vulnerable communities can lead to sustainable and meaningful change. Our actions are adapted to local realities and take different forms.

Our programs support the digital inclusion of underserved and underrepresented groups by providing tools, knowledge, and opportunities to help them thrive in the digital age. We aim to empower individuals with self-advocacy skills to overcome financial challenges and improve their well-being through better job prospects and economic stability.

CGI's impact extends beyond direct engagement to the digital solutions we co-create with our clients. We offer our expertise at no cost to support the growth and development of NGOs working in social and environmental areas.

We contribute to local biodiversity and environmental sustainability initiatives to increase long-term environmental benefits. We also support communities in crisis through volunteering, donations, and fundraising.

Mobilization of resources

We keep CGI Partners informed of the social and environmental impact of our community engagement through various internal communications channels. This includes presenting our strategy on the CGI Academia ESG e-learning channel.

We encourage CGI Partners to participate in pro bono and volunteering initiatives, and support fundraising and in-kind donations in communities.

We promote CGI for Good, our volunteer platform. Our team supports important causes locally and globally, helping communities in need. Our STEM camp trainings, designed by CGI Partners, are also available to other organizations. We use secure platforms for participant registration and communication with beneficiaries of our educational programs.



Digital awareness, and inclusion

Access to quality education is essential for building resilient communities and advancing societal progress. Education empowers people, reduces inequalities, and helps close the opportunity gap.

In an era of rapid technological advancement, digital skills have the power to greatly expand learning and career opportunities.

Digital learning

CGI proudly supports education initiatives targeted to the specific needs of local geographies. Our educational programs share three objectives: promote gender equity and diversity in the talent pipeline, reduce inequalities through digital inclusion, and stimulate local economic growth through collaboration.

Our goal is to share our IT expertise with a wide range of populations, including women and girls, visible minorities, Indigenous peoples, individuals with disabilities, and those facing unemployment or other economic challenges. We aim to expand our reach by inspiring, attracting, and nurturing talent via our educational programs, thereby fostering a culture of partnership with our communities and contributing to local economic growth.

Our programs offer individuals opportunities to engage responsibly in their communities, while providing students a secure learning environment.

Main goals of our educational initiatives



Gender equity and diversity in talent

At the core of our mission, inclusion and diversity are integral to every facet of our work. We are committed to directing our efforts toward addressing the needs of underrepresented and marginalized groups, including young girls and women, ethnic minorities, individuals with disabilities, remote communities, and those facing economic disadvantages.



Education to reduce inequalities

We strive to foster digital inclusion for all, in both the areas where we live and work and in remote regions. By doing so, we actively address the talent and diversity gaps in IT and STEM fields, while cultivating the future workforce.



Economic growth

Through collaborations with clients, schools, universities, organizations, and associations, we offer training, mentoring, and career change support, helping students to build a career where they can make a living and contribute to the economic growth of our communities.

Partnerships



Digital awareness, and inclusion

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Delivering on our objectives

CGI is committed to reducing inequalities and bringing greater inclusiveness and diversity to the future IT workforce by focusing on education, training, and upskilling.

Our SBUs contribute through research, donations, sponsorships, and scholarships. As the cornerstone of these efforts, CGI Partners volunteer their professional skills to introductory, mentoring, and early career educational programs.

Inspiring and cultivating future talent begins at a young age. Our commitment extends to nurturing the confidence and aspirations of young girls by breaking down barriers and helping them recognize their potential to succeed in fields historically dominated by men.

Our programs for students also provide the necessary tools and hands-on learning experiences to make informed career choices.

Applying our proximity model, CGI builds strong partnerships between clients, educational institutions, and community organizations.

By taking a targeted approach to support the local needs of marginalized communities, these partnerships address gender equity and equal access to build fluency and capabilities. Our program design, including STEM activities, promotes inclusivity for all.

These partnerships enable all parties to leverage each other's networks and reach a larger audience, ensuring more individuals benefit from the educational programs.

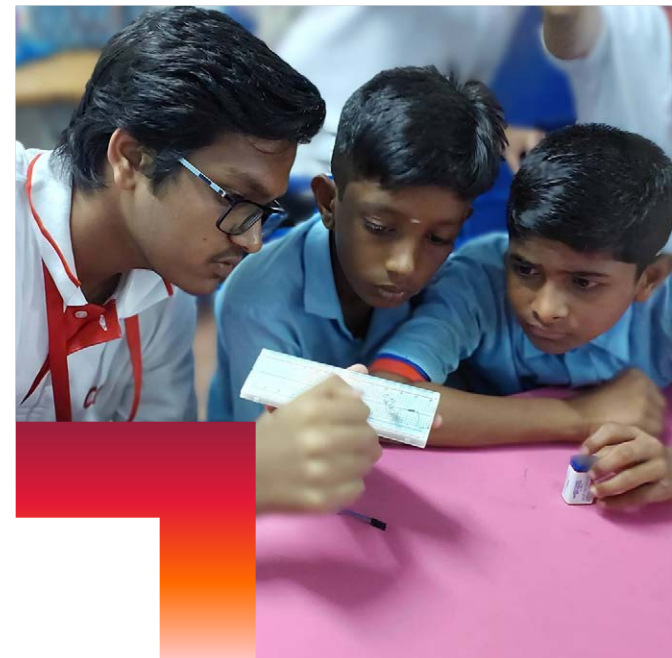
In 2024

287,486

beneficiaries

6,717

volunteers



India, STEM camp



- Our people
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Awareness of IT careers

Increasing gender and racial equity in IT begins with motivating young people. We partner with schools to organize STEM activities for children, such as hackathons, and mentorship programs for middle and high school students.

Our introductory, mentoring, and early career programs inspire young people into IT careers, raise awareness of available opportunities, and offer guidance on making career choices.

These programs generate interest in IT and STEM-related professions, ultimately helping to develop a strong and diverse talent pool for the future. Activities held during career fairs act as catalysts for promoting opportunities to attract talent.

In partnership with Learning Links Foundation, CGI in India supports [Atal Tinkering Labs](#) in 100 government schools, engaging over 100,000 students through 4,000+ hands-on STEM sessions. The initiative fosters critical thinking and problem-solving skills.

GLOBAL

Nurturing future IT talent in our communities through STEM@CGI

Our STEM@CGI program introduces, inspires, and mentors the next generation of innovators in science, technology, engineering and math, particularly underrepresented groups. CGI Partners join with community organizations to conduct in-person and virtual learning opportunities.

In 2024, we launched Artificial Intelligence STEM in The Philippines. Our very own CGI Partners partnered with Molave Youth and Casa Bantu, equipped 320 young individuals with basic knowledge in these fields.

In the UK, we joined forces with the [Sea Cadets](#) to launch the 2024 Innovate Challenge. The project will benefit over 14,000 cadets by providing skills and experiences aligned with career opportunities in the IT, cyber and marine engineering sectors.

In Quebec, our STEM workshops with schools have welcomed 8,000 young people over the past 2 years. These efforts were recognized with the “[Community Involvement, Large Business](#)” award at the 45th Mercuriades competition of the Fédération des chambres de commerce du Québec.

More than 20,000 students engaged with our U.S. STEM@CGI program this year, and we held many other activities around the world, including in Denmark, Germany, Norway, and Portugal.

[+ Learn more](#)



Australia, STEM camp for First Nations students in partnership with the GO Foundation



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IT skills for employability

By improving access to the necessary technology and educational opportunities, we hope to equip more individuals with the academic, technical, and workplace skills they need for a successful IT career.

For example, CGI in the Philippines introduced a career and development program to assist and mentor young people in finding employment upon completion of training at the [Youth Inclusion Network](#) learning centers. In 2024, the program successfully placed 116 individuals.

Building capabilities for new graduates

CGI interns have access to several learning experiences, including workshops, networking events, career fairs, and courses on our CGI Academia portal. We also offer mentorship programs in all our geographies (see the [Career growth and advancement](#) section).

The [STEM@CGI Bridge Program](#) offers internships to late high school and early college students, with a focus on their long-term success. An extension of our global STEM program, this U.S. initiative provides students with mentorship, learning opportunities, career development training, and industry experience. Interns also receive competitive remuneration.

[CGI's apprenticeship program in the UK](#) has hosted 196 individuals in England alone. Of these, 92% were between the ages of 18 to 24, compared to the national average of 52%, highlighting CGI's focus on providing work opportunities for students who left school and college. Additionally, 86% successfully completed their courses, significantly higher than the national average of 56.8%, demonstrating the strong support we offer. The majority (69%) have enrolled in degree-level university courses.

Under the [5% Club](#) 2023-24 Employer Audit Scheme, our UK SBU received Gold accredited membership, recognizing CGI's significant contributions to CGI Partner development through "earn and learn" schemes like apprenticeships, graduate schemes, and sponsored student course placements.

CGI contributes expertise as a member of the Tech Skills Employer Board. [TechSkills](#) is the UK accreditation body for [Tech Industry Gold](#), the only employer-led accreditation for tech education, training, and apprenticeship courses. In this role, CGI collaborates with industry and educational organizations to develop the digital talent that the IT industry needs, influencing course content and ensuring the quality of education delivery.

Reskilling

We also help adults acquire relevant skills, so they are equipped with the tools and confidence to change careers or return to the workforce after an extended absence. Our reskilling programs facilitate employment access through training courses, job bridges, dedicated schools, employment preparation, and work-study programs.

GERMANY

Learning beyond borders: Empowering Ukraine's future tech talent with Skillsoft

The unITed program, launched by CGI in collaboration with Skillsoft, provides free online IT training to Ukrainian students amid the ongoing conflict in their homeland. Since 2022, more than 250 users have accessed high-quality educational resources via customized Skillsoft platform, completing over 11,000 learning elements.

The initiative also organized three events in Munich, the most recent in May 2024, fostering community engagement and professional development for students from various IT disciplines.

Targeting displaced students across Europe, particularly in Germany, and those who remained in Ukraine, unITed aims to inspire continued dedication to education while building a supportive network among peers and educators. The program received recognition from the Head of Kharkiv Karazin National University in Ukraine in May 2024, highlighting its impact on IT education.

The unITed program exemplifies how combining technology with empathy can create meaningful change, reflecting CGI's commitment to collaboration and Environmental, Social, and Governance (ESG) principles. Together with our learning development partners, we are proud to empower vulnerable populations and promote educational equity globally.

[+ Learn more](#)



Equity and inclusiveness in digital learning

CGI increases equal education opportunities by encouraging interactions, developing technical skills, and expanding career prospects.

Ensuring equal access to IT education and training is the first step in dismantling the structures that perpetuate inequality in the industry. Increasing the availability of education opportunities to historically marginalized groups leads to stronger agency, reduces diversity imbalances in the IT sector, and eliminates socio-economic disadvantages that disproportionately affect them.

Providing gender-equitable education opportunities is critical to addressing the significant underrepresentation of women in the technology sector. We address the challenge of gender inequality by promoting awareness, education, and career opportunities.

[CGI's education, mentoring and early programs](#) focus on increasing gender diversity in IT by helping girls build confidence, develop competencies, and access opportunities to explore STEM careers. They also facilitate women's entry into the IT workforce and support their pursuit of leadership roles, paving the way for future generations and a more inclusive industry.



Discover "[CGI Young Dreamers](#)," a program in the UK that targets students from underrepresented groups.

AUSTRALIA, CANADA

Inspiring Indigenous students to pursue STEM careers

Through activities in Canada and Australia, CGI seeks to spark curiosity and passion for STEM in Indigenous students.

Local partnerships are essential to the success of these initiatives. By combining our technological expertise with First Nations cultural knowledge, we deliver relevant learning experiences that introduce pupils to diverse IT professions.

We partner with [Cap Campus](#) (in French) and the [New Pathways Foundation](#) in Montreal to offer exciting, hands-on STEM workshops. As of November 2023, 289 young people and chaperones representing three Indigenous communities (Atikamekw, Innu, and Wendat) took part in six events.

Each month, CGI Partners travel to the First Nations' Education Centre near Edmonton, Alberta, to teach a STEM class to each of the Centre's K-12 grades. We hope to encourage these learners to pursue a post-secondary education and continue their IT studies.

CGI in Australia supports the [GO Foundation](#). During our 2024 STEM Camp in Sydney, we were thrilled to profile Aboriginal and Torres Strait Islander role models with impressive careers in STEM fields.

[+](#) [Learn more](#)



Digital awareness, and inclusion

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Digital awareness and accessibility

Digital awareness is essential to create a more inclusive and equitable digital world for everyone. It helps people navigate today's technology-driven world more effectively, make informed decisions, and contribute positively to our communities.

We support digital awareness by:

- Providing connectivity and equipment in underserved geographical areas
- Advancing digital accessibility
- Supporting young people's safety online

Connectivity and equipment in underserved geographical areas

We have programs that help vulnerable students access the Internet and navigate the digital world confidently.

CGI-led initiatives in the Philippines have significantly improved learning environments for students. The Starlink Connection provides Internet access to a remote Indigenous community, enhancing students' learning opportunities and serving as a crucial communication link during emergencies.

Solar panels installed in an Information and Communication Technology (ICT) classroom enabled over 150 students to access online resources on donated laptops.

Additionally, CGI outfitted a high school ICT lab with new technology tools, comfortable seating, improved lighting, and better workspaces, creating a learning-conducive environment for 1,421 students.

We also contribute to the empowerment and inclusion of people with disabilities (PwDs) and individuals with intellectual challenges through multiple projects and initiatives.

Advancing digital accessibility

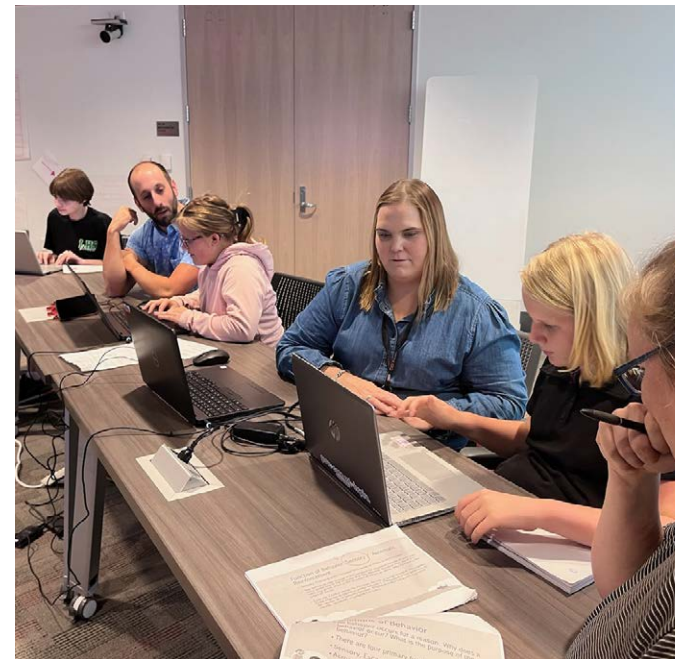
We believe that digital accessibility can help individuals overcome social barriers and better navigate and connect with the world.

The PwD staff of [Maya Care Foundation](#) coordinates a network of volunteers who provide professional and empathetic care to older adults. In partnership with the Foundation, CGI in India creates career opportunities for PwDs through training and employment. In 2024, we provided livelihood opportunities for 50 PwDs through projects in a supportive environment.

Through a project with [Diya Foundation](#), CGI offered 42 adults with intellectual disabilities employability skills training that focused on personal skills, work ethics, and social abilities. The goal was to provide an effective learning experience and foster self-worth and self-esteem among participants.

Founded by CGI in France in 2018, [Handitech](#) (link in French) leverages innovation to create a more inclusive society. This initiative brings together startups, companies, schools, laboratories, institutions, and users to develop innovative technical solutions for PwDs or loss of autonomy.

The [Handitech Trophy](#) (link in French) recognizes projects that contribute beneficial innovations. This year's national competition attracted 188 submissions from which 18 finalists were selected by 135 jury members. CGI served as a judge and sponsor of the sports category.



U.S., mentorship event Congressional App Challenge with the Autism Society



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Supporting young people’s safety online

Given the prevalence of the Internet, CGI considers cybersecurity awareness and education as critical, particularly among young people.

Our programs promote responsible Internet use and digital literacy through activities that include online games, hands-on workshops, awareness campaigns, and a reality escape room.

Understanding digital tools and platforms helps individuals protect their personal information and stay safe online, reducing the risk of cyber threats. Critical thinking develops the ability to evaluate digital content and assess the credibility of sources.

Our UK Cybersecurity team introduced [CGI Cyber Escape 2.0](#), an enhanced version of our security awareness training that is available to schools, colleges, universities, and other community organizations. Cyber Escape offers a fun and memorable way to learn the basics of cybersecurity and help minimize risks. In an escape room scenario, groups of up to six people have 50 minutes to work together to discover clues, solve puzzles, and decipher riddles. A dedicated CGI Games Master facilitates the experience.

DENMARK, ESTONIA, FINLAND, LITHUANIA, THE NETHERLANDS AND POLAND

Spoofy

Developed by CGI, [Spoofy](#) is a popular cybersecurity game for children available in over 10 languages in Europe with over 60,000 players. Initially developed by our teams in Finland and further enhanced in Estonia, the game benefits from the expertise of cybersecurity, gaming, and teaching professionals.

As part of the EU-funded Erasmus+ project [SuperCyberKids](#), CGI is responsible for expanding Spoofy into German and Italian, and contributing to research and testing. We helped develop a cybersecurity curriculum and contributed to an [academic article](#) on educational games.

SuperCyberKids, a three-year initiative from 2023 to 2025, involves partners from various countries and fields, including academic institutions, expert organizations, and technical companies. Deliverables include an educational ecosystem (built on a gamification platform) and related implementation guidelines.

The project strengthened CGI’s research connections and validated Spoofy’s educational value. Positive feedback from external experts confirmed our cybersecurity game’s effectiveness and suitability for children between the ages of 8 and 13.



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In supporting clients in their digital and environmental efforts, CGI also takes responsibility for ensuring that the communities where we live and work are well equipped to adapt to these transformations.

We provide pro bono IT and business consulting services for social impact programs, collaborating with a network of local and global partners that includes NGOs, associations, government agencies, and academic institutions.

These projects aim to address complex societal challenges by utilizing our services and solutions, and our greatest strength, CGI Partners. Our teams bring their expertise and skills to these initiatives, with the long-term goal of creating positive and meaningful change.

We encourage CGI consultants and professionals to take an active role by providing them with opportunities to volunteer, which helps develop their leadership behaviors and skills while contributing to societal well-being.

Pro bono projects for positive social impact

We are committed to improving health outcomes in underserved communities. Our pro bono projects aim to bridge gaps in healthcare access and quality. We also support NGOs and associations in their communications, developing their websites, for example, to increase their impact.

CANADA, SWEDEN

Digital platforms to support caregivers

Being a family caregiver is a very challenging role. Digital platforms can help family caregivers connect with others in similar situations and access vital information, resources, and support services crucial for managing the complex needs of those in their care.

In Canada, CGI Partners performed an application and infrastructure assessment of a SaaS wellness platform called “Care Consolidation.” Designed for family caregivers who provide care at home, the app offers personalized services, learning resources, and community support to prevent workplace attrition. Following the assessment, CGI Partners provided recommendations, ranging from infrastructure optimization to security enhancements, to help build a more scalable, secure and responsive application.

CGI Partners in Sweden developed an app for families living at Hjältarnas hus, a temporary home for children undergoing serious medical treatment. The app provides information about the facility and nearby services and events with the goal of simplifying and creating a safe and predictable stay for family caregivers and the children. Using a simple interface, Hjältarnas hus personnel can easily update and add information, simplifying administration and replacing the manual sharing of information to a large extent.

[+ Learn more](#)

FRANCE, PHILIPPINES, U.S.

Enhancing communication channels and strategies for community organizations

Our proximity model helps us better understand the needs of our communities and improve the outcomes of their initiatives. Across CGI, we have implemented projects that help our local partners enhance their communication channels and strategies.

In France, we supported [Femmes@Numérique](#) (Women@Digital) by redesigning their website to improve their ability to raise awareness, attract donations and foster new partnerships.

We also partnered with [Orchestre à l'école](#) (Orchestra at school), providing our expertise to enhance their website's performance, understand user behavior and identify opportunities for improvement.

In the Philippines, we worked with [Solar Hope](#), by redesigning and updating their website to increase visibility and inspire others to support their mission of bringing solar power to communities without electricity.

In the U.S., we collaborated with [The Women's Center](#) (TWC) to develop a comprehensive communications plan to enhance internal engagement and celebrate the organization's core values.

Our efforts help these organizations increase their reach, engage their communities, and ultimately achieve positive social outcomes.

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Pro bono projects for positive environmental impact

We leverage innovation and our technology expertise to address environmental challenges and develop awareness, especially among young people.

UK

SEEDS pro bono research program with UN and academia drives transformational sustainability solutions

The Sustainability Exploration Environmental Data Science (SEEDS) program — a collaborative initiative between CGI, academia, and the UN—challenges the thinking and practice around sustainability.

Funded by CGI, SEEDS drives research to develop transformational technologies that address complex global challenges and accelerate progress toward sustainable solutions. In support of the [UN’s 17 Sustainable Development Goals](#), the program’s vision is to accelerate the transition to a sustainable future through technology, research, and innovation.

Since launching in 2022, SEEDS has delivered a diverse range of research, proof-of-concepts and solutions to benefit the environment, governments, businesses, and communities. Together, CGI and the program’s [40+ member organizations](#) deliver a range of innovative technology solutions to address challenges and issues associated with climate change.

Current projects tackle ways to reduce the climate impacts of data centers, software, agriculture, and water management, using technologies ranging from satellite data to AI, machine learning, and blockchain. Example topics include [using AI to predict the conditions most often associated with water pollution events](#) and developing a digital twin proof of concept to map methane emissions.

[+ Learn more](#)

CANADA, INDIA, SLOVAKIA, UK

Using gamification to help students become future environmental leaders

Across CGI, one of the ways we promote environmental awareness is through gamification, which offers an enjoyable way to change perceptions of environmental stewardship from a duty to meaningful action. Incorporating game design elements like points, badges, and challenges, gamification makes learning about environmental issues more engaging for young people.

In Canada, we partnered with Coop FA to develop [Carbone Scol'ERE](#), a gaming site that educates primary school students on environmental challenges. In India, we supported Bhumi’s [Eco-Champs](#) virtual awareness program, educating over 1,200 students from grades 6 to 9 about sustainable living. In Slovakia, we worked with Planet Lover to optimize EKO Olympiada, an environmental game played by 20,000 high school students. In the UK, we developed the [Planet Protectors](#) game, encouraging students to make eco-friendly choices.

By making environmental education fun and interactive, gamification helps empower the youth to make a positive impact on the planet. These projects demonstrate that engaging and interactive learning can be instrumental in building a sustainable future.

[+ Learn more](#)



Cooperation and volunteering

CGI empowers our consultants and professionals to use their knowledge, skills, and time to support important causes, both locally and globally, helping communities in need.

We support them with the tools, resources, and opportunities to give back and volunteer.

CGI for Good

Using our global volunteering digital tool CGI for Good, CGI Partners and ESG Leads can propose local community groups that need support. These pro bono and volunteering opportunities can then be shared with everyone in our organization.

Through this exposure, we engage with a larger variety of causes and offer our consultants and professionals more ways to get involved, in collaboration with clients when possible.

The tool's awareness modules support global campaigns to promote environmental responsibility (e.g., Earth Day) and raise awareness of the importance of self-care (e.g., our Well-being Around the World initiative).

CGI for Good includes CGI Partner-organized volunteering and fundraising activities as well as opportunities through our partnerships with nonprofit organizations.

Volunteering

Volunteering and fundraising activities bring together hundreds of CGI Partners and clients in support of worthy causes. These interactions strengthen relationships and shared commitment.

CGI Partners logged 2,925 km during the 31-day [Million Reasons Run](#), raising \$18,700 for children's hospitals across Canada.

In Germany, CGI regularly supports the B2Run, Einstein Marathon, and Eschathlon with many participants, sponsoring and helping hands.

In Spain, 41 CGI Partners participated in building prostheses for donation to Ayudame3d using 3D-printed parts. In the Czech Republic, our CGI Partners volunteered at the Thomayer Hospital Prague throughout the year.

Our consultants and professionals also participate in environmental activities (see the [Environment](#) section).

In 2024

94,850

hours of participation
in paid/unpaid
volunteering

23.3%

CGI Partners
participated in
community activities

GLOBAL

Support local organizations tackling food insecurity

Throughout 2024, CGI Partners worldwide mobilized to address food insecurity: A term introduced by the U.S. Department of Agriculture to describe irregular access to safe and nutritious food, with the goal of making a significant impact on our communities.

Our contributions took various forms. For instance, we prepared more than 5,000 healthy, prepackaged meals and transformed rescued surplus food into 600 nutritious meals.

Our donations to NGOs and charitable foundations targeted underfunded and underserved areas to ensure those helped by these community programs receive the support they need.

We organized local and regional campaigns to collect food and other necessities. A remarkable number of these activities have in place for up to 10 years.

Under our annual VOP survey, BUs with the best participation rate get the opportunity to donate money to NGOs. Eleven food banks were among the 33 recipients this year.

[+ Learn more](#)



Cooperation and volunteering

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Donations

As a global organization, we adapt our donations approach to the distinct cultures, needs and environments of the locations where we operate. This approach enables us to collaborate with local organizations and maximize our impact.

To facilitate our support of CGI Partner-nominated charities, our consultants and professionals in Denmark, Sweden, the UK, and the U.S. established local charitable councils. These councils manage donations from CGI Partners to registered charities that align with our [Values](#) and policies. Through these local committees, CGI made donations to more than 130 organizations.

Welcoming requests from CGI Partners allows them to champion causes close to their hearts, with positive outcomes and recognition for their community involvement – empowering them to continue making a difference.

We provide financial and in-kind support with the goal of ensuring communities have access to essential resources. We invest in sustainable projects that drive long-term positive change – from education and healthcare to environmental support.

In the past two years, we have contributed to UNICEF through the Voice of our CGI Partners survey. During the first two weeks of the survey’s launch, CGI made a donation for every questionnaire submitted by our consultants and professionals. In 2024, we donated \$50,000 to UNICEF. The BU with the highest survey participation rate received a financial contribution for local community initiatives of its choice. This fundraising initiative resulted in a \$500,000 donation from CGI that benefited 33 NGOs.

In India, we contributed essential school supplies to over 4,000 students in more than 50 schools. In Romania, we provided office desks, chairs, and screens to three schools.

In Portugal, we awarded donations to four nonprofit organizations that support specific groups in need. Associação Acreditar, an association of parents of children and young people who have or have had cancer, helps families face the challenges of pediatric cancer. The António Luis de Oliveira Foundation welcomes children and young people who, for various reasons, cannot remain with their families. Stand4Good encourages students from disadvantaged backgrounds to realize their full potential through quality educational and professional opportunities, including scholarships.

Our BUs participate in fundraising events and donate to a wide range of healthcare organizations. Examples include: supporting pediatric oncology patients in Canada, Slovakia and Morocco; collecting essential items for older adults and sick children in the Czech Republic; and working with organizations in the UK that assist individuals with autism.

Communities in crisis

By establishing partnerships and programs at the local level, we strive to support global communities in crisis. Some crises require a broader, more immediate response. CGI coordinates global fundraising and contributes donations to both domestic and international relief organizations, ensuring that those in need receive the necessary assistance. Our CGI Partners make monetary donations, collect food and goods, and send medical and humanitarian aid.

We also aim to restore stability and promote long-term recovery in disaster-stricken areas. In 2024, CGI in India focused on rebuilding the lives of those affected by landslides and floods through disaster relief and recovery efforts. CGI’s initiatives included providing immediate aid, restoring homes, and supporting community resilience. In the Philippines, we distributed aid supplies to CGI Partners and other community residents affected by Typhoon Carina.

In the U.S., in response to devastation from Hurricane Helene in late September 2024, CGI Partners participated in numerous grassroots initiatives to help affected communities. Another destructive hurricane, Milton, followed on October 9. CGI Partner efforts continued and our U.S. SBUs donated \$93,760 to support the American Red Cross, World Central Kitchen, United Way of Southwest for Virginia, and Feeding Tampa Bay.

In Morocco, CGI Partners continued their efforts to support the 2023 earthquake victims. They returned to the affected Al Haouz province to equip schools with tables, chairs, and pedestals, also distributing food baskets, blankets, and mattresses.

We encouraged CGI Partners affected or distressed by these crises to consult the resources available via our Oxygen portal, including the My Assistance Portal, and CGI Academia health and well-being library, or contact their local HR team.



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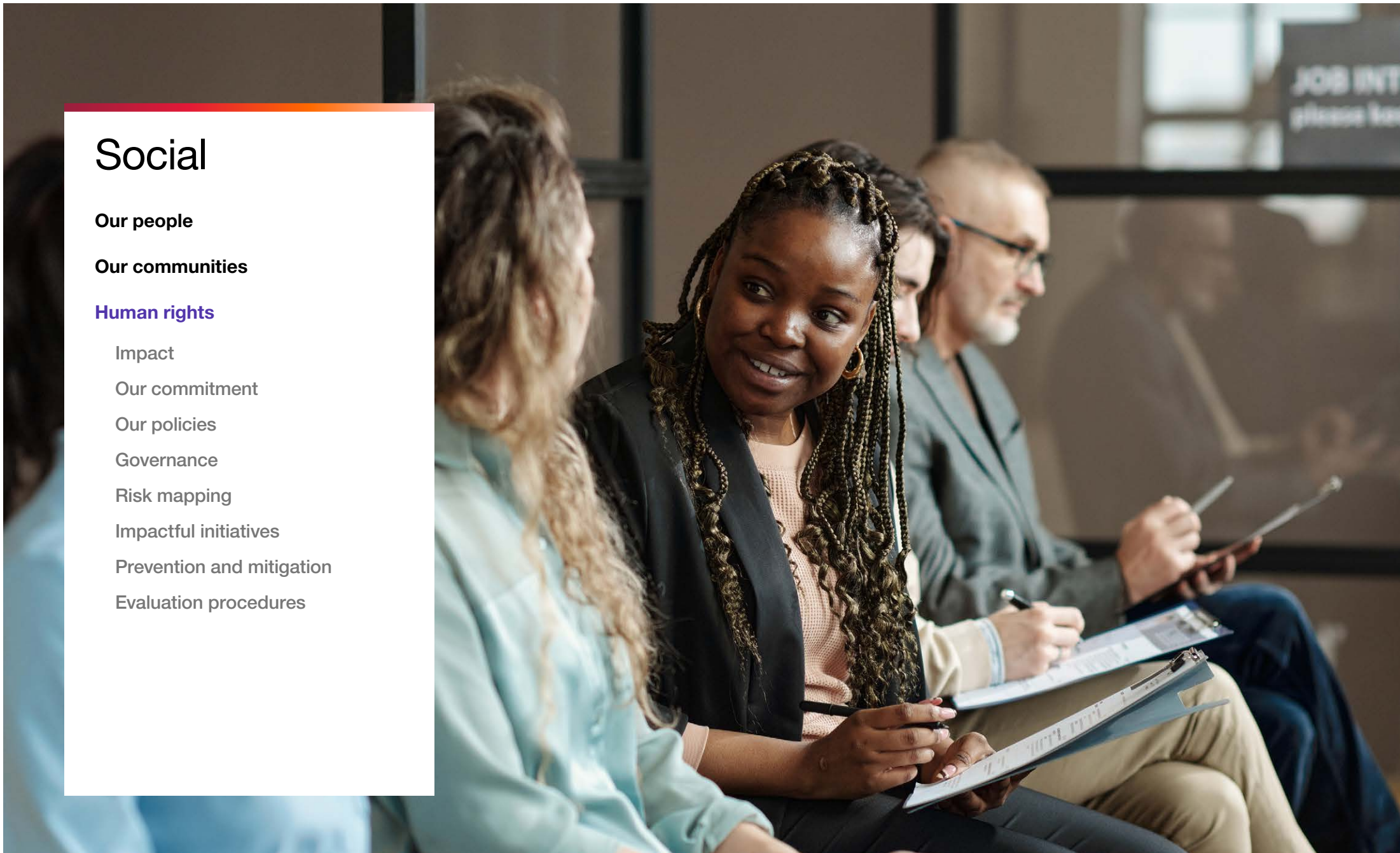
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We are fully committed to respecting human rights throughout our operations and supply chain in accordance with UN guidelines.



Fighting Against Forced Labour and Child Labour

Our 2024 report details the measures CGI takes to identify, address, and prevent forced labor in our operations and supply chain. This document outlines our global approach and alignment with local regulations in the prevention and reduction of risks associated with all forms of modern slavery. It also addresses our established commitment to provide CGI Partners safe and fair working conditions.

[Download the CGI report](#) →





Our commitment

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With 90,250 CGI Partners worldwide and over 13,000 suppliers, we regard human rights as fundamental.

Our policies and standards align with the [Universal Declaration of Human Rights](#), and as a signatory, CGI operates in accordance with the [Ten Principles of the UNGC](#).

In the context of our industry and our organizational aspirations, we identified nine human rights commitments of particular significance for CGI:

Equal opportunity and fair treatment, including gender equality and women's rights	Freedom of association and the effective recognition of the right to collective bargaining	Digital security/privacy
Protection against discrimination and harassment	Freedom of expression ⁽¹⁾	Cultural rights (including rights of Indigenous peoples)
Safe and healthy working environment	Protection from modern slavery ⁽²⁾ , including forced labor, child labor, and human trafficking	Digital equity and inclusion ⁽³⁾

- (1) Recognized as a fundamental human right. Encourages dialogue, diverse perspectives and opinions while respecting the right to a respectful workplace. Ensures fair treatment for all, prevents discrimination, and protects against any form of retaliation by maintaining a position of zero tolerance.
- (2) Modern slavery: Encompasses a range of coercive and exploitative practices, such as forced labor, human trafficking, forced marriage, child labor, and debt bondage.
- (3) Digital equity and inclusion: We consider digital equity and inclusion an extension of human rights, our actions to reduce the digital divide contributing to the eight other commitments identified above.



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Our [Code of Ethics](#) and [Third Party Code](#), which have successfully guided our organization since CGI's founding in 1976, uphold the [Values](#) that define us. These Codes contain CGI's expectations regarding human rights, which apply throughout our operations and supply chain. CGI's [ESG Policy](#) and [Modern Slavery Policy](#) in the UK also acknowledge our human rights responsibilities. Our policies on anti-discrimination, anti-harassment, equal opportunity, and a respectful workplace further reinforce these statements.

Code of Ethics

- “Every person has the right to equal treatment with respect to employment and the right to be free of discrimination on the basis of race, ancestry, place of origin, color, ethnic origin, citizenship, religion, sex, sexual orientation, age, pregnancy, record of offenses, marital status, social conditions, political beliefs, language, veteran status (U.S. only), family status, disability, or means used to overcome a disability.”
- “Modern Slavery – CGI recognizes that slavery is both illegal and unacceptable. As a services organization in which most of our CGI Partners are highly skilled and directly employed by CGI, we consider the risk of modern slavery within our own organization to be low. However, CGI has implemented an additional procurement process to mitigate the risk of slavery in our supply chain. We expect all third parties with whom we work to comply with anti-human trafficking and anti-slavery legislation. To that end, CGI's Third Party Code of Ethics aims to provide suppliers with the appropriate guidance to make informed business decisions while working with CGI.”

Third Party Code

- “CGI Third Parties shall treat all people fairly and equitably without discrimination. CGI Third Parties cannot discriminate against any individual in their hiring or employment practices. Discrimination on the basis of race, ancestry, place of origin, color, ethnic origin, citizenship, religion, gender, sexual orientation, age, pregnancy, record of offenses, marital status, social conditions, political beliefs, language, family status, disability or means used to overcome a disability is strictly prohibited. CGI Third Parties shall comply with all applicable labor, employment, and human rights legislation including, but not limited to, minimum wage, maximum hours of work, and days of rest rules.”

ESG Policy

- “To uphold our commitment to equality, anti-harassment, and anti-discrimination, both within and outside the company, we must maintain awareness of risks to the human rights of CGI Partners belonging to marginalized groups. We also recognize privacy as a human right in management of data for our people, customers, suppliers, and partners.”

Modern Slavery Policy (UK)

- “Modern slavery violates human rights and destroys communities. Modern slavery takes various forms such as compulsory and forced labour, servitude and human trafficking. CGI is committed to acting in an ethical and transparent way and fully supports objectives to eradicate modern slavery and human trafficking in its business operations and in its supply chains in accordance with the UK Modern Slavery Act, 2015.”





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As stewards of our company, the Board oversees CGI's ESG commitment, which includes human rights. The Board of Directors' Audit and Risk Management Committee receives a quarterly ethical incidents report, while its Corporate Governance Committee is informed of any significant changes to modern slavery regulatory or legislative reporting requirements.

The ESG Executive Steering Committee oversees the functional implementation of CGI's ESG commitment and monitors progress of ongoing initiatives. Our corporate teams, which include Ethics, Legal, and HR leadership, develop all standards, policies, and training programs required to ensure the compliance of CGI Partners and all relevant stakeholders with our human rights commitments, in particular, the right to a workplace free of discrimination and harassment.

We also count on a global Modern Slavery working group, comprised of members of our ESG, Ethics, Legal, and Procurement teams, which meets monthly to address risk mitigation actions and objectives associated with our organization and supply chain.

Supply chain

CGI's governance process for third party suppliers consists of a comprehensive framework that is designed to ensure ethical standards and responsible business practices are upheld across our supply chain.

We require compliance with our Third Party Code, which outlines CGI's expectations in critical areas, including human rights. As a quality assurance measure, CGI conducts periodic due diligence and risk assessments to evaluate ongoing adherence. Regular interactions with our suppliers offer all parties the opportunity to raise human rights concerns, and CGI's confidential Ethics and Compliance Reporting Hotline is publicly available to allow for the prompt reporting by third parties of any human rights incident.

By engaging in regional activities and forming partnerships, we promote diversity, equity, and inclusion within our supplier workforce (see the [Responsible procurement](#) section).





Risk mapping

Several distinct processes support human rights risk assessment and management within our operations. CGI reviews these processes annually.

We designed our ERM program to identify and effectively manage risks across our company, including the reporting of any significant company-wide risks.

The PSAP process and VOP consultation questionnaire offer our consultants and professionals confidential platforms to share their opinions and offer feedback. This includes reporting potential human rights issues (e.g., working environment, health, and well-being).

External surveys conducted through independent third parties also serve as a valuable source to identify CGI's strengths and areas for improvement. EcoVadis and the Dow Jones Sustainability Indices (DJSI) assess and evaluate our progress annually, specifically on human rights. We receive top employer recognition from numerous global and regional organizations (see the [Awards](#) section).

Stakeholder engagement

Ongoing engagement with our stakeholders promotes transparency, builds trust, and informs our ESG strategy.

These interactions help us understand their challenges and the impact of CGI policies, decisions, and activities on individual stakeholder groups.

The table below maps stakeholder groups to human rights potentially affected by CGI's operations. This includes direct and indirect impacts, both positive and negative.

Stakeholder engagement mapping

Stakeholder group	Areas of impact	Forms of engagement	Topics addressed
CGI Partners	<ul style="list-style-type: none"> Labor practices Working conditions Health, well-being, and safety Discrimination and harassment Opportunities for growth and development Digital equity and inclusion Personal data breaches 	<ul style="list-style-type: none"> PSAP VOP CGI Resource Groups Works Councils CGI personal and professional development initiatives Ethics and Compliance Reporting Hotline, Ethics Inbox 	<ul style="list-style-type: none"> Protection from modern slavery, including forced labor, child labor, and human trafficking Freedom of expression Freedom of association and the effective recognition of the right to collective bargaining Safe and healthy working environment Protection against discrimination and harassment Equal opportunity and fair treatment, including gender equality and women's rights Digital security/privacy



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Stakeholder group	Areas of impact	Forms of engagement	Topics addressed
Women	<ul style="list-style-type: none"> Working conditions Discrimination and harassment Opportunities for growth and development Training and mentorship Digital equity and inclusion 	<ul style="list-style-type: none"> PSAP VOP CGI Resource Groups CGI development initiatives (educational and professional transition programs, scholarships) Works Councils Ethics and Compliance Reporting Hotline, Ethics Inbox 	<ul style="list-style-type: none"> Protection from modern slavery, including forced labor, child labor, and human trafficking Safe and healthy working environment Protection against discrimination and harassment Equal opportunity and fair treatment, including gender equality and women's rights
Children	<ul style="list-style-type: none"> Child labor Cybersecurity 	<ul style="list-style-type: none"> EcoVadis supplier evaluations Partnerships with NGOs to develop responsible solutions Ethics and Compliance Reporting Hotline, Ethics Inbox 	<ul style="list-style-type: none"> Protection from modern slavery, including forced labor, child labor, and human trafficking Digital security/privacy
Minorities	<ul style="list-style-type: none"> Child labor, modern slavery Working conditions Discrimination and harassment Opportunities for growth and development Access to quality education Digital equity and inclusion 	<ul style="list-style-type: none"> Advisory on potential partnerships CGI Resource Groups CGI development initiatives (educational and professional transition programs, scholarships) Ethics and Compliance Reporting Hotline, Ethics Inbox 	<ul style="list-style-type: none"> Protection from modern slavery, including forced labor, child labor, and human trafficking Safe and healthy working environment Protection against discrimination and harassment Equal opportunity and fair treatment, including gender equality and women's rights
Suppliers and their employees	<ul style="list-style-type: none"> Child labor, modern slavery Working conditions Discrimination and harassment Access to reporting mechanism 	<ul style="list-style-type: none"> EcoVadis supplier evaluations (Live News/EcoVadis 360° Watch) Ethics and Compliance Reporting Hotline, Ethics Inbox Validation that the suppliers are not on the sanction list for human trafficking and child labor 	<ul style="list-style-type: none"> Protection from modern slavery, including forced labor, child labor, and human trafficking Safe and healthy working environment Protection against discrimination and harassment Equal opportunity and fair treatment, including gender equality and women's rights
Local communities	<ul style="list-style-type: none"> Access to quality education Digital equity and inclusion 	<ul style="list-style-type: none"> CGI development initiatives (educational and professional transition programs, scholarships) Discussions prior to partnerships Feedback from events 	<ul style="list-style-type: none"> Equal opportunity and fair treatment, including gender equality and women's rights



Impactful initiatives

Recognizing the meaningful role CGI can play in the advancement of human rights, we identified the following areas where our organization can make a significant contribution.

Gender equality

Core to our longstanding strategy, we offer developmental, mentorship, and sponsorship opportunities specifically designed to support and accelerate the careers of CGI Partners who identify as women. Through these programs, we have seen significant improvement in the representation of women at all levels of our organization (see the [Our people](#) section).

Responsible innovation

We believe innovation must be pursued responsibly. In F2023, we announced our plan to allocate \$1 billion over the next three years to support the continued expansion of our AI services and solutions. A fundamental aspect of this investment is our collective commitment to adopt a responsible approach in solution development, so that our work for clients and for our company upholds ethical principles in the use of all technologies, including AI (see the [Responsible innovation](#) section).

We engage CGI Partners in this commitment by providing learning opportunities that include conscious application of ESG responsibilities, particularly in relation to emerging technologies. By continuously enhancing CGI Partner skills in areas like AI, cloud computing, data privacy, and cybersecurity, we empower our people to deliver leading solutions and keep our clients at the forefront of technological advancements (see the [Our people](#) section).

Supplier diversity

In specific geographies, regional activities and partnerships further advance DE&I in our supply chain (see the [Responsible procurement](#) section).

In Australia, Canada, the UK, and the U.S., CGI Partners who directly or indirectly commit funds for the purchase of goods and services must encourage meaningful engagement of diverse businesses. Where appropriate, we offer management and technical assistance to help diverse businesses become stronger suppliers in their areas of expertise.

Digital equity and inclusion

We champion digital inclusion by improving access to equitable technology education through regional activities and partnerships for underserved and underrepresented groups in the communities where we live and work.

By sharing CGI's expertise, we aim to remove barriers, close digital gaps, and support a successful future for those most at risk. Our programs aim to ensure equal access to STEM education for all, with associated objectives that include providing tools for lifelong learning, furthering gender equality, and supporting initiatives that teach youth online safety skills (see the [Our communities](#) section).





Prevention and mitigation

As a services organization with a highly skilled workforce, CGI assesses the risk of modern slavery and forced labor within our operations to be low. However, we acknowledge that modern slavery remains a global issue across various sectors, including in regions where we operate and in association with the products and services we procure.

In recognition of these factors, we follow a robust procurement strategy that upholds human rights and actively work to prevent and mitigate modern slavery throughout our supply chain.

Supply chain

We require new suppliers (meeting certain criteria) to complete a Supplier Onboarding Questionnaire, which includes sections on ESG topics.

Analysis of questionnaire responses identifies any third party with potential for a greater risk of modern slavery, due to the nature of their workforce, ownership of operations in countries categorized as high-risk by the Global Slavery Index (GSI), or production of goods categories that are considered high-risk.

During both the Procurement request for proposal and onboarding processes, suppliers may need to undergo a detailed assessment with our external partner, EcoVadis, or an assessment partner of their choice. As an additional precaution, we use the EcoVadis IQ Plus data mining tool to assess the industry and country in which the supplier operates.

This assessment includes specific screening on ethics, and considers corruption, extortion, bribery, conflict of interest, fraud, money laundering, anticompetitive practices, and responsible information management.

If the supplier receives an EcoVadis score under 44/100 or declines the EcoVadis assessment, an alert is automatically issued via CGI's Third Party Supplier Portal. Where appropriate, corrective action plans may be issued.

EcoVadis 360° Watch, a sustainability intelligence and monitoring system, helps CGI identify potential supplier-associated risks using external sources (e.g., media, governments, trade unions, NGOs, and other business networks).

More information on our actions and strategy can be found in the report section on [Responsible procurement](#).

Recruitment

Our recruitment practices and onboarding process reflect the high standards CGI applies in our commitment to human rights. Our employment contracts and policies include the following provisions:

- Freedom of CGI Partners to terminate their employment with us at any time
- Protection from any threat of violence, harassment, and intimidation in the workplace
- Obligation to work not acceptable as a disciplinary measure

We use reputable recruitment agencies and always validate their business practices before accepting candidates from their firm. We follow fair compensation practices and recognize the valuable contribution of CGI Partners to our organization's success.

Awareness and training

Internal

All members of CGI's Procurement team complete mandatory annual training on modern slavery to understand risks occurring in the supply chain and how to address them. The training covers the International Labour Organization indicators of forced labor, how to consider modern slavery risks in procurement, and relevant CGI policies and practices, including how to respond to suspected cases of modern slavery.

We extended this training to the Procurement Council, which includes individuals external to the Procurement team who manage supplier relationships.

External

CGI in the UK held a roundtable on child labor in June with suppliers and organizations representing a range of industries in attendance. Organized in collaboration with the UNGC UK, the event featured speakers from the Democratic Republic of Congo and Save the Children. In September, an online event hosted by CGI in the UK, the Responsible Business Alliance, and the Centre for Business and Child Rights, titled "Ethical Operations in Supply Chains," explored how organizations can assess risks and identify potential concerns within their supply chains.

Alert mechanism

We encourage CGI Partners, suppliers, contractors, or any other third party to raise ethical and legal concerns, including potential human rights issues. We provide multiple confidential reporting channels, including an independently managed Ethics and Compliance Reporting Hotline (see the [Ethical Business Conduct](#) section).



Evaluation procedures

EcoVadis conducts an annual assessment of CGI, a practice we began in 2012. This specialized sustainability ratings agency evaluates our policies, actions and performance disclosure in four areas, including human rights.

Our inclusion in the DJSI dates to 2010. The DJSI measures a company’s performance against a set of best-in-class ESG benchmarks. CGI’s 2024 corporate responsibility performance, which includes human rights, exceeded the industry average of 29/100 with an overall score of 58/100.

Guidelines, processes, and resources associated with CGI’s human rights commitments are summarized in the table below.

Human rights impact areas: CGI guidelines, processes, and resources					
Human right	Value chain impact areas	Feedback/reporting mechanisms	Policies	Additional resources	ESG Report reference
Equal opportunity and fair treatment, including gender equality and women’s rights	<ul style="list-style-type: none"> Our teams Supply chain Communities 	<ul style="list-style-type: none"> Work Councils and Unions Exit interviews PSAP Ethics and Compliance Reporting Hotline, Ethics Inbox 	<ul style="list-style-type: none"> Code of Ethics Third Party Code Ethics Reporting Policy Respectful Workplace Policy (includes local adaptations covering local discrimination and harassment policies) Supplier diversity programs and small business programs (mainly Australia, Canada, the UK, and the U.S.) ESG Policy 	<ul style="list-style-type: none"> Mandatory training for all our consultants and professionals on protection of human rights as prescribed by the Code of Ethics Acknowledgement of the Code of Ethics Third Party Due Diligence process Ethics investigation guidelines Training for leaders on unconscious bias Mandatory DE&I training (UK) PSAP LGBTQIA+ statement CGI Resource Groups Supplier diversity programs and small business programs (mainly Australia, Canada, the UK, and the U.S.) 	<ul style="list-style-type: none"> Our people Responsible procurement
Protection against discrimination and harassment	<ul style="list-style-type: none"> Our teams Supply chain Clients Communities 	<ul style="list-style-type: none"> Work Councils and Unions Evaluation of high-risk cases Target training and awareness to address risk proactively Topics determined by key performance indicators, applying a risk-based approach 	<ul style="list-style-type: none"> Code of Ethics Third Party Code Ethics Reporting Policy Respectful Workplace Policy (includes local adaptations covering local discrimination and harassment policies) 	<ul style="list-style-type: none"> Mandatory DE&I training (UK) Security and Code of Ethics Annual Learning (also upon onboarding) Third Party Due Diligence process Ethics and Compliance Reporting Hotline, Ethics Inbox 	<ul style="list-style-type: none"> Our people Ethical Business Conduct Our communities



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Human rights impact areas: CGI guidelines, processes, and resources					
Human right	Value chain impact areas	Feedback/reporting mechanisms	Policies	Additional resources	ESG Report reference
Safe and healthy working environment	<ul style="list-style-type: none"> • Our teams • Supply chain 	<ul style="list-style-type: none"> • PSAP • Local workplace incident reporting • Global and country-level Joint Health and Safety Committees • Local health and wellness committees 	<ul style="list-style-type: none"> • Safety Policy • Facility Physical Security Policy • Security Incident Management Policy • Health and Safety Policy • Traveling Security Policy • Respectful Workplace Policy • ESG Policy 	<ul style="list-style-type: none"> • Oxygen Program for all our consultants and professionals • ISO 45001 (UK) 	<ul style="list-style-type: none"> • Our people • Responsible procurement
Freedom of association and the effective recognition of the right to collective bargaining	<ul style="list-style-type: none"> • Our teams 	<ul style="list-style-type: none"> • PSAP • Work Councils and Unions • Global and country-level Joint Health and Safety Committees 	<p>Under our commitment to the UNGC and as part of the European Works Council, CGI recognizes the right to freedom of expression and association. To bolster this commitment, some of our BUs have employee councils that facilitate direct communication with management teams on subjects that directly impact our consultants and professionals.</p>		<ul style="list-style-type: none"> • Our people
Freedom of expression	<ul style="list-style-type: none"> • Our teams • Clients • Supply chain • Communities 	<ul style="list-style-type: none"> • PSAP • VOP • Work Councils and Unions • Ethics and Compliance Reporting Hotline, Ethics Inbox 			<ul style="list-style-type: none"> • Our people • Our communities
Protection from modern slavery, including forced labor, child labor, and human trafficking	<ul style="list-style-type: none"> • Our teams • Supply chain 	<ul style="list-style-type: none"> • Ethics and Compliance Reporting Hotline, Ethics Inbox • Supplier Onboarding Questionnaire • EcoVadis reports • EcoVadis IQ Plus • EcoVadis 360° Watch 	<ul style="list-style-type: none"> • Code of Ethics • Third Party Code • Ethics Reporting Policy • Third Party Due Diligence Process • ESG Policy • Modern Slavery Policy (UK) • Report on Fighting Against Forced Labour and Child Labour 	<ul style="list-style-type: none"> • GSI (used to identify risks) • Supply Chain Transparency Statement (Norway) 	<ul style="list-style-type: none"> • Our people • Responsible procurement



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Human rights impact areas: CGI guidelines, processes, and resources					
Human right	Value chain impact areas	Feedback/reporting mechanisms	Policies	Additional resources	ESG Report reference
Digital security/privacy	<ul style="list-style-type: none"> • Our teams • Clients • Supply chain • Communities 	<ul style="list-style-type: none"> • VOP • Security Incident Reporting Tool • Ethics and Compliance Reporting Hotline, Ethics Inbox 	<ul style="list-style-type: none"> • Data Privacy Policy⁽¹⁾ • Records Retention Policy • Social Media Policy • Binding Corporate Rules • ESG Policy 	<ul style="list-style-type: none"> • Global Privacy Program principles and procedures • Global Security Operations Center • Data Privacy risk assessment tool⁽²⁾ • Internal audits, including verification of applicable data protection regulatory requirements • ISO 27701 and 27001 certifications • Training and awareness programs 	<ul style="list-style-type: none"> • Data privacy • Security
Cultural rights	<ul style="list-style-type: none"> • Our teams • Supply chain • Communities 	<ul style="list-style-type: none"> • First Nations program and working group (Australia) • Indigenous peoples partnerships (Canada) • Supplier Onboarding Questionnaire 	<ul style="list-style-type: none"> • Respectful Workplace Policy • Code of Ethics 	<ul style="list-style-type: none"> • Reflect Reconciliation Action Plan (Australia) 	<ul style="list-style-type: none"> • Responsible procurement • Our people
Digital equity and inclusion	<ul style="list-style-type: none"> • Our teams • Communities 	<ul style="list-style-type: none"> • Event attendee numbers • Surveys • Outreach event feedback (attendees) • Outreach event hours (CGI Partners) • Training hours (CGI Partners) 	<ul style="list-style-type: none"> • ESG Policy 	<ul style="list-style-type: none"> • CGI Academia learning platform • Local learning opportunities • CGI 101 leadership development transition program and other Leadership Institute learning programs • Educational and workforce development programs offered to underserved and underrepresented communities 	<ul style="list-style-type: none"> • Our people • Our communities

(1) Data Privacy Policy: Details our privacy principles, standards and practices and how we protect personal data as part of our operations, whether we process personal data for our own purposes or for the needs of our clients. This includes how data subjects can exercise their rights under applicable data protection legislation.

(2) Data Privacy risk assessment tool: A global tool to ensure consistency in the assessment of all engagements and internal projects that involve processing of personal data.



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Effective governance ensures that we operate with integrity, transparency, and accountability. By prioritizing these elements, we not only improve our operational efficiency and resilience, but also make a positive impact on society and the environment.

Our progress



43%

of women on the
Board of Directors



68.4%

of our most significant suppliers
assessed on environmental
and social criteria

Target: 70% by 2025





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High corporate governance standards are foundational to the way we conduct business at CGI.

We recognize and embrace our responsibility to engage in ethical business practices and have put measures in place to ensure we act in compliance with the letter and spirit of all applicable laws and regulations. This responsibility applies in every country in which we operate and to all our stakeholders (clients, CGI Partners, and shareholders). As one of the world's largest IT and business consulting services firms, we are committed to applying high levels of ethical, legal, and security standards required to meet our obligations.

As a publicly traded company, our Class A subordinate voting shares are listed on the Toronto Stock Exchange (TSX) and the New York Stock Exchange (NYSE). Our governance practices described in this section comply with the Canadian Securities Administrators' (CSA's) corporate governance guidelines.

CGI is a foreign private issuer, as defined under the U.S. Securities Exchange Act of 1934, as amended, and files disclosure documents in accordance with the multijurisdictional disclosure system (MJDS). As such, many of the corporate governance rules applicable to U.S. domestic companies are not applicable to CGI. However, CGI's corporate governance practices generally conform to those followed by U.S. domestic companies, other than with respect to certain specific rules that are outlined in our public disclosure documents (available on the CSA's website at [sedarplus.ca](https://www.sedarplus.ca), on EDGAR at [sec.gov](https://www.sec.gov), and on CGI's website at [cgi.com](https://www.cgi.com)).



Information is provided as at January 29, 2025.



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Composition of the Board of Directors ⁽¹⁾



François Boulanger

Westmount, Quebec, Canada
President and
Chief Executive Officer



Sophie Brochu

Bromont, Quebec, Canada
Chair of the Human Resources
Committee and Member
of the Corporate Governance
Committee



George A. Cope

Toronto, Ontario, Canada
Member of the Corporate
Governance Committee
and the Human Resources
Committee



Jacynthe Côté

Candiac, Quebec, Canada
Member of the Corporate
Governance Committee
and the Human Resources
Committee



Julie Godin

Westmount, Quebec, Canada
Executive Chair of the
Board of Directors



Serge Godin

Westmount, Quebec, Canada
Founder of CGI and
Co-Chair of the
Board of Directors



Gilles Labbé

Outremont, Quebec, Canada
Member of the Audit and
Risk Management Committee



Michael B. Pedersen

Toronto, Ontario, Canada
Chair of the Corporate
Governance Committee
and Member of the Human
Resources Committee



Stephen S. Poloz

Orleans, Ontario, Canada
Member of the Audit and
Risk Management Committee



Mary G. Powell

South Hero, Vermont, United States
Member of the Corporate
Governance Committee
and the Human Resources
Committee



Alison C. Reed

London, United Kingdom
Member of the Audit and
Risk Management Committee



George D. Schindler

Fairfax, Virginia, United States
Special Advisor to the
Founder and Executive
Chairman of the Board



Kathy N. Waller

Atlanta, Georgia, United States
Chair of the Audit and
Risk Management Committee



Frank Witter

Braunschweig, Germany
Member of the Audit and
Risk Management Committee

(1) Information is provided as at January 29, 2025. More information on [cgi.com](https://www.cgi.com).



ESG oversight

CGI Board of Directors and standing committees

The Board and Corporate Governance Committee oversee CGI’s ESG strategy, with the contribution of the Human Resources Committee and Audit and Risk Management Committee.

Board of Directors

Highlights of ESG-related responsibilities:

- Reviews and approves our material ESG public disclosure, including CGI’s ESG Report, and Report on Fighting Against Forced Labour and Child Labour
- Oversees the formulation of our long-term strategic, financial, and organizational goals
- Approves our strategic plan, which includes ESG-related objectives and targets
- Oversees and approves the strategic plan related to top and emerging risks affecting CGI, and satisfies itself as to the effective management of those risks, including with respect to climate-related and other ESG issues
- Sets the tone for, oversees, and monitors our culture of integrity and compliance, including our Code of Ethics and Business Conduct (Code of Ethics), Anti-Corruption Policy, and other processes and policies
- Analyzes data from various reports and presentations to determine the impact of ESG matters on the company and our business

Consult the [Charter of the Board of Directors](#), available on [cgi.com](#), for more information.



Corporate Governance Committee

Several Board members have previously held or currently hold management or board positions in energy sector companies.

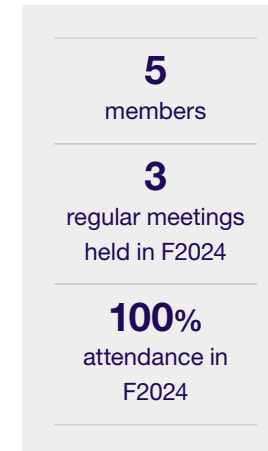
For example,

- Ms. Brochu was President and Chief Executive Officer and Director of Hydro-Québec and of Énergir.
- Ms. Powell is Chief Executive Officer and Director of SunRun, Inc. and was President and Chief Executive Officer and Director of Green Mountain Power Corporation.

Highlights of ESG-related responsibilities:

- Reviews our ESG strategies, objectives, policies, and practices, including with respect to climate change
- Reviews our policies and processes related to our purpose as an organization, which is to seek the best equilibrium between our three stakeholders (clients, CGI Partners, and shareholders) and the communities in which our consultants and professionals live and work
- Reviews criteria and sets objectives or targets regarding the composition of the Board of Directors and its committees to promote the independence and diversity of Board members, including in terms of gender, ethnicity, race, disability, age, experience, and geographical representation
- Receives presentations on regulatory developments and best practices in governance trends and requirements, including with respect to disclosure of ESG and climate matters
- Updates the Board on ESG issues and risks
- Reviews and revises the Code of Ethics
- Oversees Directors’ continuing education program

Consult the [Charter of the Corporate Governance Committee](#), available on [cgi.com](#), for more information.





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Human Resources Committee

Highlights of ESG-related responsibilities:

- Considers and promotes diversity of the executive team, including in terms of gender, ethnicity, race, disability, age, and experience, in the appointment of officers and executive officers
- Advises the Board on human resources and succession planning, CGI Partners' health and well-being, and compensation
- Reviews our measures to promote diversity, equity, and inclusion (DE&I), their effectiveness, and annual and cumulative progress made in achieving our objectives
- Reviews our leadership development programs, career plans, and executive succession plans
- Observes market trends and good practices on executive and director compensation

Consult the [Charter of the Human Resources Committee](#), available on [cgi.com](#), for more information.

5

members

4

regular meetings
held in F2024

97%

attendance in
F2024

Audit and Risk Management Committee

Highlights of ESG-related responsibilities:

- Reviews and monitors procedures for the retention and treatment of ethical incidents relating to, among others, discrimination, harassment, fraud and corruption, and other potential breaches of our Code of Ethics
- Receives quarterly updates on data privacy and cybersecurity matters
- Assesses CGI's risk tolerance and steps taken to address significant risks or exposures, including with respect to climate-related and other ESG issues
- Reviews the impact of significant risks and uncertainties affecting CGI, and provides recommendations to the Board for the effective management of those risks

Consult the [Charter of the Audit and Risk Management Committee](#), available on [cgi.com](#), for more information.

5

members

6

regular meetings
held in F2024

97%

attendance in
F2024



ESG governance structure

A clear ESG governance structure guides CGI's strategic decisions and business practices in a framework that fosters integrity and transparency.

Our [ESG Policy](#) aligns with CGI's overall strategy and is reviewed annually by the global ESG team, shared with the internal stakeholders involved in the topics covered, reviewed and approved by the Board of Directors.

The setting and monitoring of our ESG targets are described in the table below.

Roles and responsibilities

Governance level	Responsibilities	Representation	Meetings	
Board of Directors	<ul style="list-style-type: none"> CGI's Board, Corporate Governance Committee, and CEO oversee the management and impact of ESG topics across our global operations. They continuously engage with senior leadership on ESG risk management and activities, policies, and progress on other related matters. Topics include human capital management, DE&I, climate risk, and supply chain responsibility. Their oversight also extends to ensuring CGI operates in an ethical and responsible manner. Among other responsibilities, they review and approve CGI's ESG Report, ESG Policy, and disclosure of related data and progress. The Board's Audit and Risk Management Committee reports on significant and emerging risks to the Directors as required, including climate-related risks and issues. 	<ul style="list-style-type: none"> Executive Chairman and Co-Chair of the Board CEO Corporate Governance Committee members 	Quarterly	
ESG Executive Steering Committee	<ul style="list-style-type: none"> Our ESG Executive Steering Committee provides leadership and direction on key corporate responsibility matters and organization-wide goals. As Committee Chair and direct report to our CEO, the Senior Vice-President (SVP), Investor Relations communicates all significant ESG activity occurring within the committee and, in alignment with our company strategy, determines our overall course of action. This role also oversees our global ESG program and team, and all preparations to meet emerging ESG disclosure regulations (e.g., Corporate Sustainability Reporting Directive and International Sustainability Standards Board). Each functional area is responsible for developing its specific goals and strategies, reviewed and approved at the Executive Compagny Committee and at the Board level. Risks and opportunities identification, assessment, and management fall under the accountability of our Strategic Business Unit (SBU) Presidents, who lead CGI's operations in geographies worldwide. 	<p>Chair:</p> <ul style="list-style-type: none"> SVP, Investor Relations <p>SBUs:</p> <ul style="list-style-type: none"> President, CGI Federal President, France and Luxembourg President, Scandinavia, Northwest and Central–East Europe President, UK and Australia <p>Corporate functions:</p> <ul style="list-style-type: none"> SVP, Marketing and Communications Executive VP Legal and Economic Affairs, and Corporate Secretary SVP, Human Resources 	<ul style="list-style-type: none"> SVP, Canada SVP, Finland, Poland, and Baltics SVP, Germany VP, Asia Pacific VP, U.S. Commercial and State Government <ul style="list-style-type: none"> VP, Talent, Culture and Learning VP, Social Responsibility and Sustainability VP, Procurement and Real Estate 	Monthly



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Governance level	Responsibilities	Representation	Meetings
Global Operations leaders	<ul style="list-style-type: none"> Each quarter, our CEO and executive management team review progress against our global ESG targets with operations leaders in each geography, together with other key performance indicators. 	<ul style="list-style-type: none"> CEO Executive management team SBU and BU leaders 	Quarterly
ESG team	<ul style="list-style-type: none"> The Corporate ESG team is responsible for the execution of CGI's global ESG strategy, disclosure, and reporting. The team monitors risks, regulations, emerging trends, and stakeholder priorities, advising leadership on decisions that could impact our ESG strategy. Our global team serves as the central hub and conduit responsible for coordinating and executing activities among internal working groups, departments, and other stakeholder groups. They also monitor performance against our ESG goals and priority ESG ratings, rankings, and recognitions. 	<ul style="list-style-type: none"> VP, Social Responsibility and Sustainability Dedicated SMEs 	Weekly
ESG Leads committee	<ul style="list-style-type: none"> Our VP, Social Responsibility and Sustainability leads the progress of CGI's ESG commitments against global targets. This role oversees a worldwide network of local ESG Leads, who are subject matter experts (SMEs) responsible for each SBU's ESG initiatives. ESG Leads initiate and coordinate their actions according to the expectations and priorities of local stakeholders. SBU and BU leaders are accountable for the implementation and progress of local ESG programs within their respective geographies. 	Chair: <ul style="list-style-type: none"> VP, Social Responsibility and Sustainability SBU ESG Leads 	Monthly
Working groups	<ul style="list-style-type: none"> Working groups develop and implement our ESG strategic priorities. Members collaborate on reporting, develop new projects, and contribute to corporate-led initiatives with an ESG component. Representation is cross-functional, with expertise in relevant and varied disciplines. 	<ul style="list-style-type: none"> SBU ESG Leads SBU Lead for each priority Corporate functions SMEs 	Monthly Ad hoc for reporting
Local climate committees	<ul style="list-style-type: none"> Local climate committees adapt the global strategy and are responsible for developing specific goals based on local needs and contexts. 	<ul style="list-style-type: none"> SBU ESG Leads Local leads 	Ad hoc per BU



CGI Management Foundation

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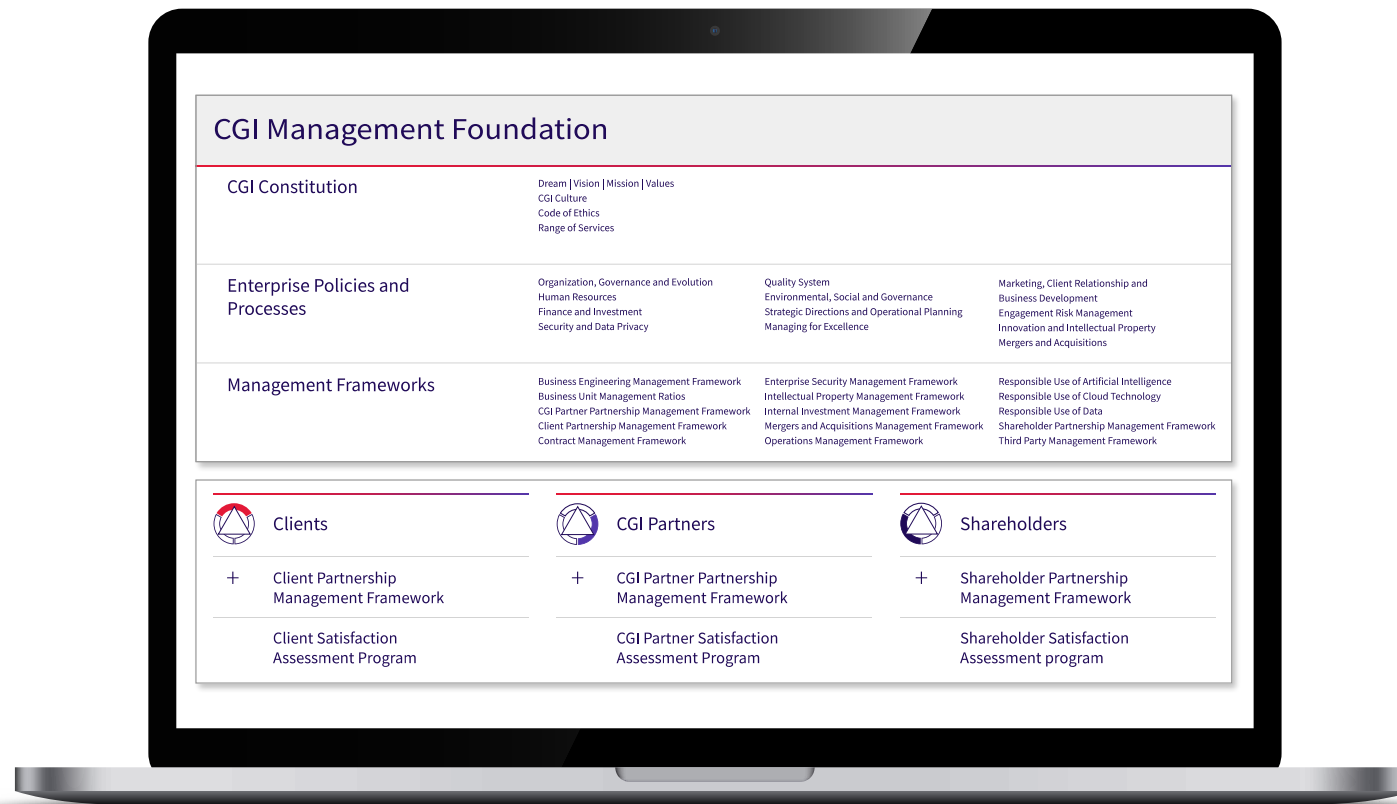
The CGI Management Foundation encompasses the key elements that define and guide the management of our company, including how we track and measure our progress. Its operating principles, policies, processes, and performance metrics foster alignment across CGI and drive operational excellence in everything we do.

Through the [CGI Management Foundation](#), we can more effectively balance the interests of our key stakeholders (clients, CGI Partners, and shareholders), build strong partnerships with them, deliver the value they expect, and continuously measure their satisfaction.

The Management Foundation integrates nearly 50 years of know-how and proven best practices into frameworks that ensure we deliver services and solutions that meet the most stringent quality, security, and data privacy standards. It enables us to drive client innovation, provide exceptional client support, integrate new mergers rapidly and profitably, and facilitate the onboarding of new CGI Partners as owners. Further, it integrates all aspects of our ESG strategy and program.

The Management Foundation also includes the CGI Constitution. Comprised of our Dream, Vision, Mission, and Values, the CGI Constitution reflects our Culture — who we are, what we do, how we make decisions and act, and where we aim to go.

We continuously evolve our Management Foundation to ensure its relevancy and effectiveness. This includes ongoing investment in a modern platform that centralizes Management Foundation content and resources to improve the user experience. Our content management processes also help us to deliver and update Management Foundation content on a timely basis for our business and technology leaders.



ESG in the Management Foundation

All aspects of ESG are integrated into the Management Foundation's principles, policies, measures, and processes. This includes details of our ESG policy and principles, ESG governance, key metrics, external indices, and annual ESG Report.

The Management Foundation contains a section entirely focused on ESG. For CGI consultants and professionals, this section serves as a gateway that enables them to easily access all ESG-related content and share it through dialogue with our clients or their teams.



Risk management

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Taking risks that align with our strategy and Values is a necessary part of doing business, meeting our goals, and delivering value to our stakeholders. Therefore, effective risk management is essential to achieving our objectives, fundamental to good business management, and intrinsic to the [CGI Management Foundation](#).

Our approach

Our Enterprise Risk Management process ensures that risks are effectively managed across CGI and that all significant risks are reported at the enterprise level. We systematically address any risks that affect our operations and could negatively impact the achievement of our business objectives through this process.

Our approach provides increased risk awareness and effectiveness in managing risks and promotes consistency and transparency, allowing for comparisons across the company and enabling a portfolio view that can be reviewed by the Board of Directors.

Operational management in all BUs and corporate functions actively anticipate, manage, and monitor the evolution of risks, contain potential threats, and identify and take advantage of opportunities.

Independent from operational management, we have processes to facilitate and coordinate the risk assessment and monitoring process, and to provide reports to the Audit and Risk Management Committee on our most material risks, as well as the overall risk posture.

In delivering services and projects to our clients, CGI is actively involved in risk assessment and evaluation at the engagement level. We consider the potential impacts and risks of the innovations we develop, including artificial intelligence (see the [Responsible innovation](#) section). We further support our risk culture through Security and Code of Ethics Annual Learning; acknowledgement of the Code of Ethics and Business Conduct; and Conflict of Interest Annual Disclosure. In addition to the mandatory annual training and Code acknowledgement, CGI Partners are required to complete the following online learning activities as part of the onboarding process: Ensure quality through the CGI Management Foundation; CGI Partners Partnership Management Framework; Anti-Corruption training; and Data Privacy and Records Management Fundamentals. We also include risk management in our CGI 101 program for new leaders (directors and above) and Early Risk Management in CGI Engagements training (tailored according to role).

Integrated approach for assessing and managing enterprise risks

We assess enterprise risks on an annual basis, aligned with the timing of our strategic planning process. We monitor these risks continuously and formally reassess them quarterly.

Using a structured, systematic approach to enterprise risk assessment and monitoring, as well as a uniform set of terms called the CGI Risk Universe, our enterprise risk assessment covers risk headings and guidance regarding all potential risk areas, including risks to achieving our ESG objectives.

Our Risk Universe integrates the ESG dimensions of environment (including external climate-related physical and transition risks, and existing and emerging environmental regulations), social (including human capital risks), and governance (including security, data privacy, and ethics). We review and update our Risk Universe every year based on input from the Board of Directors and executive and operational management, and a review of emerging risk trends.

The risk assessments apply to all aspects of the business, all stakeholders, and all time horizons. We assess each risk using defined scales of likelihood, potential impact on objectives, and timeframe, along with qualitative descriptions of risk identification, mitigation, and monitoring. We classify the significance of each risk based on a combination of impact and likelihood over time.

Following the assessment of risks across all our operations and corporate functions, we facilitate discussion and alignment on each risk element through a series of workshops with leadership and other internal stakeholders and SMEs. The process is supported by top-down reviews and assessments led by the domain owner for each risk area.

After assessing the risks, our BUs and corporate functions develop appropriate mitigation plans for any significant risks within their respective scopes. These contribute to their annual business plans and to our organization's overall rolling strategic plan as appropriate.

Management reviews the risk assessments and mitigation plans at an appropriate level, according to the scope and potential impact (i.e., BU or SBU management committee, Executive Committee, or Board).



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We report significant and emerging risks to our Board of Directors through the Audit and Risk Management Committee as required, at a minimum of once every quarter. We disclose risks that could affect investors or the long-term sustainability of the enterprise in our public filings.

Documented guidance provides strategies to reduce the risk likelihood or potential impact, transfer the risk, avoid or stop the risk-bearing activity (including on a precautionary basis), or accept the risk when existing controls are deemed appropriate.

More generally, the insights on risks and opportunities gained during the risk assessment process, along with insights gathered from all stakeholder groups (clients, CGI Partners, and shareholders), inform our annual and longer-term strategic business planning.

Along with other entity-level controls, CGI's Enterprise Risk processes are audited at least annually by CGI Internal Audit team. In addition, external audits occur multiple times a year as part of clients' Service Organization Control Reports.



We detail all material assessed risks and uncertainties in our [F2024 Management's Discussion and Analysis document](#) (pages 57–70), including external risks, such as natural disasters and climate change, and their impact on our business.



Risks management

Third party management

Our Third Party Management Framework sets clear principles and processes for any third party engaged with CGI. Third parties are subject to due diligence, namely on financial risk, capacity and capability, security, data privacy, ESG, and past performance, when available.

We fully automated our supplier creation and due diligence processes in our Third Party Supplier Portal, as illustrated in our [Responsible procurement](#) section. All new suppliers (some exclusions may apply) are pre-screened based on their industry and geography to identify potential ESG areas of risk, and required to answer a questionnaire on their ESG practices. Based on answers to the questionnaire, we may ask suppliers to demonstrate how they handle their ESG responsibilities by completing a detailed assessment with our external partner EcoVadis or an assessment partner of their choice. When a supplier receives a low EcoVadis score (below 44/100) or declines to undertake the EcoVadis assessment, an automatic alert is sent to the designated Procurement Business Partner and the global ESG team to take appropriate action.

Additionally, the CGI Procurement Policy establishes rules for contracting with third parties, including our subcontractors, third party providers, and freelancers. The policy mandates that all types of third party engagements or contracts align with CGI norms and standards, and adhere to our standard baseline in terms of our Code of Ethics, cybersecurity, privacy, service quality, and stability.

Engagement risk management

CGI is dedicated to leveraging our full capability in the mitigation of risks and resolution of issues with visibility at all operational levels, up to our CEO and Board of Directors.

We ensure full accountability and responsibility among our business units to implement and leverage risk management processes and consistently follow up on risk mitigation activities. We conduct independent assessments to manage engagement risks and assist with the mitigation of challenges. We perform continuous proactive risk oversight throughout the engagement life cycle through disciplined monitoring and management of operational risks and mitigation strategies.

In addition, we continuously apply lessons learned and recommended practices from across CGI through interactive coaching.

Fraud and corruption risk management

Our annual fraud and corruption risk assessment exercise covers all locations, operational units, and corporate functions.

Any potentially significant risks identified by the exercise are reviewed and discussed with executive management, the Audit and Risk Management Committee, and the external auditor.

For more information, see the [Data privacy](#), [Ethical Business Conduct](#), [Human rights](#), [Responsible procurement](#), [Security](#), and [Taxation](#) sections of this report for further information on how our organization addresses fraud and corruption risks associated with these areas.



Ethical Business Conduct

Our commitment

As the foundation of CGI's Ethics and Compliance program, our [Code of Ethics and Business Conduct](#) (Code of Ethics), [Third Party Code of Ethics](#) (Third Party Code), and related policies express our commitment to high standards of ethical business conduct in accordance with all applicable laws and regulations.

Our Code of Ethics and Third Party Code specify the [core values](#), mandatory behaviors, and ethical standards we expect of our CGI Partners, officers⁽¹⁾, Board members, suppliers, contractors, and external partners.

Within the Code of Ethics, an Executive Code of Conduct confirms the duty of our officers to model appropriate business conduct and promote ethical conduct in their leadership.

The [CGI Anti-Corruption Policy](#), also embedded in the Code of Ethics page 18, further details our pledge to conduct all activities free from illegal and improper influence, and to foster compliance with all rules, laws, and regulations applicable to our business worldwide associated with anti-bribery and anti-corruption. This policy equally applies to all third parties acting on behalf of CGI, as specified in our Third Party Code.

Through these Codes, we foster a culture of accountability, compliance, and integrity.

Overview of our Ethics and Compliance program



Governance and oversight

- Biweekly reports to senior management
- Quarterly reports to Board of Directors
- Key performance indicators (KPIs)



Annual online mandatory trainings and acknowledgements

- Security and Code of Ethics Annual Learning
- Ethics training and Anti-Corruption training
- Annual signature or acknowledgment of the Code of Ethics and Business Conduct
- Annual and ad hoc Conflict of Interest Disclosure process



Corporate policies

- Code of Ethics and Business Conduct
- Third Party Code of Ethics
- Third Party Due Diligence process
- Anti-Corruption Policy
- Ethics Reporting Policy



Reporting mechanisms, case management and investigations process

- Reporting tools include Ethics and Compliance Reporting Hotline, Ethics Inbox
- Ethics investigation guidelines



(1) The Code of Ethics specifically covers CGI's principal officer, principal financial officer, principal accounting officer or controller, or other persons performing similar functions (collectively, the "officers").



Ethical Business Conduct

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Upon joining our organization, we require all CGI Partners to sign or acknowledge (depending on applicable legislation) the commitment to the Code of Ethics. They must reaffirm this pledge annually. In 2024, 98.8%⁽¹⁾ of our CGI Partners renewed their commitment to the Code.

Also, as part of our onboarding process, new CGI Partners must complete mandatory introductory ethics trainings within the first 30 days of their employment, including Security and Code of ethics Annual Learning and Anti-Corruption training.

All CGI Partners take annual refresher training on security and ethics policies and guidelines. We update this combined training yearly to address top risks identified by our Security and Ethics teams.

The Code of Ethics forms an integral component of CGI's Management Foundation, which embodies the fundamental tenets that shape and direct the way we manage our company. Our [Data privacy](#), [Human rights](#), and [Responsible innovation](#) practices exemplify these tenets in action.

CGI further formalized our principles-based approach to doing business and upholding a culture of integrity by becoming a signatory to the United Nations Global Compact (UNGC) in 2020.

We encourage anyone who observes, experiences, or suspects a violation of our Code of Ethics or our Third Party Code, or any potential breach of law, to report such incidents via any of the multiple channels listed in the Reporting subsection that follows, including our confidential Ethics Hotline. Such incidents may involve, but are not limited to, human rights violations, harassment, discrimination, corruption and bribery, unfair labor practices, insider trading, conflicts of interest, financial fraud, data privacy and intellectual property (IP) violations, and theft.

(1) Excludes CGI Partners on leave, and those who have not yet completed training within 90 days of their start date, as of September 30, 2024.

Our policies

Our Ethics and Compliance policies and procedures convey the ethical behavior we expect from CGI Partners, officers, Board members, and third parties acting on our behalf. These directives stand in compliance with all applicable laws and regulations.

Code of Ethics and Business Conduct

CGI's Code of Ethics serves as a reference for principled behavior and actions, stipulating high levels of ethics related to:

- CGI Partner conduct and behavior
- Sound accounting practices
- Financial reporting and disclosure
- Confidential information and IP
- Data privacy protection
- Conflicts of interest
- Laws, statutes, and regulations
- Investor relations
- Community activities, and political and public contributions

Third Party Code of Ethics

CGI holds all third parties doing business with us to high standards of integrity and ethical business conduct. As per the CGI Third Party Code, we regard full compliance with these standards as fundamental to a mutually beneficial business relationship with us. This Code applies to all CGI third parties, except for firms that have implemented or are otherwise subject to comparable rules of ethical conduct.

Anti-Corruption Policy

[CGI's Anti-Corruption Policy](#) addresses proper handling of bribery and corruption issues, listing general requirements and procedures for risk areas. This policy applies to all CGI Partners, officers, Board members, and third parties acting on our behalf.

Ethics Reporting Policy

Our [Ethics Reporting Policy](#) outlines the measures and investigative process in place for reporting incidents of possible misconduct or alleged violations of CGI's Code of Ethics or Third Party Code. This policy applies to all CGI Partners, officers, Board members, and third parties acting on our behalf.

Insider Trading and Blackout Periods Policy

Our [Insider Trading and Blackout Periods Policy](#) specifies proper action and guidance to prevent improprieties related to CGI securities trading or communicating confidential or material undisclosed information. This policy applies to all CGI Partners, officers, and Board members.



Reporting

In our Code of Ethics, Ethics Reporting Policy, and underlying policies, CGI maintains clear and accessible reporting processes for anyone to voice a concern.

We require CGI Partners to immediately report:

- Noncompliance with our Code of Ethics, Third Party Code, or CGI policies
- Known or suspected violation of applicable laws, rules, or regulations
- Observed instances of misconduct or pressure to compromise our ethical standards

Reports can be made openly, confidentially, and anonymously, as allowable by law, through the following channels:

- Any manager or any other individual in our management chain or leadership team
- Any member of the Human Resources, Ethics, or Legal departments
- Any officer of CGI, especially when mandated by the Code of Ethics or Third Party Code
- Our independently managed [Ethics and Compliance Reporting Hotline](#)
- Our Ethics Inbox, ethics@cgi.com

Our Ethics Reporting Policy further describes our ethics investigations process, during which CGI applies the guiding principles below:

Compliance

We conduct prompt and comprehensive investigations into any alleged misconduct within our organization, in adherence with our Code of Ethics and all relevant laws and regulations.

Protection against retaliation

CGI firmly believes in maintaining a safe environment where individuals can raise concerns without fear of reprisal. We support and encourage CGI Partners to file reports of actions that may violate our Code of Ethics, Third Party Code, or CGI policies. By doing so, they reinforce trust in our organization to uphold high ethical standards.

We have zero tolerance for retaliation against anyone who files a report in good faith, or who cooperates in an investigation of a reported violation. Should a report ultimately prove to be unsubstantiated, this protection remains intact.

Confidentiality

In compliance with our legal obligations, we handle every submission in a confidential manner and only disclose information to the extent necessary to facilitate a thorough investigation.

Conflicts of interest

We prohibit any CGI Partner with a conflict of interest, whether actual or perceived, from participating in ethics investigations and in decisions related to any remedial or disciplinary actions.

Key 2024 achievements

- Further enhanced KPIs that help improve monitoring, allowing us to better track progress on our ethics investigation process, identify and mitigate emerging risks, and set priorities for major initiatives
- Deployed our annual and ad hoc Conflict of Interest Disclosure process in every jurisdiction in which CGI operates as part of our Security and Code of Ethics Annual Learning
- Launched an Ambassador program in Europe, appointing local points of contact who act as ethics and compliance advocates by communicating and disseminating information



Responsible procurement

Our commitment

As a leading global provider of IT and business consulting services operating in 40 countries, CGI recognizes the importance and impact of our responsibility to engage suppliers that adhere to sound environmental and ethical standards.

Our Code of Ethics, Third Party Code of Ethics, and Procurement Policy communicate our commitment to sustainability and sustainable sourcing practices to our CGI Partners and suppliers. They outline our expectations for all third parties doing business with us, which we further address in the [Ethical Business Conduct](#) and [Human rights](#) sections of this report.

In 2024

68.5%

of our most significant suppliers assessed by EcoVadis on environmental and social criteria

65% in 2023

Target

70% by 2025

Our policies

CGI's Code of Ethics affirms our principles of human rights protection. Section 1.7 of the Code specifically addresses our position on modern slavery, stating:

"CGI recognizes that slavery is both illegal and unacceptable. As a services organization in which most of our consultants and professionals are highly skilled and directly employed by CGI, we consider the risk of modern slavery within CGI's own organization to be low. However, CGI has implemented an additional procurement process to mitigate the risk of slavery in our supply chain. We expect all third parties with whom we work to comply with anti-human trafficking and anti-slavery legislation. To that end, the CGI Third Party Code aims to provide suppliers with the appropriate guidance to make informed business decisions while working with CGI."

Our Third Party Code specifies the standards of integrity and ethical business conduct we expect from all CGI third parties. Compliance to the Third Party Code of Ethics is included as a requirement on every CGI purchase order. We regard third parties with, or subject to, comparable rules of ethical conduct as the sole exception.

Our Procurement Policy further stipulates that:

- CGI Partners follow our business ethics guidelines when procuring products or services
- We procure goods or services only from third parties that adhere to the CGI Third Party Code or have comparable rules of ethical conduct in place
- We prioritize working with third parties who share our commitment to sustainability, minimizing their carbon footprint

Governance

Our ESG and Procurement teams convene biweekly to progress on different initiatives (e.g., high-level enhancement of processes and related documentation) and discuss any regulatory or legislative developments affecting our supply chain. The ESG Executive Steering Committee receives regular updates on CGI's sustainable procurement strategy from the Vice-President Procurement and Real Estate, who serves on the committee.

Risk mapping

CGI's ESG due diligence processes and methodology allow us to effectively monitor the extent of our suppliers' ESG involvement and their adherence to relevant local regulations governing the provision of goods or services.

Selection process

In accordance with our Third Party Management Framework and as a standard best practice, we select suppliers through a fair and competitive bidding process.

Our request for proposal (RFP) template encompasses a comprehensive set of questions pertaining to ESG and DE&I. We carefully evaluate responses to these questions. When feasible, CGI prioritizes suppliers who demonstrate a strong commitment to and active involvement in ESG initiatives.

Onboarding suppliers

All new suppliers aiming to work with CGI must comply with our onboarding process.

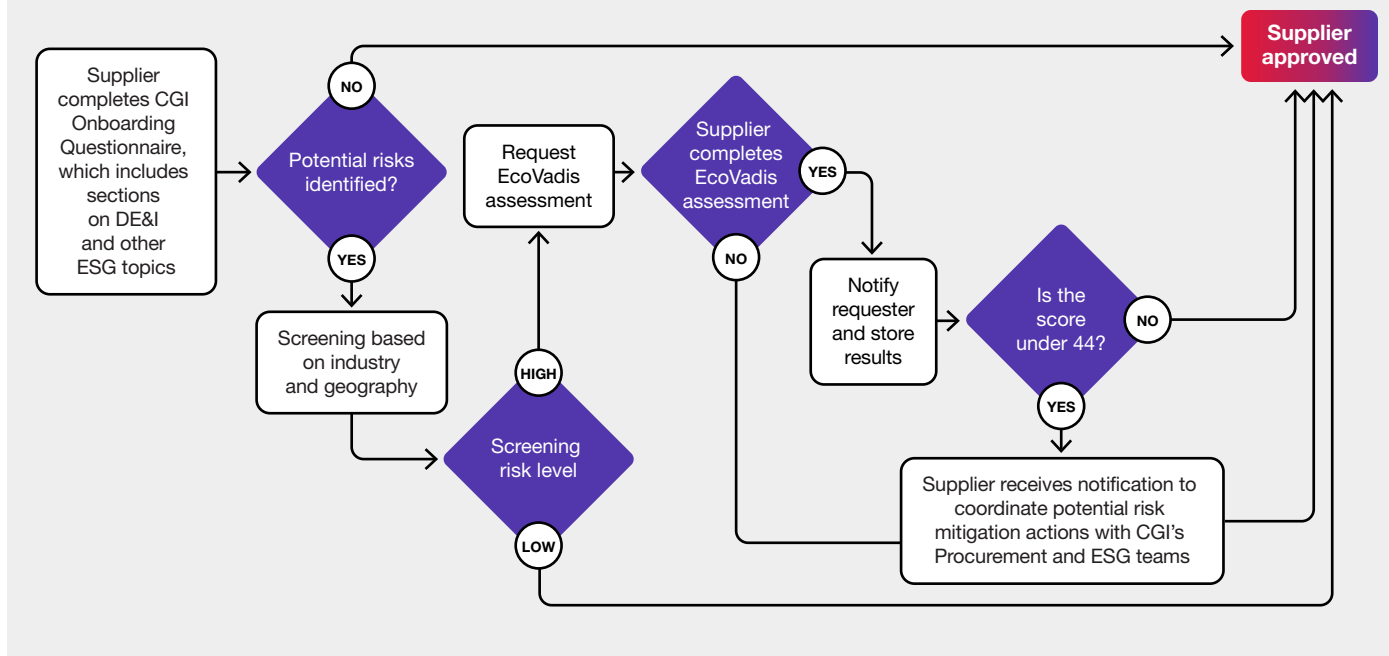
As part of this process, potential new suppliers must complete a Supplier Onboarding Questionnaire, which includes sections on ESG topics, such as DE&I, environmental, ethics, labor and human rights, and sustainable procurement practices. Certain suppliers may be exempt from this requirement based on their industry.

Should a client request that a supplier assigned to their project undergo an ESG assessment, the Procurement Business Partner (PBP) initiates the EcoVadis assessment via our Third Party Supplier Portal.

During either the RFP or onboarding process, suppliers may be asked to further clarify how they handle their ESG responsibilities. This may involve suppliers (subject to certain exceptions) completing a detailed assessment with EcoVadis, or an assessment partner of their choice. In parallel, we use EcoVadis IQ Plus to conduct a preassessment based on the industry and country in which the supplier operates. This additional clearance enables us to work with the supplier to resolve any challenges identified.

Overseen by our external partner EcoVadis, a specialized sustainability ratings agency, the assessment analyzes suppliers' social and environmental performance, business ethics, and sustainable procurement practices.

Role of ESG in onboarding third party suppliers



If a supplier receives a subpar EcoVadis score (below 44/100) or declines to participate in an assessment, the global ESG team and designated PBP are instantly notified. Appropriate action is then taken to support the supplier in identifying where improvement is needed.

Assessment of our 250 most significant suppliers (those with whom we have done the most business over the past 3 years) continues, and we are on track to achieve our target of 70% in 2025.



Responsible procurement

Prevention and mitigation

Our evaluation procedures and Third Party Supplier Portal are central components for ensuring due diligence in supplier compliance.

Training

Onboarding curriculum for CGI Partners includes guidance on the supplier ESG assessment and its importance, with training on EcoVadis methodology and ratings. We continue to educate our Procurement team on issues related to modern slavery and update our onboarding training curriculum to address relevant ESG topics.

In 2024, all Procurement team members completed training on modern slavery. The recorded session was delivered during CGI's quarterly Procurement Council, which encompasses a broader audience of CGI Partners and provided an overview of modern slavery regulations, guidance on identifying modern slavery, and strategies for preventing and addressing it.

Monitoring and screening

As part of the EcoVadis platform, 360° Watch contributes to our supplier assessment and helps us monitor supplier sustainability practices via more than 100,000 public data sources.

Further strengthening CGI's risk mitigation strategy, we completed initial restricted and denied-party screening of our current active suppliers. An automated sanctions search feature in our Third Party Supplier Portal, set for activation in 2025, will apply to active and new suppliers.

Decarbonization of our supply chain

As sourcing activities contribute significantly to Scope 3 CO₂e⁽¹⁾ emissions, we prioritize the decarbonization of our supply chain.

Our ESG and Procurement teams work closely with our ESG Executive Steering Committee to develop global strategies on science-based targets (SBTs) throughout CGI.

Prior to joining the Science Based Targets Initiative (SBTi) in 2023, we ensured our understanding and vision aligned with SBT principles. We took initial steps internally to quantify our Scope 3 emissions. This involved conducting an analysis based on a specific set of methodologies and mapping CGI procurement practices to Greenhouse Gas (GHG) Protocol Scope 3 categories. The resulting preliminary strategy, produced by an internal global working group, forms the basis of our SBTi blueprint. Upon its approval, we will create a detailed plan to reduce the associated emissions.

Progress in France and the UK

A 2020 assessment of CGI's complete Scope 3 emissions identified purchased goods and services and capital goods as a significant source of our UK emissions.

This finding highlights the critical role of supplier collaboration in our emission reduction journey. In 2022, we engaged an external partner to determine the total carbon footprint of CGI's France and UK operations, including our supply chain. We intend to evaluate the phased development of a similar carbon footprint assessment strategy and action plan in our other geographies.

CGI in the UK committed that 73% of its suppliers by spend covering purchased goods and services and capital goods, will have SBTs by F2029. To achieve this goal, we implemented several initiatives, including quarterly progress reports, an ESG playbook incorporating sustainability-focused clauses into our supplier contracts, and a supplier webinar series on responsible business practices.

Circular economy

In France, collaborations developed with our suppliers promote a circular economy. For nearly a decade, ATF Gaia, a social economy organization specializing in IT hardware life cycle management, has processed our end-of-life IT assets for reuse. This successful arrangement ensures responsible recycling and repurposing.

Through a partnership with Trade Discount, CGI Partners can purchase refurbished computer equipment. The e-commerce platform [ITJustGood](#) (link in French) allows consumers to choose reconditioned over new equipment to reduce their ecological footprint, acquisition, and renewal costs.

(1) CO₂e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of GHGs by expressing the emissions as equivalent to carbon dioxide.



Supplier Diversity Program

Through regional activities and partnerships, we advance DE&I in our supplier workforce.

Where possible (respecting local restrictions), our UK and Australia, Canada, and U.S. SBUs apply region-specific supplier diversity classifications, request certification, and track related spend.

Internally, we encourage our Procurement team to consider diversity in purchasing decisions by including precise criteria in our RFP. Externally, we offer management and technical assistance to help diverse suppliers⁽¹⁾ grow and thrive, empowering them to become leaders in their industries.

We also reinforce the importance of inclusivity across our supply chain through our expectation that CGI's key suppliers in the U.S. adopt diversity initiatives similar to ours.

In 2024, women-owned, minority-owned, and veteran-owned businesses represented 33.7% of our U.S. procurement spend. As we continue to evolve our procurement practices, we are actively exploring opportunities to include businesses owned by Indigenous peoples in specific geographies.

In our U.S. Commercial and State Government (CSG) SBU, the Vice-President of Inclusive Solutions & Enablement and CSG PBP promote leadership and accountability in their oversight of our Supplier Diversity Program. With the objectives of continuous improvement and transparency, they measure program progress quarterly and report supplier diversity achievements annually.

In 2024

33.7%

U.S. procurement spend with diverse suppliers

identical to 2023

Key 2024 achievements

Our Procurement team continued to advance CGI's ESG commitments under our purview, through:

- Increased score of 90/100 for sustainable procurement in our 2024 EcoVadis assessment, a gain of 10 points that reflects the importance our organization places on responsible sourcing and environmental stewardship
- Introduction of a new prescreening process for all suppliers, focusing on key ESG topics through a proactive approach that underscores our dedication to maintaining high standards across our supply chain
- Identification of companies that are either committed to SBTi or have already established ESG targets identified in our Third Party Supplier Portal
- Assessment of 68.5% of our 250 most significant suppliers through EcoVadis, in alignment with our goal of evaluating 70% of these key suppliers on ESG criteria by 2025
- Addition of DE&I questions in the Supplier Onboarding Questionnaire for our UK and Australia SBU, with a specific set directed to accredited living wage employers and disability confident employers (for UK suppliers only)
- Streamlining of the ESG process by integrating the EcoVadis IQ Plus solution to efficiently evaluate the ESG performance of our new and existing suppliers, allowing us to screen suppliers more effectively and request an EcoVadis assessment for suppliers deemed high-risk

Alert mechanism

As specified in this report's [Ethical Business Conduct](#) section, any third party who observes, experiences, or suspects a violation of our Code of Ethics, Third Party Code, or any potential breach of law, can use our confidential Ethics and Compliance Reporting Hotline, along with other resources, to report incidents. Such incidents may involve, but are not limited to, harassment, bribery, forgery, insider trading, conflicts of interest, financial fraud, data privacy breaches, intellectual property violations, and theft.

CGI's independent third party ethics hotline allows individuals to report incidents anonymously, wherever permitted by law.

As an additional measure, we are researching new capacity-building opportunities to ensure suppliers better understand and address the risks of modern slavery occurring in their businesses and supply chains. This includes articulating CGI's expectations toward the prevention, detection, and reporting of modern slavery in our Third Party Code. We detail our efforts to date in the [Human rights](#) section.

(1) A diverse supplier is a business that is at least 51% owned and operated by an individual or group that is part of a traditionally underrepresented or underserved group.



Data privacy

As a global IT and business consulting services organization, CGI is committed to maintaining high levels of personal data protection, aligned with industry best practices which, at a minimum, comply with CGI's contractual obligations and applicable data protection legislation requirements.

As part of this commitment, we require CGI Partners and third parties engaged by us to take appropriate measures to safeguard personal data in the execution of their functions. Safeguarding personal data is crucial in fostering and upholding trust with our three stakeholders – our clients, CGI Partners, and shareholders. The CGI Data Privacy Policy acts as a baseline for all client opportunities and contracts in which we handle personal data on behalf of the client, as well as for all internal solutions and initiatives involving data processing activities.



The policy highlights key directives of our global Privacy Program, including:

- Assessing the client or internal solutions and initiatives requirements for processing personal data using our data privacy review process;
- Reviewing data transfer restrictions and implementing approved data transfer mechanisms, such as CGI's Binding Corporate Rules (BCRs), European Union (EU) Standard Contractual Clauses, and the EU-U.S. Data Privacy Framework;
- Being transparent and making information about CGI's global Privacy Program available to the public, including our Data Privacy Policy, BCRs, web privacy notice, [Cookie Policy](#), and online form for data subject rights requests;
- Adhering to the highest information protection and privacy standards for handling personal data as evidenced by our certifications achieved for Security (ISO27001) and Data Privacy (ISO27701), acknowledging our level of compliance and accountability;
- Implementing technical and organizational measures aligned with our minimum-security baseline as the initial threshold in protecting the data we manage, including limiting access and use to authorized personnel only.

CGI considers data protection to be a crucial business responsibility and prioritizes privacy and data protection by:

- Training all CGI Partners to raise awareness of their responsibilities when handling personal data as part of their daily activities;
- Maintaining a record of all data processing activities in our Data Processing Inventory (DPI) tool as per applicable data protection legislation;
- Providing all CGI Partners with the means to assess any risk to both CGI and our clients through our data privacy review process;
- Retaining a network of Privacy experts across our business operations to support compliance related to any applicable data protection legislation;
- Prohibiting the use of any client data for secondary purposes (SASB TC-SI-220a.2);
- Providing appropriate mechanisms for individuals to exercise their rights associated with their personal data;
- Implementing robust security procedures to manage security incidents involving personal data, including formal recording and assessment of all potential impacts to both CGI and any stakeholders should their data be involved.



Data privacy

Policy and governance

The CGI [Data Privacy Policy](#) reflects high standards in applicable data protection legislation. We update the policy annually and publish it on [cgi.com](#). Policy implementation remains binding for all CGI legal entities (except for CGI Federal Inc., which is bound by specific rules applicable to organizations dealing with the U.S. government), all our CGI Partners regardless of location, and any third party engaged by CGI. We require full compliance from these stakeholders.

Our Chief Privacy Officer (CPO) oversees CGI's Global Privacy Program, data protection strategy, and regulatory compliance. Privacy Business Partners and Data Protection Officers, based locally as per our proximity model, support the CPO in these areas. Through structured and proactive implementation, these privacy experts reinforce CGI's policies and procedures across the organization. They maintain privacy controls with robust levels of data protection in accordance with applicable data protection legislation for their respective jurisdictions.

Every quarter, our CPO reports to the Board of Directors and executive management on CGI's Global Privacy Program implementation, with associated metrics to monitor continuous improvement.

In 2024

91%*

of individual professional certifications achieved in our privacy organization

* This does not include new joiners to the team.

Privacy compliance and risk management

Through effective mechanisms, we closely manage privacy compliance, particularly risk management across our operations and stakeholder interactions. This includes layers of risk assessment throughout our day-to-day activities, from bid activity to the delivery life cycle.

Our commitment is shared with CGI Partners and any third party engaged by CGI to provide goods or services to us or acting on our behalf (including suppliers, freelancers, and subcontractors). Such third parties are required to take all appropriate measures to safeguard personal data in fulfilling their responsibilities.

Cross-border transfers using approved data transfer mechanisms

Following their approval by the CNIL (French Data Protection Authority) in July 2021 on behalf of all European Data Protection Authorities (DPAs), CGI's BCRs were rolled out across our operations for both data controller and data processor activities.

Acting as an intra-group data protection framework, BCRs allow CGI legal entities to transfer internationally the personal data of data subjects who are in the EU through a consistent standard of protection and proper safeguards. In 2024, we updated our BCRs to align them with the most recent European Data Protection Board referential.

CGI has two types of BCRs:

- Controller BCR-C when acting as a Data Controller
- Processor BCR-P when acting as a Data Processor

As an international organization and digital transformation enabler, we believe data transfer must be undertaken in a controlled manner and comply with applicable legislation. CGI's BCRs demonstrate our advanced stage of maturity in privacy and data protection, following the adoption of the EU General Data Protection Regulation in 2018. Our BCRs are an efficient alternative to EU Standard Contractual Clauses for each engagement involving CGI legal entities outside the European Economic Area.

Whenever and wherever CGI processes the personal data, such data will continue to benefit from a high standard of protection and proper safeguards approved by all European DPAs.

Achieved in 2024, CGI's self-certification to the [EU-U.S. Data Privacy Framework](#) and its UK and Swiss extensions support adequate transfer of EU/UK and Swiss personal data to our certified CGI U.S. legal entities and demonstrate our privacy maturity and Schrems II ruling compliance.

Assessment of project risks and requirements

CGI's data privacy review process ensures consistency in assessing all external and internal projects, involving the processing of personal data. This process enables us to evaluate privacy risk at the earliest stage and identify any required mitigation action.

To prevent unlawful access and unauthorized processing of personal data, we continue to take technical and organizational measures equivalent, at a minimum, to the controls defined by CGI's Security Baseline. Any significant changes in a client contract will be reassessed using our data privacy review process to evaluate any impacts on our security controls.



Data privacy

Our policies dictate that CGI only processes personal data when strictly required to do so, and only within the boundaries of the operational and technical measures necessary to prevent accidental or unlawful destruction, loss, alteration, disclosure, or access to personal data. When acting as a data processor, CGI ensures personal data is processed solely in accordance with the written instructions of the client, acting as the data controller with respect to the nature, method, purpose, and duration of processing, as well as identifying security measures to be implemented to protect personal data.

Our stakeholder engagements expressly reflect all such commitments.

Third party controls

Third parties we engage to process personal data must provide appropriate safeguards that align with applicable data protection legislation, comply with CGI's Data Privacy Policy, and meet applicable contractual commitments.

We conduct third party risk assessments to verify privacy and security capabilities, maturities, and compliance with CGI standards, policies, and procedures.

Any third party that processes personal data on our behalf is required to follow the documented instructions and apply the technical and organizational measures agreed upon between CGI and the third party in accordance with applicable data protection legislation. Agreements entered between CGI and the third party expressly reflect such commitments. Third parties regularly undergo reevaluation under our procurement life cycle processes.

Data classification and labeling

CGI has a universal information document classification process that is automatically installed on all CGI computers. This process requires our CGI Partners to apply the appropriate classification label to all emails and other documents, which reduces the chances of sensitive data being shared with an unauthorized recipient or stored in the wrong repository. It also keeps information safe and secure, sets the foundation for protection capabilities, and consistently improves CGI Partners' awareness of our data privacy and security requirements.

Awareness and training

CGI's privacy training strategy includes mandatory and optional courses for CGI Partners to reinforce their understanding and awareness of our global Privacy Program principles and procedures.

These courses provide CGI Partners with common core knowledge regarding applicable principles for processing personal data and records management, supported by mandatory security and ethics training for a complete view of CGI's compliance requirements.

Through this comprehensive set of intuitive learning courses, our CGI Partners learn best practices to apply in their daily activities. These include how to avoid incidents and mitigate risks and the importance of properly managing all types of data handled in our organization, including personal data.

These learning courses replicate real-life situations and limit risk exposure to CGI and our clients by promoting awareness of our recommended best practices. All mandatory training is updated annually. Several role-specific training modules are also available to support deeper learning in key business areas where CGI Partners may encounter specific types of personal data in their duties. The mandatory training must be completed by all CGI consultants and professionals, freelancers, and subcontractors.

Our mandatory Data Privacy and Records Management Fundamentals training aims to achieve the following objectives:

- Meet updated legislative requirements
- Assist with the understanding and application of technical requirements
- Validate CGI Partners', subcontractors', and freelancers' understanding of data privacy and records management fundamentals
- Reiterate the importance of data privacy and records management as an everyday priority to protect CGI and our stakeholders

To further build awareness, CGI Partners regularly receive comprehensive communications on our business requirements for handling personal data. We continue to leverage the internationally recognized Data Privacy Day, observed on January 28, to reiterate the importance of respecting privacy and safeguarding personal data to our CGI Partners. In 2024, we also published an article on [cgi.com](#), coauthored by our CPO and a CGI AI expert: "[Three ways to stay on top of evolving AI and data privacy rules.](#)"



Data privacy

Mechanisms used to evaluate the effectiveness of our processes

Integrated data protection and ISO/IEC certification

Throughout the year, we continued to extend and strengthen our existing ISO/IEC 27001-compliant information security management system (ISMS) to meet ISO/IEC 27701:2019 Privacy Information Management System (PIMS) requirements related to data protection, whether we act as a data processor or data controller.

CGI has maintained our ISO/IEC 27701 certification for 60 offices located in the U.S., Canada, the UK, Australia, several European countries, and across our Asia Pacific operations. We plan to extend the certification coverage in 2025 to support continuous improvement and compliance effectiveness.

To further advance our external compliance portfolio, we achieved a Cybervadis score of 963/1,000 for CGI's operations in India, as well as a certification to ISO 27017: 2021⁽¹⁾ and ISO 27018: 2020⁽²⁾ standards in the UK. This recognition demonstrates our data privacy maturity and enhances our clients' trust in CGI as a partner of choice to handle their personal data.

Remediation alert mechanism

Our mature, standards-based security incident response and management process is designed to handle all phases of a security incident. The process clearly defines CGI Partner responsibilities at all levels, with incident assessment prioritization ensuring appropriate engagement levels and timely resolution. Incident records are maintained and reported to senior management as required.

Our Global Security Operations Center (GSOC), overseen by an experienced incident-response team, manages high-priority incidents on a 24/7 basis. Upon suspicion that personal data may be involved, the GSOC immediately engages with our Privacy team.

If there is reason to believe a security breach involving personal data has occurred, CGI will issue security incident notifications and status updates to the relevant stakeholders in accordance with applicable data protection legislation. Should a third party engaged by CGI identify a personal data breach, the third party must inform CGI as described in the relevant agreement. Our incident management process includes formal recording of incident events and complete audit trails on actions taken to resolve any personal data incidents.

Secure records management

As a responsible, data-driven organization, we take appropriate measures to preserve our records to enforce our rights and demonstrate compliance with our contractual and legal obligations.

The CGI Records Retention Policy, available to all CGI Partners, defines the records management life cycle and the controls and retention rules integral to protecting and preserving all types of data, including personal data. The policy supports compliance with applicable regulatory requirements.

In 2024, we enhanced our records retention schedule to increase information accessibility. We introduced a user-friendly online version and clarified complex concepts to promote greater understanding.

Key resources available include detailed retention rules on record management according to the type of record and data, with specific exceptions as per local legislation.

(1) Code of practice for information security controls for cloud services.

(2) Code of practice for protection of personally identifiable information (PII) in public clouds acting as PII processors.



Key 2024 achievements

The Privacy team progressed on existing mandates, gaining process efficiencies, strengthening our compliance framework, and providing greater support to the wider CGI business to enhance understanding of data privacy and protection in these key areas:

- Supported targeted SBUs in obtaining, retaining, or extending ISO 27701 certification to reduce data privacy risk and enhance client trust, with all existing certifications retained or extended
- Optimized our DPI tool (register of processing activities), improving the user experience and tool capabilities, and streamlining processes through integration with other CGI resources
- Conducted an annual refresh of mandatory Data Privacy and Records Management Fundamentals training, required by all CGI Partners, freelancers, and subcontractors, reaching a 98.6% completion rate as of Q3 2024 (excludes new joiners and long-term leaves)
- Transitioned CGI records retention schedule to an intuitive online version of our third party supplier tooling, enabling CGI Partners to easily access applicable records retention rules for each type of data, including country exceptions
- Organized internal and external communications campaign for Data Protection Day on January 28, 2024, including publishing a blog post coauthored by our CPO and a CGI AI expert on [cgi.com](https://www.cgi.com) and promoting it via our social media channels
- Introduced the Data Privacy Landscape platform for CGI Partners to identify, by geography, all applicable data protection regulations, with access to associated high-level guidance on multiple relevant topics, including AI
- Upgraded our Data Privacy risk assessment tool to better identify and address AI-related privacy risks



Security

Our commitment

In the interest of protecting CGI, our reputation, and our stakeholders (clients, CGI Partners, and shareholders), we implement holistic, risk-based security and data protection practices in our day-to-day operations as part of CGI's Global Security program. Our Global Security organization fosters and supports a culture of security throughout our BUs and Corporate Services.

We view our commitment to security as essential to building and maintaining trust, and critical to fulfilling our contractual obligations and complying with applicable laws and regulations. Our commitment is integral to ensure due diligence and care for consistent management of security risks and effective protection across CGI's global operations.

CGI embeds security in every aspect of our offerings and operations as a mandatory business requirement. Our security policies, standards, and baseline requirements provide guidance for adequate levels of protection.

We monitor and address potential cybersecurity threats and challenges at all levels, investing in the growth of our capabilities and technologies. As a significant business differentiator, CGI's defense in depth security⁽¹⁾ strategy provides further opportunities to add value to our company and clients.

Governance

Top-level organizational awareness and engagement in our security oversight ensure a thorough, cohesive approach to protecting CGI and our stakeholders.

The Board of Directors' Audit and Risk Management Committee oversees our Global Security program, including cybersecurity, providing overall strategic direction and guidance.

The Committee receives quarterly reports from our Chief Security Officer (CSO), who leads CGI's enterprise security efforts and implementation of our global policies, standards, and practices worldwide. These reports update the Committee on the status of any critical or high-severity incidents and remediation efforts on any ongoing investigations.

During security meetings, the CSO reviews projects, KPIs, and security developments. These meetings, attended by the CEO, senior management, and all SBU leaders, provide a forum for feedback and guidance on program enhancements.

Reporting to the CSO, our Centers of Expertise (CoEs) support security at the corporate level, ensuring the maintenance and ongoing improvement of our Global Security program. CGI's worldwide network of CoEs offers our clients and partners access to multidisciplinary subject matter expertise on risk management, compliance and assurance, security architecture, business continuity, physical security, insider risk, training, crisis management, and workforce protection.

CGI's GSOC monitors our network and critical assets. It oversees incident management, threat intelligence, threat management, and forensic investigation practices. This central function also conducts continuous network testing to proactively evaluate the performance of controls against potential cybersecurity threats.

Security Leadership teams serve as the primary point of contact for Global Security within the SBUs. These teams ensure that CGI's security program operates throughout our delivery life cycle. They execute Global Security strategy at the SBU level while supporting local business objectives.

Security Committees (Forum, Leaders/Domain, and Steering) and top-level management (Global Operations meetings) regularly review our security risk posture and program performance. This governance and oversight process allows CGI to maintain a strong, integrated level of strength and readiness, enabling prompt action on critical incidents and continuous improvement aligned with organizational goals.

CGI conducts regular internal and external audits to ensure compliance with global policies, standards, certifications, and regulations. Any discrepancies are addressed through risk mitigation. We monitor progress through security scorecards and management reports to ensure adherence to the best security practices.

(1) As defined by the Center for Internet Security: Defense in Depth refers to an information security approach in which a series of security mechanisms and controls are thoughtfully layered throughout a computer network to protect the confidentiality, integrity, and availability of the network and the data within.



Security

Our program

CGI’s comprehensive risk-based security program:

- Implements security measures tailored to risk levels across key areas, including cybersecurity, information security, data privacy, physical security, people safety, IP, and business continuity
- Evolves to address emerging threats, ensuring alignment with our operational goals and technological innovations
- Adheres to globally recognized security standards and certifications, reinforcing trust with our clients, CGI Partners, and shareholders, while ensuring compliance with applicable laws and regulations

Enterprise Security Management Framework

CGI’s Enterprise Security Management Framework (ESMF), a key component of our Global Security program, applies a risk-based approach to put in place protection against information security, data privacy, physical security, people safety, IP, and business continuity risks.

We integrate the ESMF into all CGI processes, practices, services, and solutions to safeguard our information assets, technologies, facilities, CGI Partners, and other stakeholders. We also require ESMF compliance from third parties working on behalf of CGI.

Our Security Baseline, the default standard applied and agreed to by CGI Partners, our clients, and suppliers, outlines the security policies, standards, and controls that support this global framework. CGI’s ESMF aligns to recognized industry standards and regulations, including [ISO 27001](#), [Sarbanes-Oxley \(SOX\) Act](#), [Center for Internet Security \(CIS\)](#), [The National Institute of Standards and Technology \(NIST\)](#), [Control Objectives for Information and Related Technology \(COBIT\)](#), [System and Organization Controls \(SOC\)](#), [EU Network and Information Security Directive \(NIS2\)](#), and [EU Digital Operational Resilience Act \(DORA\)](#).

In certain cases, specific risks, regulations, and other requirements may prompt clients to strengthen their security level by defining additional measures within our contracted services.

Operational and executive dashboard capabilities facilitate tracking assurance, risk, and performance to measure effectiveness. Our ESMF also provides guidance on a broad range of security topics that align with industry best practices.

Policies and standards

Our security policies and standards govern information assets within CGI (internal), multi-client environments, and client-dedicated environments (as applicable). These policies and standards address the key security processes and measures identified in our Global Security program. They also clarify the roles and responsibilities of CGI Partners regarding security when performing their assigned duties.

We review and update our security policies and standards annually or more frequently, should significant changes occur. Changes may include emerging threats, new client needs, technology updates, evolving legal and regulatory requirements, business resilience needs, incident management, and other security and business conditions. Any amendments follow CGI’s established governance processes for life cycle management and require executive management approval.

Third party vendors, other suppliers, and subcontractors are also bound by our security policies and standards and any other security controls contractually agreed upon between CGI and our clients and external parties.

Violations to our security policies and standards may result in administrative or disciplinary actions, including penalties, suspension, or termination in compliance with local legislation.



Security

Risk management

Our security risk management process, an essential element of the ESMF, delivers powerful insights into our cybersecurity risk exposure and ensures alignment with CGI’s global risk tolerance.

BU leaders are accountable for managing security risk, developing strategies, and implementing plans to protect CGI’s assets, resources, and facilities in accordance with our risk thresholds. BU security leadership teams support BU leaders by regularly assessing risks during times of significant events (e.g., business acquisitions, integrations, expansions). These teams also oversee the review, implementation, and monitoring of risk mitigation plans. They also monitor individual events (e.g., security incidents, crisis events, third party risks).

CGI conducts an annual risk assessment and executive management receive quarterly updates. This approach combines top-down inputs with bottom-up assessments from BUs to create a cohesive view of security risks at the enterprise level.

Our security risk posture is constantly monitored, reviewed within security committees and reported to CGI management to evaluate the overall effectiveness of risk identification, mitigation, and management processes.

Three Lines of Defense

We apply the three lines of defense model, a widely recognized approach that enhances how we identify, manage, and mitigate risks. The model identifies the following lines of defense with clearly defined risk management roles and responsibilities:

- First line of defense — the function that owns and operates the risk (e.g., BUs or Security Business Partners)
- Second line of defense — the function that oversees risks and provides the framework to manage risks (e.g., CSO or Security CoEs)
- Third line of defense — the function that provides independent assurance (e.g., Internal Audit)

This layered approach strengthens the effectiveness of risk identification and mitigation, balances control through operational management, oversight, and independent assurance, while supporting enhanced governance and regulatory compliance.

External audits and verifications

Regulators or external regulatory bodies, both external and independent from CGI, act as an additional line of defense. They provide oversight and assurance, typically operating within a limited scope. External ISO, SOC, and SOX security audits are performed annually based on regulatory, contractual, or certification requirements.

To ensure adequate security of our infrastructure and systems, third party vulnerability analysis and simulated attacks are regularly performed through exercises, campaigns, and scanning methods.

Compliance

Our Global Security compliance process verifies that all security policies, standards, and processes defined by our ESMF are followed by CGI and all third parties. Our Compliance Management function provides mechanisms, methods, and activities to consistently track and measure compliance across our organization. We apply these measures to validate control effectiveness, identify nonconformity across BUs, and define proper risk mitigation activities.

The Compliance Management team also leverages security compliance assessment activities performed by other CGI teams. These compliance and assurance activities contribute to risk management and mitigation. They involve periodic self-assessments conducted by our first and second lines of defense, audit activities and assessments, and automated scans of CGI infrastructure — all intended to identify vulnerabilities and ensure timely remediation.

We also perform security maturity assessments to evaluate our global security capabilities and maturity levels. Assessment results, combined with [Information Security Forum](#) and [NIST](#) benchmarks help us identify priorities and drive continuous improvement in our security program.



Security

Security alerts and incident management

We monitor cybersecurity risks and collect and analyze threat intelligence across different systems. This coordinated approach allows us to proactively manage threat intelligence data and prevent cybersecurity incidents.

Our 24/7 monitoring and response capabilities detect cybersecurity events by analyzing critical logs, in combination with continuous automated security assurance and vulnerability assessments. This practice strengthens our global cybersecurity assurance and reduces the time required to respond to and mitigate risks.

CGI's Global Security incident management process covers all phases of security incidents. This process facilitates timely resolution by establishing priorities and clearly defining responsibilities at all levels. We regularly conduct cybersecurity incident simulation exercises to ensure the process meets our performance expectations.

Our Incident Management Center (IMC) manages high-priority incidents. The IMC coordinates with all required parties and escalates incidents based on priority, with collection and preservation of evidence protocols observed throughout the process. Incident records are maintained and reported to senior management.

Incident management teams provide security incident notification and status updates to clients, authorities, and individuals (as required by local legislation generally applicable to IT service providers and as agreed to in the client contract).

We design our business continuity plans to support the resilience of critical operations during disruptions. These plans are tested annually to validate their effectiveness, with directives on crisis management and key resource involvement. Each BU conducts regular self-assessments and reports the results to track and enhance performance. This structured approach supports secure recovery of essential services in the event of an incident.

Third party security

To ensure compliance with the security requirements of CGI and our clients, all third party providers must undergo a Third Party Due Diligence process. This process includes signing nondisclosure agreements, completing risk assessments, and complying with security obligations outlined in associated contracts and statements of work (including background checks and security clearance requirements).

Depending on the nature and risk associated with the third party's activities, periodic security reviews may be mandated to ensure ongoing compliance. We also assess the ability of the third party's security risk posture to protect CGI's information and assets. This includes evaluating their security policies, technical and operational controls, and business continuity capabilities.

Third party risk assessments are performed before entering into any contractual agreement, upon material changes in the agreement or services, and periodically, based on the level of residual risk.

GLOBAL

Phishing monitoring and reporting program

In addition to security training and zero material breach, phishing reporting is a new metric reported to CGI executive management. Monitoring and reporting program practices include scanning all incoming emails to detect and block malicious emails.

We encourage CGI Partners to report suspicious emails, providing reporting mechanisms that include the ability to both flag the message and open a priority security incident ticket to trigger immediate mitigation measures.

We conduct security campaigns throughout the year to increase security awareness, including our Phishing Be Aware, Click with Care! initiative and activities held during Cybersecurity Awareness Month in October.

To foster a culture of cybersecurity vigilance, we recognize CGI Partners who demonstrate exemplary security practices. Those who report more phishing emails during the year are awarded a Certificate of Recognition, with additional rewards given to those who report the most phishing attempts across each SBU.



Security

Security training and awareness

CGI views security as a mandatory business requirement and everyone’s responsibility.

We require CGI Partners, freelancers, and subcontractors to undergo mandatory Security Awareness training when joining the company and on an annual basis. We also conduct ongoing targeted training in topical areas. Resources on CGI Academia provide trainings such as Application Security Journeys, CompTIA certification, Credit Secure Development Training, Information Management, Phishing (Updated), Physical Security, Security Incidents, Social Media Use, and Data Risk and Solution Review Toolkit.

Our Security Awareness training program strengthens CGI’s security ecosystem and protects us from current and evolving security threats. By addressing the human risks introduced in daily activities, we prevent incidents from occurring and security risks from developing.

To achieve these goals, our 2024 training focused on proper information classification and protection, phishing threats and how to report an incident, the role of policies to safeguard against improper use, and other security risks.

Our awareness and training curriculum constantly evolves to address emerging threats and risks to protect CGI and our stakeholders (clients, CGI Partners, and shareholders).

Key 2024 achievements

In line with our ongoing commitment to our stakeholders, we took the following actions to further advance security and data privacy across our organization:

- Modernized cyber threat protection and response across our internal and third party cloud assets
- Established a global platform to share threat intel between CGI and external organizations
- Executed cyber crisis response exercises in all SBUs and Corporate Services
- Supported compliance with new regulations (DORA, ISO27001) and client audits
- Enhanced supplier risk management through optimized processes and contract review
- Partnered with our Western and Southern Europe SBU in a pilot program to enhance security delivery in client projects
- Developed a risk-based approach and optimized process to improve vulnerability management
- Equipped CGI Partners with training and tools to better protect classified information and encrypt sensitive and personal data



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Compliance

We comply fully with all applicable tax laws, rules, and regulations in the countries where we operate. Beyond legal compliance, we also act in accordance with our Code of Ethics, our Values, and the principles of the Organization for Economic Co-operation and Development (OECD).

As a matter of principle, we oppose tax evasion and recognize our key role in fostering economic and social development in the communities where we live and work. We operate only in jurisdictions where we have business activity and do not transfer value to low tax or tax haven countries.

Governance

Under the leadership of our CEO, our Tax department oversees compliance and monitors tax law changes in areas where we have a business presence, taking into consideration the unique characteristics of each geography. Our tax experts at our headquarters in Montreal and in our SBUs also receive support from external consultants as required to ensure compliance.

Risk management

As a global organization, we are subject to many complex and evolving tax laws that may expose us to risk. To mitigate potential risk, we devote particular attention to procedures and processes that may impact compliance with our tax responsibilities. Additionally, we follow comprehensive measures to ensure internal tax due diligence in the acquisition, merger, and integration of companies.

Transparency

For country-by-country reporting and transfer pricing documentation, we observe applicable laws and OECD guidelines. We also follow DAC6, the EU directive on cross-border tax arrangements.



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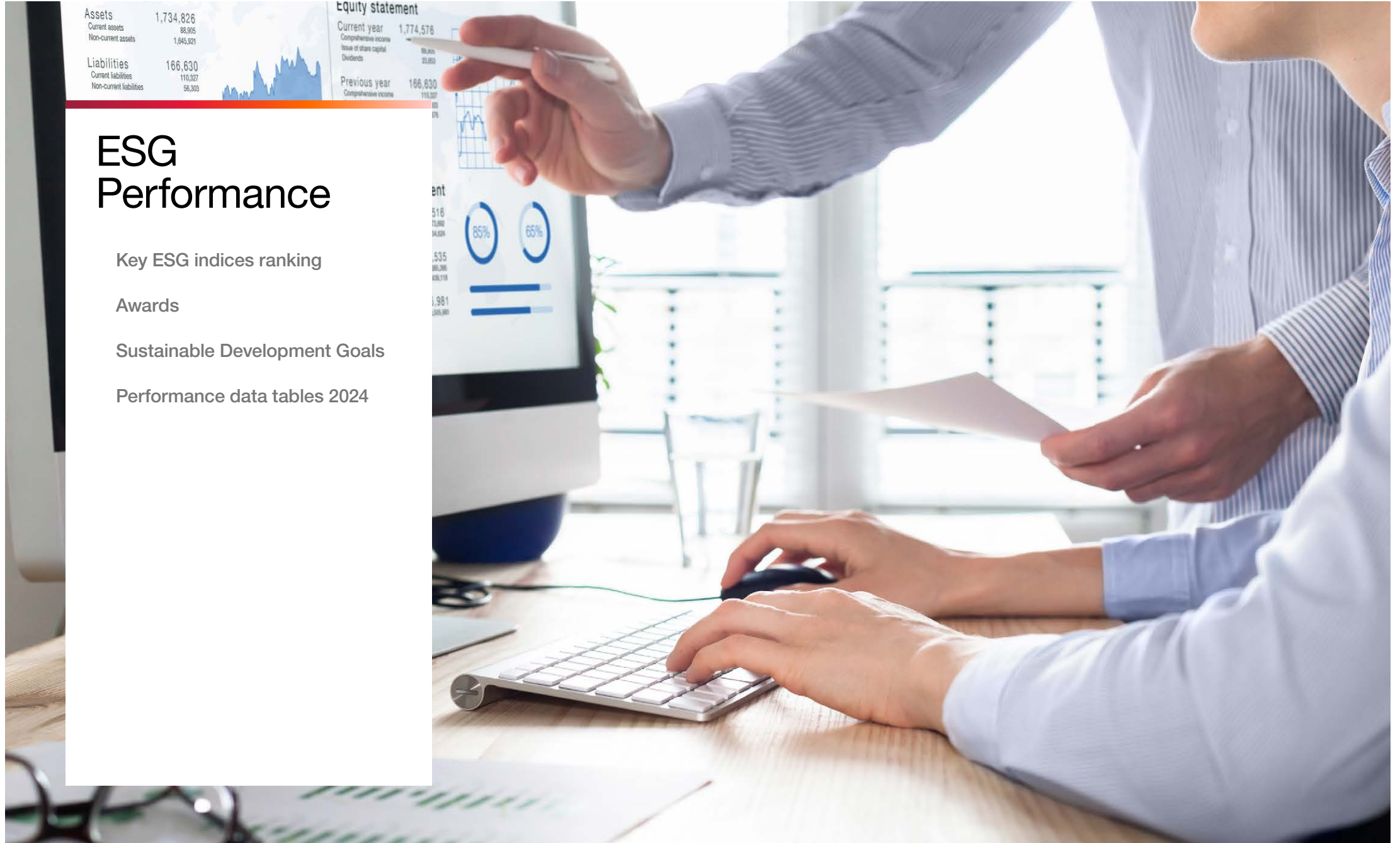
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Key ESG indices ranking

Index	CGI score	Industry average score
	74 /100 Top 5%	53 /100
Dow Jones Sustainability Indices	58 /100	29 /100
	B Management level score Read our answers on cgi.com	C



Awards

Environment

Canada [Healthy Community Award](#), Lake Simcoe Region Conservation Authority

France [Ecomobility Awards Grand Prize](#), SNCF Voyageurs

UK [External Partnership Award Finalist](#), World Sustainability Awards

Social

Our people

Global [World's Best Companies](#), Time magazine

Global [Program of the Year and Impact Awards – AI training](#), Skillsoft

Canada [Best Diversity Employers](#), Medicacorp

Canada [Best Workplaces for Mental Wellness](#), Great Place to Work

Canada [1st Place Mental Health & Innovation](#), Entreprise en Santé

Canada [Mental Health at Work Platinum Certification](#), Excellence Canada

Canada [Top Employers for Young People](#), Medicacorp

Canada [Best Workplaces in Technology](#), Great Place to Work

Canada [Best Workplaces for Women](#), Great Place to Work

Canada [Silver Gender Parity Certification](#), Women in Governance

Estonia [Equal Pay Award](#), Figure Baltic Advisory

Estonia [Bronze Award](#), Responsible Business Index

Finland [Top 10 Most Attractive Employers for IT Students](#), Universum

France [Prix Elisabeth Moreno – DE&I in digital professions](#), ISACA-AFAI

France [Prix Coup de cœur – Daughter@work](#), République RSE

France [Grand Prix ANDRH – CGI Paralympic Athletes Team Project](#), ANDRH (Project featured on page 67)

France [Top 25 Best Workplaces in Tech](#), Great Place to Work

Germany [1st Place Digital Transformation](#), Whitelane Research

India [Gold and Silver HCM Excellence Awards](#), Brandon Hall Group

India [HR Excellence Award – DE&I](#), SHRM

India [CHRO Visionary and DEIB Impact Awards](#), IFCCI

India [Top 10 Future-Ready Workplaces](#), Fortune India magazine and CIEL HR

India [2nd for IT/ITES](#) and [5th for Women](#) – Employee Choice Awards, AmbitionBox

India [Top 50 Best Workplaces for Women](#), Great Place to Work

India [Top 25 Best Workplaces for DEIB](#), Great Place to Work

India [Best Workplaces for Millennials](#), Great Place to Work

Netherlands [2nd in Sustainability – ITC Services Sector](#), MT/Sprout MT500

Sweden [Employer Branding – Company of the Year](#), Karriärföretagen

Sweden [Top 25 Most Attractive Employers for Students](#), Universum

Sweden [Top 10 Employers for Women – IT](#), Karriärföretagen Students and Young Professionals Network

Sweden [Employer Role Model of the Year](#), Karriärföretagen

UK Gold, Best Ongoing Commitment to Employer Brand Management; Bronze, Best Diversity and Inclusion Strategy; and Bronze, Best Employer Brand Management (Technology, Media, and Telecommunications Sector) – [No Holding Back Campaign](#), Employer Brand Management Awards

UK [Best Recruitment Marketing Campaign – No Holding Back](#), Women in Tech Employer Awards

UK [Best Use of Video – No Holding Back Campaign](#), Recruitment Marketing Awards

UK [Silver Accreditation](#), Social Value Quality Mark

UK Gold, Best Environmental/Sustainable Programme and Bronze, Best Educational Programme, [Corporate Engagement Awards](#)

UK [Internal Communications and Engagement Awards](#) Gold, Best DE&I Initiative and Gold, Best Use of Video and Animation – No Holding Back Campaign, Communicate magazine

U.S. [Early Talent Award](#), Handshake

U.S. [Top Workplaces for Appreciation](#), Nectar

U.S. [Top Employer for Veterans](#), U.S. Veterans magazine

U.S. [America's Greatest Workplaces for Women](#), Newsweek magazine

U.S. [America's Best Employer for Women](#), Forbes magazine

U.S. [Top Workplaces: Compensation and Benefits](#)

U.S. [Top Workplaces: Leadership](#)

U.S. [Top Workplaces: Purpose & Values](#)

Our communities

Canada [Community Engagement Award](#), Les Mercuriades

UK [Industry Collaboration Award – Social Care Transformation Programme](#), Digital Health and Care Awards

UK [Finalist, Educational Excellence – Sustainability Careers Fest, Global Good Awards](#)

Sustainable Development Goals

We are signatory member of the United Nations Global Compact and committed to the UN Guiding Principles in the areas of human rights, labor, environment, anti-corruption, and Sustainable Development Goals (SDGs).

Our commitment to 8 of the 17 SDGs reflects how we operate as a business and how we put our Mission, Vision, and Values into action.

Goals we directly affect



Goals we indirectly affect



Most relevant SDGs' targets for our operations

- 4.3** By 2030, ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university
- 4.4** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship
- 4.5** By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations
- 5.1** End all forms of discrimination against all women and girls everywhere
- 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life
- 5.b** Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
- 8.2** Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value added and labor-intensive sectors
- 8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.6** Substantially reduce the proportion of youth not in employment, education, or training
- 8.7** Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms
- 12.2** By 2030, achieve the sustainable management and efficient use of natural resources
- 12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse
- 12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
- 13.3** Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning
- 17.17** Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships

Performance data tables 2024

Our 2024 performance data tables are aligned to the Sustainability Accounting Standards Board (SASB) used by the software and IT services industry and to the Global Reporting Initiative (GRI). Visit our [GRI-SASB index table](#) section.

CGI AT A GLANCE	F2019	F2020	F2021	F2022	F2023	F2024
Revenue	\$12.11B	\$12.16B	\$12.13B	\$12.87B	\$14.3B	\$14.68B
Operating expenses	\$10.28B	\$10.30B	\$10.18B	\$10.78B	\$11.98B	\$12.26B

ENVIRONMENT

	F2019	F2020	F2021	F2022	F2023	F2024
Workforce covered with environmental management system certified to ISO 14001	31.7%	32.9%	31.2%	35.0%	41.7%	41.5%
Operational sites for which an environmental risk assessment has been conducted	—	—	—	—	—	43.0% ⁽¹⁾
% of the total workforce who completed the ESG-learning including environmental issues	—	—	—	—	26.8%	39.2%

GREENHOUSE GAS EMISSIONS

METRIC TONS OF CO₂e⁽²⁾

Change in total carbon emission compared to fiscal 2019 baseline	—	-33.5%	-57.2%	-46.6%	-41.6%	-47.3%
Market based emission intensity (metric tons of CO ₂ e/employee)	1.31	0.89	0.54	0.60	0.65	0.59
Scope 1 ⁽³⁾	24,620	18,714	14,761	16,856	16,435	16,031
Scope 2 ⁽⁴⁾ market based	41,346	30,774	24,813	23,476	17,321	14,640
Scope 2 location based	47,627	36,393	30,788	30,505	29,247	28,622
Scope 3 ⁽⁵⁾	35,565	18,064	3,861	13,846	25,566	22,862
Total emissions (tCO ₂ e) market based	101,531	67,552	43,435	54,178	59,322	53,533
Total emissions (tCO ₂ e) location based	107,812	73,171	49,410	61,207	71,248	67,515

GREENHOUSE GAS EMISSIONS BY MAIN SOURCES

METRIC TONS OF CO₂e

Travel ⁽⁶⁾	54,115	31,162	13,066	25,074	37,761	36,212
Offices	37,612	29,270	25,258	25,265	19,629	16,975
Data centers ⁽⁷⁾	9,804	7,120	5,111	3,839	1,932	346

(1) Change of methodology

(2) CO₂e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of GHGs by expressing the emissions as equivalent to carbon dioxide. tCO₂e means tons of CO₂e

(3) Scope 1: CO₂e direct emissions

(4) Scope 2: CO₂e indirect emissions from purchased energy

(5) Scope 3: Other indirect emissions. Only includes travel and waste.

(6) Includes business travel and company-owned and leased vehicles.

(7) Emissions calculated on our fiscal year basis.

Performance data tables 2024

ENVIRONMENT

	F2019	F2020	F2021	F2022	F2023	F2024
ENERGY (SCOPES 1 and 2)						
Total energy consumption (MWh)	332,142	267,840	230,946	234,685	223,789	212,270
Total energy consumption (Gigajoule)	1,195,711	964,224	831,406	844,866	805,640	764,172
% of energy consumption reduction from baseline 2019	—	-19.4%	-30.5%	-29.3%	-32.6%	-36.1%
Energy intensity (total energy gigajoule/employee)	15.4	12.7	10.4	9.4	8.8	8.5
Total fuel consumption from non-renewable sources (MWh)	104,832	81,031	64,858	73,152	70,814	68,306
Total electricity consumption (grid + renewable) (MWh)	216,878	177,668	156,279	151,772	145,099	137,501
Total district heating consumption (MWh)	8,221	7,157	8,681	8,067	7,152	5,712
Total district cooling consumption (MWh)	2,212	1,985	1,128	1,693	724	751
% of renewable energy	30.6%	33.9%	35.1%	35.8%	44.2%	49.2%
% of renewable electricity	46.8%	51.0%	51.8%	55.3%	68.2%	75.9%
OFFICES						
Total energy consumption (MWh)	154,992	126,673	114,267	113,943	105,919	97,354
Total electricity consumption (grid + renewable) (MWh)	114,983	89,606	76,458	75,105	74,808	72,671
% of energy consumption reduction from baseline 2019	—	-18.3%	-26.0%	-26.5%	-31.7%	-37.2%
% of renewable electricity	32.1%	37.7%	33.5%	35.0%	53.6%	61.1%
DATA CENTERS						
Total energy consumption (MWh)	101,970	87,946	79,642	75,907	68,261	61,109
Total electricity consumption (grid + renewable) (MWh)	101,682	87,326	78,996	75,205	67,678	60,420
% of energy consumption reduction from baseline 2019	—	-13.8%	-21.9%	-25.6%	-33.1%	-40.1%
% of renewable electricity	63.5%	65.2%	70.1%	76.6%	86.9%	99.3%
Average power usage effectiveness (PUE)	1.61	1.52	1.50	1.51	1.53	1.48
WASTE						
Total general waste generated (Metric tons)	—	—	—	—	943	932
General waste reused/recycled/compost	—	—	—	—	60%	74%
Total general waste emissions (Metric tons of CO ₂ e)	—	—	—	—	149	86
Total e-waste generated (Metric tons)	194	113	116	109	117	121
E-waste reused/recycled	82%	93%	90%	90%	92%	87%
Total e-waste emissions (Metric tons of CO ₂ e)	4	2	2	2	2	1

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ENVIRONMENT

	F2019	F2020	F2021	F2022	F2023	F2024
TOTAL VOLUME OF MATERIAL USED	METRIC TONS					
Volume of paper purchased	139	101	63	25	43	34
TOTAL WATER CONSUMPTION						
Total water used (million cubic meters)	0.197	0.147	0.129	0.107	0.219	0.165
Water intensity (cubic meters/employee)	2.5	1.9	1.6	1.2	2.4	1.8

SOCIAL

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023	F2024
EMPLOYEES						
Global population ⁽¹⁾	77,500	76,000	80,000	90,000	91,500	90,250
Permanent employees	96.5%	96.9%	96.6%	96.6%	97.3%	97.5%
Permanent employees and breakdown by region						
Australia	—	—	—	0.3%	0.3%	0.3%
Belgium	—	—	—	0.2%	0.2%	0.2%
Canada	—	—	—	13.9%	13.7%	13.3%
Colombia	—	—	—	0.2%	0.2%	0.1%
Czech Republic	—	—	—	0.9%	0.9%	0.8%
Denmark	—	—	—	0.4%	0.4%	0.4%
Estonia	—	—	—	0.2%	0.2%	0.2%
Finland	—	—	—	4.0%	4.2%	4.2%
France	—	—	—	15.0%	14.7%	14.7%
Germany	—	—	—	4.9%	5.3%	5.1%
Hungary	—	—	—	<0.1%	<0.1%	<0.1%
India	—	—	—	19.8%	21.2%	21.6%
Italy	—	—	—	0.1%	0.1%	0.1%
Latvia	—	—	—	0.1%	0.1%	0.1%
Lithuania	—	—	—	0.2%	0.2%	0.2%

(1) Permanent full-time and part-time, fixed-term, temporary employees, and trainees

Performance data tables 2024

SOCIAL

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023	F2024
Luxembourg	—	—	—	0.2%	0.2%	0.2%
Malaysia	—	—	—	0.1%	0.1%	0.1%
Morocco	—	—	—	1.5%	1.2%	1.2%
Netherlands	—	—	—	2.6%	2.7%	2.8%
Norway	—	—	—	0.6%	0.6%	0.5%
Philippines	—	—	—	1.7%	2.0%	2.2%
Poland	—	—	—	0.2%	0.3%	0.4%
Portugal	—	—	—	1.6%	1.9%	2.1%
Romania	—	—	—	0.1%	0.1%	0.1%
Singapore	—	—	—	<0.1%	<0.1%	<0.1%
Slovakia	—	—	—	0.1%	0.1%	0.2%
South Africa	—	—	—	<0.1%	<0.1%	<0.1%
Spain	—	—	—	1.7%	1.7%	1.6%
Sweden	—	—	—	3.9%	3.9%	3.8%
Switzerland	—	—	—	<0.1%	<0.1%	<0.1%
United Kingdom	—	—	—	6.8%	7.4%	7.4%
United States	—	—	—	15.3%	16.1%	16.2%
Permanent employees and breakdown by gender ⁽¹⁾⁽²⁾						
Women	—	—	—	34.0%	35.1%	35.4%
Men	—	—	—	66.0%	64.9%	64.6%

(1) Not taking into account ongoing integrations from mergers and acquisitions.

(2) While CGI recognizes that gender identity is more than binary, this report references existing data categorized as male and female, which aligns with our government reporting obligations.

Performance data tables 2024

SOCIAL

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023	F2024
Full-time employees ⁽¹⁾	—	—	—	83,472	87,514	86,059
Full-time employees breakdown by region						
Australia	—	—	—	0.3%	0.3%	0.2%
Belgium	—	—	—	0.2%	0.2%	0.1%
Canada	—	—	—	14.7%	13.6%	13.2%
Colombia	—	—	—	0.3%	0.2%	0.2%
Czech Republic	—	—	—	0.9%	0.8%	0.8%
Denmark	—	—	—	0.4%	0.4%	0.4%
Estonia	—	—	—	0.2%	0.2%	0.2%
Finland	—	—	—	4.2%	4.1%	4.0%
France	—	—	—	13.5%	15.2%	15.1%
Germany	—	—	—	4.9%	4.9%	4.7%
Hungary	—	—	—	<0.1%	<0.1%	<0.1%
India	—	—	—	21.5%	21.6%	22.2%
Italy	—	—	—	0.1%	0.1%	0.1%
Latvia	—	—	—	0.1%	0.1%	0.1%
Lithuania	—	—	—	0.2%	0.2%	0.2%
Luxembourg	—	—	—	0.2%	0.2%	0.2%
Malaysia	—	—	—	0.1%	0.1%	0.1%
Morocco	—	—	—	1.1%	1.2%	1.3%
Netherlands	—	—	—	2.3%	2.3%	2.3%
Norway	—	—	—	0.6%	0.6%	0.5%
Philippines	—	—	—	1.9%	2.1%	2.2%
Poland	—	—	—	0.3%	0.3%	0.4%
Portugal	—	—	—	2.4%	2.4%	2.5%
Romania	—	—	—	0.2%	0.1%	0.1%
Singapore	—	—	—	<0.1%	<0.1%	<0.1%

(1) Not taking into account ongoing integrations from mergers and acquisitions.

Performance data tables 2024

SOCIAL

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023	F2024
Slovakia	—	—	—	0.2%	0.1%	0.2%
South Africa	—	—	—	<0.1%	<0.1%	<0.1%
Spain	—	—	—	1.7%	1.6%	1.5%
Sweden	—	—	—	4.1%	3.9%	3.8%
United Kingdom	—	—	—	7.2%	7.2%	7.1%
United States	—	—	—	16.4%	16.1%	16.2%
Full-time employees breakdown by gender⁽¹⁾						
Women	—	—	—	33.3%	34.4%	34.6%
Men	—	—	—	66.7%	65.6%	65.3%
Offshore employees ⁽²⁾	—	—	22.0%	22.3%	24.2%	27.9%
Hires from employee referrals	29.4%	27.0%	30.6%	30.6%	28.6%	31.0%
Average tenure in years	6.9	7.3	7.3	7.0	7.0	7.4
Employees in the Ownership Program SPP ⁽³⁾	85.0%	85.9%	85.0%	83.6%	85.2%	86.8%
Employees covered by works council	—	—	37.5%	41.1%	42.1%	45.4%

(1) Not taking into account ongoing integrations from mergers and acquisitions. Self-declaration surveys also allow people to choose the “non-binary” category.

(2) Includes employees from India, Malaysia, the Philippines, Morocco and Columbia.

(3) SPP: Share Purchase Plan.

Performance data tables 2024

SOCIAL

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023	F2024
DIVERSITY, EQUITY, AND INCLUSION⁽¹⁾						
Women employees overall	33.2%	33.1%	33.4%	34.2%	35.3%	35.5%
Women in leadership ⁽²⁾	13.6%	17.4%	26.1%	27.5%	28.6%	29.2%
Women SBU presidents	13.0%	22.2%	33.3%	33.3%	44.4%	44.4%
Employees with disabilities ⁽³⁾	—	—	2.6%	3.4%	3.2%	3.5%
Employees age group breakdown						
<30 years old	—	—	24.3%	26.9%	26.4%	24.9%
30–50 years old	—	—	53.7%	53.4%	53.6%	54.5%
>50 years old	—	—	22.0%	19.7%	20.0%	20.6%
Overall ethnicity breakdown in the U.S.⁽⁴⁾						
American Indian	—	—	—	<0.2%	0.2%	0.2%
Asian	—	—	—	25.1%	23.4%	23.7%
Black	—	—	—	13.4%	10.1%	9.7%
Hawaiian	—	—	—	0.2%	0.3%	0.2%
Hispanic	—	—	—	6.9%	5.1%	5.0%
Two or more	—	—	—	2.3%	1.5%	1.4%
White	—	—	—	52.0%	59.4%	59.9%
Leadership ethnicity breakdown (including managers, directors, VP, senior VP positions) in the U.S.⁽⁵⁾						
American Indian				0.1%	0.1%	0.1%
Asian				27.1%	21.2%	21.2%
Black				5.1%	5.1%	4.9%
Hawaiian				0.2%	0.2%	0.3%
Hispanic				3.1%	3.0%	3.4%
Two or more				1.5%	0.9%	0.8%
White				68.3%	69.5%	69.4%

(1) Not taking into account ongoing integrations from mergers and acquisitions.

(2) Categories: Manager and above.

(3) For Brazil, France, Germany, India, the Philippines, the U.S., and Canada. This information is obtained through voluntary declarations.

(4) Demographic data from U.S. only. This demographic data is from self-reported information provided by employees through CGI's Human Resources Service Center.

(5) Demographic data from U.S. only. Combination of self-reported information provided by employees and compliance data collected to meet mandated federal and state legal reporting requirements as an employer and government contractor in the U.S. 73.8% of leaders responded.



Performance data tables 2024

SOCIAL

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023	F2024
Federal Employment Equity Program in Canada – Overall population⁽¹⁾						
Visible Minority	—	—	—	31.0%	32.4%	33.1%
Indigenous	—	—	—	0.7%	0.6%	0.6%
Federal Employment Equity Program in Canada – Leadership population⁽¹⁾						
Visible Minority	—	—	—	23.0%	24.8%	25.7%
Indigenous	—	—	—	0.5%	0.4%	0.5%
TRAINING AND DEVELOPMENT						
Average hours per employee for training and development ⁽²⁾	49.2	50.2	50.1	63.9	66.6	61.9
Employees who received an annual regular performance and career development reviews ⁽³⁾	—	—	—	96.0%	96.9%	94.0%
CGI 101 graduates	—	—	1,389	941	1,888	716
EMPLOYEES SATISFACTION ASSESSMENTS⁽²⁾⁽⁴⁾						
	SCORE (SCALE OF 10)					
Overall employees satisfaction	8.15	8.39	8.58	8.74	8.86	8.88
Working environment in which to build a career	7.90	8.20	8.44	8.70	8.79	8.79
Training and Development	7.77	8.06	8.31	8.60	8.68	8.74
Being treated with respect	8.36	8.62	8.83	9.04	9.12	9.11
Richness that diversity brings to the company	—	—	—	8.22	8.23	8.25
CGI health and well-being programs and services are effective at supporting my needs	—	—	—	—	8.30	8.30
My work environment and working conditions provide me the opportunity to work well and comfortably	—	—	—	—	8.40	8.30

(1) Categories are determined through the Federal Employment Equity Program. This report analyzes data provided voluntarily by our employees. Approximately 67% of Canadian employees responded to that survey.

(2) Not taking into account ongoing integrations from mergers and acquisitions.

(3) Mandatory process for all employees, excluding employees on leave, and those who have not completed the reviews by September 30, 2024.

(4) PSAP and VOP questions related to ESG. See page [11](#).

Performance data tables 2024

SOCIAL

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023	F2024
HEALTH, WELL-BEING, AND SAFETY						
Employees using our health and well-being resources and advice on a monthly basis ⁽¹⁾	—	—	63%	65%	68%	65%
Number of Applauds (peer-to-peer recognition) ⁽¹⁾	24,989	44,029	54,526	55,924	58,179	58,813
Permanent employees with healthcare coverage facilitated by CGI ⁽¹⁾	100%	100%	100%	100%	100%	100%
Number of Mental Health Ambassadors ⁽²⁾	—	300	497	732	680	643
Sites with employee health and safety risk assessment ⁽¹⁾	—	—	—	100%	100%	100%
OUR COMMUNITIES	F2019	F2020	F2021	F2022	F2023	F2024
COMMUNITIES INITIATIVES						
Hours of Participation in paid/unpaid volunteering	16,450	22,797	48,220	45,019	89,837	94,850
Employees participating in pro bono programs and volunteering	1,603	5,811	11,732	16,724	20,327	21,024
Employees in community activities	1.8%	7.6%	14.5%	18.5%	20.9%	23.3%
EDUCATIONAL INITIATIVES						
Beneficiaries	7,864	44,664	111,692	501,868	204,601	287,486
Volunteer instructors	339	716	1,253	5,958	6,374	6,717

GOVERNANCE

CORPORATE GOVERNANCE ⁽³⁾	F2019	F2020	F2021	F2022	F2023	F2024
Attendance rate at Board of Directors regular meetings	100%	98%	99%	97%	96%	99%
Women on the Board of Directors	25%	31.3%	29.4%	31.3%	40.0%	43.0%
Independent Board members	69%	75%	76%	75%	73%	71%
Board members who reside outside of Canada	31%	31%	35%	38%	33%	36%
Average age of Board members	—	—	—	64.8	64.7	64.1
Average tenure of Board members in years	10.7	10.9	11.2	11.7	11.5	8.5

(1) Not taking into account ongoing integrations from mergers and acquisitions.

(2) Mental Health Ambassadors provide peer-to-peer mental health support and encourage a culture of openness around mental health (more information page 75).

(3) Information for fiscal 2024 is provided as at January 29, 2025, except for the "Attendance rate at Board of Directors regular meetings", which is provided as at September 30, 2024.

Performance data tables 2024

GOVERNANCE

ETHICS		F2019	F2020	F2021	F2022	F2023	F2024
Employees that annually reconfirmed Code of Ethics acknowledgement ⁽¹⁾		—	—	—	91.3%	90.2%	98.8%
New employees acknowledging our Code of Ethics		—	—	—	100%	100%	100%
Number of material confirmed incidents with third parties related to corruption		—	—	0	0	0	0
Operational sites for which an internal audit/risk assessment concerning business ethics issues has been conducted		—	—	—	100%	100%	100%
New employees who received training on Ethics ⁽¹⁾⁽²⁾		—	—	—	80.6%	95.9%	93.1%
New employees who received training on Anti-Corruption ⁽²⁾		—	—	—	87.2%	97.3%	90.5%
DATA PRIVACY AND SECURITY		F2019	F2020	F2021	F2022	F2023	F2024
Number of material complaints regarding breaches of customer privacy and losses of client data resulting in judicial action		—	—	0	0	0	0
Operational sites with an information security management system (ISMS) certified to ISO 27001		70%	75%	75%	75%	75%	75%
Employees who received an annual Security and Ethics (including Human Rights) Mandatory Compliance Training ⁽¹⁾		—	—	—	90.1%	96.8%	98.2%
New employees who received training on Data Privacy ⁽¹⁾⁽²⁾		—	—	—	84.9%	96.9%	98.6%
New employees who received training on Security Awareness ⁽³⁾		—	—	—	86.4%	87.9%	91.5%
PROCUREMENT		F2019	F2020	F2021	F2022	F2023	F2024
Most significant 250 suppliers assessed by EcoVadis on environmental and social criteria		—	—	51.0%	58.0%	65.0%	68.4%
Suppliers with whom CGI placed purchase orders acknowledging our Third Party Code of Ethics ⁽⁴⁾		—	—	—	99%	100%	100%
Global procurement business partners who received training on human rights		—	—	100%	100%	100%	100%

(1) Mandatory process for all CGI Partners, subcontractors, freelancers and CGI Partners employed on a temporary basis.

(2) New employees complete their mandatory training in the first 30 days of their start date. Once the employee onboarding is completed, this mandatory training is refreshed for all employees on an annual basis.

(3) Mandatory process for all regular employees, excluding employees on leave, new hires before the first 30 days, temps, and subcontractors.

(4) Every CGI purchase order includes a requirement for the supplier to comply with our Third Party Code of Ethics.



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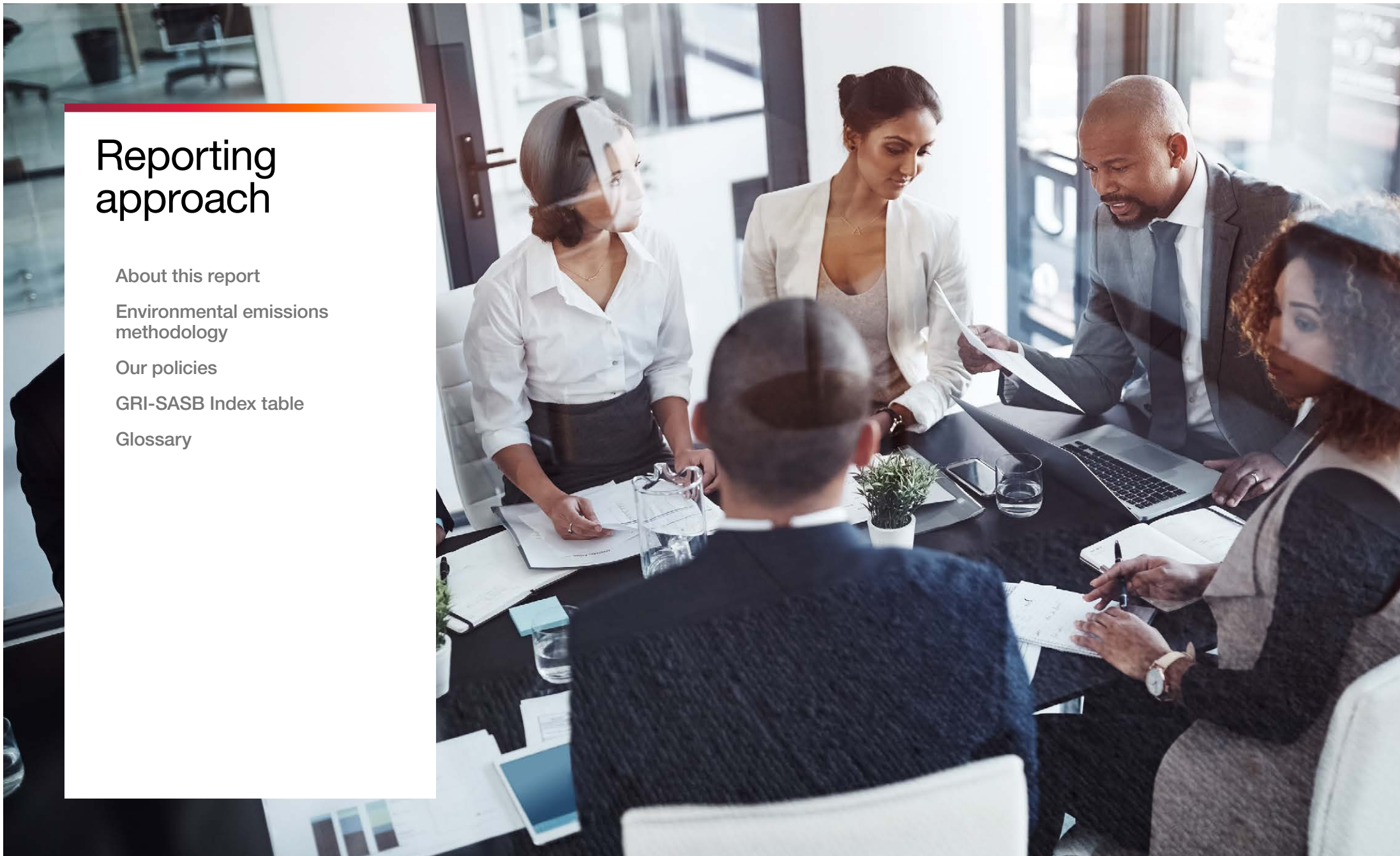
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About this report

Our annual Environmental, Social, and Governance (ESG) report shares our commitments, progress, and performance across the global operations of CGI Inc. and its subsidiaries,⁽¹⁾ during the fiscal year 2024 (October 1, 2023 to September 30, 2024), unless otherwise noted.

Accountability and transparency are integral to the foundation on which we build trust with our clients, CGI Partners, and shareholders in our communities. We continually take significant steps to strengthen our reporting approach through ongoing stakeholder engagement and voluntary adherence to global non-financial reporting standards.

Our report is aligned to the Global Reporting Initiative (GRI) Standards and other reporting requirements such as the Sustainability Accounting Standards Board (SASB) and the United Nations Global Compact. (See our [GRI-SASB Index table](#))

Our annual ESG reports and performance indicators are available online at <https://www.cgi.com/en/esg> where additional information about our global ESG activities can also be accessed.

Disclosures of key non-financial metrics are available in the Performance data table, including data from previous years. Current financial and governance information about CGI is available in the recent [CGI Annual Report 2024](#) and [Notice of Annual General Meeting of Shareholders and Management Proxy Circular 2024](#).

All currency is in Canadian dollars unless otherwise noted.

Accessibility

This document was designed to comply with WCAG 2.1 and PDF/UA accessibility standards.

(1) The scope of this report includes CGI Sverige AB, which is a subsidiary of CGI Inc.



Environmental emissions methodology

To ensure our organization aligns with the highest environmental and social standards in our emissions reporting, CGI adheres to the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard, the Scope 2 Guidance (an amendment to the Corporate Standard), and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard. These leading sources provide a comprehensive global standard for quantifying and managing GHG emissions across Scopes 1, 2, and 3.

CGI complies with the [Global Reporting Initiative Standards \(GRI\)](#), which guides our sustainability reporting and enables us to transparently disclose our economic, environmental, and social impacts. Our practices also align with [Sustainability Accounting Standards Board \(SASB\)](#) guidelines and standards, ensuring the disclosure of material sustainability information relevant to our industry, our stakeholders and the [United Nations \(UN\) Global Compact](#).

Our fiscal year reporting covers sites over which CGI has operational control. These include:

- Owned, leased, or rented properties and data centers (including outsourced or co-located data centers)

Emissions from the following sites are excluded from CGI's Scope 2 reporting and our ISO 14001 environmental management systems (EMSs):

- Areas that are fully or partially sublet
- Shared serviced offices, small offices, and data centers where CGI has no operational control over energy consumption, hardware (contract and IT), and public cloud services

For reported Scopes 1, 2, and 3 emissions, the carbon dioxide equivalent (CO₂e) includes carbon dioxide (CO₂), nitrous oxide (N₂O), and methane (CH₄) emissions.

We calculate CO₂e emissions using the Global Warming Potential values established in UN Intergovernmental Panel on Climate Change (IPCC) Assessment Reports (ARs). For all methodologies, the approach is either Embedded AR (AR4/AR5/AR6) or Applied AR (AR4/AR5/AR6).

Going forward, we aim to use factors from the [AR6 Synthesis Report: Climate Change 2023](#) that enhance GHG reporting quality and reliability, thus supporting global efforts to address climate change more effectively once they are applied by the respective organizations like the [French Environment and Energy Management Agency \(ADEME\)](#) or [Department for Environment, Food and Rural Affairs \(DEFRA\)](#).

We apply the appropriate emission factors to actual or estimated activity data (e.g., energy consumption, fuel use). Emission factors are reviewed and updated annually, where applicable.

Scope 1 emissions

Scope 1 stationary fuels include diesel fuel used in backup generators and natural gas consumed at CGI sites.

Diesel backup generators are used at certain offices in India and at data centers where we have operational control. CGI obtains diesel consumption data from invoices and measures units in liters. As we gather real data from generator testing and from actual power failures, no estimates are required.

We determine natural gas consumption at U.S., Canadian, and European sites, based on invoices, where available. Where natural gas consumption data is unavailable (either for specific months or the entire reporting year), we use the intensity factor defined by the [U.S. Energy Information Administration 2018 Commercial Buildings Energy Consumption Survey](#). For Canada and some European regions, our estimate is based on the average intensity factor calculated from the data provided by the landlords or the energy providers and the actual leased area to be estimated.

Scope 1 fuels for company-owned and leased vehicles include gasoline and diesel.

We track fuel consumption from car leasing companies or from claims submitted via CGI's internal expense tool. Units are typically measured in liters. Where real data is unavailable, we estimate usage based on the prior month's consumption. Occasionally, we receive distance details of our car fleet. By applying the appropriate mileage conversion factor, we determine the liters of fuel consumed. In exceptional cases, we use the country's real cost of fuel to convert the monetary value submitted into liters.

Emission factors

- **Germany** — for the natural gas emissions calculation, we source the emission factors from [the central environmental agency \(UBA\)](#)
- **In the Netherlands** — for the natural gas, we source the emission factors from [CO₂emissiefactoren](#)

We apply the emission factors from the [GHG Protocol](#) and DEFRA to calculate the remaining Scope 1 emissions.



Scope 2 emissions

Scope 2 purchased electricity covers the electricity used at CGI offices and data centers, either purchased by us as the contract owner or supplied by building management (contract owner) for direct on-site use. To capture accurate usage data, we use invoices, where available, to document actual kilowatt hours (kWh) electricity consumption.

CGI relies on the following estimation methodology where actual consumption data is unavailable. We arrive at an average intensity factor (kWh/square feet) by using real figures from CGI sites. We source data from the same country, during the same time period, using the same type of energy (electricity only, electricity and gas, electricity and district cooling, or district heating). Our estimates also incorporate seasonal variations, which differ from country to country.

To meet CGI's sustainability goals, we are considering various renewable energy sourcing options, including Power Purchase Agreements (PPAs), Virtual Power Purchase Agreements (VPPAs, direct contracts with providers, and unbundled Energy Attribute Certificates (EACs).

We are actively exploring renewable electricity sources to power our offices, including wind, solar, hydro, geothermal, biomass, and other sustainable energy options. This includes the purchase of EACs to track and verify our commitment to sourcing green energy, such as Guarantees of Origin (GOs) for Europe, Renewable Energy Certificates (RECs) for Canada and the U.S., India RECs, Renewable Energy Guarantees of Origin (REGO) systems for the UK and International RECs (I-RECs) for other countries.

Electricity from these renewable energy sources is considered zero emissions (including wind, solar, hydro, geothermal, and biomass) in CGI's market-based reporting.

Emission factors

Location-based grid electricity references:

- **UK** — DEFRA
- **U.S.** — [Environmental Protection Agency](#)
- **Canada** — [National Inventory Report](#)
- **Australia** — [National Greenhouse Accounts](#)
- **All other countries** — [International Energy Agency](#)

We apply these location-based emission factors for the calculation of emissions related to Scope 2 electricity consumption of CGI's electric vehicle fleet (offsite charging).

Market-based grid electricity references:

- **India** — [Ministry of Power Central Electricity Authority](#)
- **Finland** — [Finland's national statistical institute](#)
- **Other European sites** — [Association of Issuing Bodies](#)
- **All other countries** — Location-based calculations (specific market-based emission factors unavailable)

District heating and cooling:

- **France** — ADEME
- **Finland** — Finland's national statistical institute
- **Netherlands** — CO₂emissiefactoren
- **Germany** — UBA
- **All other countries:** as specific emission factors are not available, we apply electricity location-based emission factors

Scope 3 emissions

Business travel

For air and rail travel, CGI receives data from two internal tools.

Internal booking travel service

Data is extracted from a third-party travel management company tool that includes the total direct distance traveled per trip for business travel and the associated travel class (economy, premium economy, business, or first).

Internal expense tool

Data capture includes the cost of all travels and the class for air and rail travels. By applying conversion rates we estimate the distance.

Other modes of transport are either calculated based on cost which is then converted into a distance equivalent or on direct distance submitted through CGI's internal expense tool. This method ensures that all modes of transport (e.g., taxis, rental cars) are accurately accounted for in our reporting.

Emission factors

- **Air travel:** we apply the DEFRA emission factors. Emissions are calculated based on the cabin class and distance traveled, using emission factors that do not account for radiative forcing associated with condensation trails.
- **National rail in Finland, the Netherlands and Sweden** emission factor is updated as zero (carbon neutral trains) based on the local sources.
- **National Rail in France** — ADEME.



Environmental emissions methodology

- Light rail and trams in the Netherlands and Sweden are updated as zero (carbon neutral trams).
- Morocco — National Office of Railways of Morocco.
- For public transportation travel emissions under Scope 3, we use DEFRA emission factors for Europe.
- We use GHG Protocol emission factors for Asia, North America, and other regions.

Paper, waste and water

CGI reports on two categories of waste:

- Hazardous — waste from electrical and electronic equipment
- Nonhazardous — general waste from offices like paper, aluminum, plastic or organic waste

We receive real consumption data and report units in kilograms. Where information is available, we classify the treatment type as recycled, reused, incinerated (with energy recovery or without energy recovery), or landfilled. Where information is unavailable, we classify the treatment type as unknown.

Where the real volume of waste is partial or unavailable, we rely on an estimation methodology. To arrive at an average intensity factor per treatment type, we consider the total real consumption and associated headcount of regions that provided data. To determine an estimate, we multiply the global average intensities of each treatment type by the headcount of the specific region.

For waste emissions included in Scope 3, we apply DEFRA emission factors. In limited cases where the waste treatment type is unknown, we consider and apply the highest emission factors.

We report data on procured paper in kilograms, with actual consumption derived directly from invoice information. Our methodology supports the measurement of recycling programs and initiatives to procure paper with environmental certification (e.g., Forest Stewardship Council) or recycled paper.

For water consumption, we obtain real data from building management team, this data is reported in cubic meters. To arrive at an average intensity factor, we consider the total real consumption and associated headcount corresponding to the regions that provided the data. Where real consumption data is unavailable, we multiply the global average intensity by the headcount of the specific region to determine an estimate.

ISO 14001:2015

To calculate ISO 14001:2015 coverage, CGI uses workforce and certified site percentages as our two key metrics.

The percentage of CGI’s workforce covered by ISO 14001:2015 includes the number of CGI Partners working at certified sites worldwide, reflecting the company’s commitment to environmental management across our global workforce. The percentage of certified sites represents the total number of physical locations that have met the ISO 14001:2015 standard for environmental management.

Tracking both metrics enables monitoring and reporting on the extent of ISO 14001:2015 certification within our organization, a testimony to our commitment to environmental stewardship and the effectiveness of our EMSs.

This methodology helps quantify CGI’s progress toward adopting ISO 14001:2015 globally and enables the identification of areas for further improvement, ensuring we continue to embed environmental sustainability across our organization.



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[CGI ESG Policy](#), including our environmental policy

Travel Policy (internal)

Respectful Workplace Policy (internal)

Health and Safety Policy (internal)

Facility Physical Security Policy (internal)

Security Incident Management Policy (internal)

[Report on Fighting Against Forced Labour and Child Labour](#)

[Modern Slavery Policy \(UK\)](#)

[Code of Ethics and Business Conduct](#)

[Third Party Code of Ethics](#)

[Ethics Reporting Policy](#)

[Anti-Corruption Policy](#)

CGI Procurement Policy (internal)

[Data Privacy Policy](#)

Records Retention Policy (internal)

Social Media Policy (internal)

Binding Corporate Rules (internal)

[Insider Trading and Blackout Periods Policy](#)

[Cookie Policy](#)

[Data Ethics policy \(Denmark\)](#)



GRI-SASB Index table

Our 2024 ESG Report is aligned to the Sustainability Accounting Standards Board (SASB) used by the software and IT services industry and to the Global Reporting Initiative (GRI).

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Standard	Disclosure	Description	ESG Report 2024	Other published material and comments
GRI 2: General Disclosures 2021	2-1	Organizational details	<ul style="list-style-type: none"> CGI at a glance p. 4 (location of headquarters), p. 4 (countries of operation) About this report p. 159 (legal name, nature of ownership and legal form) 	<ul style="list-style-type: none"> CGI Annual Report pp. 9–12 Annual Information Form pp. 1, 5–10 Notice of Annual General Meeting of Shareholders and Management Proxy Circular pp. 5–7
	2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> CGI at a glance p. 4 About this report p. 159 	<ul style="list-style-type: none"> Annual Information Form pp. 1; 10
	2-3	Reporting period, frequency and contact point	<ul style="list-style-type: none"> About this report p. 159 Contact point – Back cover 	
	2-4	Restatements of information		<ul style="list-style-type: none"> No significant changes to applicable operational boundaries, scope or measurement methodology during the reporting period.
	2-5	External assurance		<ul style="list-style-type: none"> CGI employs robust data collection and management procedures as part of internal assurance. We have not undertaken any Third Party assurance with respect to the information included in this report.
	2-6	Activities, value chain and other business relationships	<ul style="list-style-type: none"> CGI at a glance pp. 4–8 Responsible procurement pp. 129–132 	<ul style="list-style-type: none"> CGI Annual Report pp. 9–12 Annual Information Form pp. 5–10
	2-7	Employees	<ul style="list-style-type: none"> Performance data tables pp. 150–155 	
	2-9	Governance structure and composition	<ul style="list-style-type: none"> Responsible leadership and governance pp. 116-121 Performance data tables pp. 156 	<ul style="list-style-type: none"> Charter of the Corporate Governance Committee Charter of the Board of Directors Notice of Annual General Meeting of Shareholders and Management Proxy Circular pp. 9–16
	2-10	Nomination and selection of the highest governance body		<ul style="list-style-type: none"> Charter of the Board of Directors pp. 1–3 Notice of Annual General Meeting of Shareholders and Management Proxy Circular pp. 47–48 Charter of the Corporate Governance Committee
	2-11	Chair of the highest governance body	<ul style="list-style-type: none"> Composition of the Board of Directors p. 117 	<ul style="list-style-type: none"> Charter of the Corporate Governance Committee Notice of Annual General Meeting of Shareholders and Management Proxy Circular p. 40
	2-12	Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> Responsible leadership and governance pp. 116-121 	<ul style="list-style-type: none"> Charter of the Board of Directors pp. 3–4 The CGI Constitution
	2-13	Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> ESG governance structure pp. 120–121 	<ul style="list-style-type: none"> Charter of the Corporate Governance Committee p. 4
2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> Responsible leadership and governance pp. 116-121 	<ul style="list-style-type: none"> Charter of the Board of Directors p. 4 	



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	Standard	Disclosure	Description	ESG Report 2024	Other published material and comments
2024 ESG Report	GRI 2: General Disclosures 2021	2-15	Conflicts of interest	<ul style="list-style-type: none"> Risk management p. 123 Ethical Business Conduct, pp. 126-128 	<ul style="list-style-type: none"> Charter of the Board of Directors p. 2 Notice of Annual General Meeting of Shareholders and Management Proxy Circular p. 46 Code of Ethics pp. 8-10
		2-16	Communication of critical concerns	<ul style="list-style-type: none"> Responsible leadership and governance p. 116 Risk management pp. 123-125 	<ul style="list-style-type: none"> Charter of the Corporate Governance Committee Ethics Reporting Policy
		2-17	Collective knowledge of the highest governance body	<ul style="list-style-type: none"> Responsible leadership and governance p. 119 	<ul style="list-style-type: none"> Notice of Annual General Meeting of Shareholders and Management Proxy Circular pp. 9-16, 43
		2-18	Evaluation of the performance of the highest governance body		<ul style="list-style-type: none"> Charter of the Board of Directors pp. 5-6 Notice of Annual General Meeting of Shareholders and Management Proxy Circular p. 47
		2-19	Remuneration policies		<ul style="list-style-type: none"> Charter of the Human Resources Committee p. 4 Notice of Annual General Meeting of Shareholders and Management Proxy Circular pp. 17-34
		2-20	Process to determine remuneration		<ul style="list-style-type: none"> Charter of the Human Resources Committee p. 4 Notice of Annual General Meeting of Shareholders and Management Proxy Circular pp. 17-34
		2-21	Annual total compensation ratio		<ul style="list-style-type: none"> Confidential information. Not disclosed in the public domain.
		2-22	Statement on sustainable development strategy	<ul style="list-style-type: none"> Letter from Our Leaders pp. 2-3 ESG strategy pp. 16-17 	
		2-23	Policy commitments	<ul style="list-style-type: none"> Ethical Business Conduct pp. 126-128 Human rights pp. 103-113 Responsible procurement pp. 129-132 Data privacy pp. 133-137 Security pp. 138-142 	<ul style="list-style-type: none"> CGI ESG Policy
		2-24	Embedding policy commitments	<ul style="list-style-type: none"> Ethical Business Conduct pp. 126-128 Human rights pp. 103-113 Responsible procurement pp. 129-132 Data privacy pp. 133-137 Security pp. 138-142 	<ul style="list-style-type: none"> Code of Ethics CGI ESG Policy
	2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> ESG dialogue pp. 10-15 Our ESG commitment p. 17 Human rights pp. 110-112 Risk management pp. 123-125 		

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GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> Ethical Business Conduct pp. 126–128 	<ul style="list-style-type: none"> Code of Ethics pp. 11, 14, 17 CGI Ethics Reporting Policy Insider Trading and Blackout Periods Policy
	2-27	Compliance with laws and regulations	<ul style="list-style-type: none"> Ethical Business Conduct pp. 126–128 About this report p. 159 	<ul style="list-style-type: none"> Code of Ethics
	2-28	Membership associations	<ul style="list-style-type: none"> ESG dialogue pp. 10–15 Key ESG indices ranking p. 145 Awards p. 146 Sustainable Development Goals p. 147 	<ul style="list-style-type: none"> Partnership page on cgi.com
	2-29	Approach to stakeholder engagement	<ul style="list-style-type: none"> ESG dialogue pp. 10–15 	
	2-30	Collective bargaining agreements	<ul style="list-style-type: none"> Working conditions p. 69 Performance data tables p. 153 	<ul style="list-style-type: none"> As a signatory to the UN Global Compact, CGI respects the legal right of freedom of association of its CGI Partners. 45.4% of our CGI Partners are represented by works council.
GRI 3: Material Topics 2021	3-1	Process to determine material topics	<ul style="list-style-type: none"> ESG strategy pp. 16–19 	
	3-2	List of material topics	<ul style="list-style-type: none"> ESG strategy pp. 16–19 	
	3-3	Management of material topics	<ul style="list-style-type: none"> ESG strategy pp. 16–19 ESG targets and progress p. 19 	
GRI 201: Economic Performance 2016	201-01	Direct economic value generated and distributed	<ul style="list-style-type: none"> Performance data tables p. 148 (revenues) 	<ul style="list-style-type: none"> CGI Annual Report p. 13
	201-02	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> Environment p. 43 Risk management pp. 123–125 	<ul style="list-style-type: none"> CGI CDP response 2024
	201-03	Defined benefit plan obligations and other retirement plans	<ul style="list-style-type: none"> Working conditions pp. 70–71 	<ul style="list-style-type: none"> CGI Annual Report CGI Partners⁽¹⁾ Benefits pp. 106–113
	201-04	Financial assistance received from government		<ul style="list-style-type: none"> CGI Annual Report R&D and other tax credits p. 88
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	<ul style="list-style-type: none"> Equal pay p. 62 Working conditions pp. 69–70 	<ul style="list-style-type: none"> We comply with applicable law in every country we operate. The specifics of our entry-level salary are sensitive and not disclosed in the public domain.
	202-2	Proportion of senior management hired from the local community		<ul style="list-style-type: none"> In line with our proximity model philosophy, at all levels of the organizational structure, we encourage the hiring of local professionals.
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	<ul style="list-style-type: none"> Our communities pp. 88–101 	
	203-2	Significant indirect economic impacts	<ul style="list-style-type: none"> CGI at a glance Creating value for our stakeholders pp. 7–8 	



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GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	<ul style="list-style-type: none"> Responsible procurement pp. 129–132 	<ul style="list-style-type: none"> CGI's emphasis on supplier selection is adherence to the CGI Third Party Code of Ethics and the overall supplier evaluation which also includes ESG parameters. Code of Ethics Supplier Diversity with the U.S. Federal Government Third Party Code of Ethics
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	<ul style="list-style-type: none"> Ethical Business Conduct pp. 126–128 Performance data tables p. 157 	<ul style="list-style-type: none"> Code of Ethics pp. 18–23
	205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> Ethical Business Conduct pp. 126–128 Performance data tables p. 157 	<ul style="list-style-type: none"> Code of Ethics pp. 18–23
	205-3	Confirmed incidents with third parties related to corruption higher than \$100,000 CAD	<ul style="list-style-type: none"> Performance data tables p. 157 	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		<ul style="list-style-type: none"> Third Party Code of Ethics CGI Annual Report pp. 65–66
GRI 207: Tax 2019	207-1	Approach to tax	<ul style="list-style-type: none"> Taxation p. 143 	<ul style="list-style-type: none"> CGI Annual Report p. 50
	207-2	Tax governance, control, and risk management	<ul style="list-style-type: none"> Taxation p. 143 	<ul style="list-style-type: none"> Charter of the Audit and Risk Management Committee pp. 4–7
	207-3	Stakeholder engagement and management of concerns related to tax	<ul style="list-style-type: none"> Taxation p. 143 	
	207-4	Country-by-country reporting	<ul style="list-style-type: none"> Taxation p. 143 	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	<ul style="list-style-type: none"> Environment pp. 47–49 Performance data tables p. 149 	
	302-3	Energy intensity	<ul style="list-style-type: none"> Performance data tables p. 149 	
	302-4	Reduction of energy consumption	<ul style="list-style-type: none"> Environment pp. 47–49 Performance data tables p. 149 	
SASB Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	<ul style="list-style-type: none"> Environment p. 47 Performance data tables p. 149 	

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2024 ESG Report	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> • Performance data tables p. 148 	
		305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> • Performance data tables p. 148 	
		305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> • Performance data tables p. 148 	
		305-4	GHG emissions intensity	<ul style="list-style-type: none"> • Progress on climate mitigation pp. 45–46 • Performance data tables p. 148 	
		305-5	Reduction of GHG emissions	<ul style="list-style-type: none"> • Progress on climate mitigation pp. 45–46 • Performance data tables p. 148 	
Introduction	GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	<ul style="list-style-type: none"> • Waste p. 53 • Performance data tables p. 149 	
		306-2	Management of significant waste-related impacts	<ul style="list-style-type: none"> • Waste p. 53 • Responsible procurement p. 131 	
		306-3	Waste generated	<ul style="list-style-type: none"> • Waste p. 53 • Performance data tables p. 149 	
		306-4	Waste diverted from disposal	<ul style="list-style-type: none"> • Waste p. 53 • Performance data tables p. 149 	
Responsible innovation	GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> • Responsible procurement pp. 129–132 • Performance data tables p. 157 	<ul style="list-style-type: none"> • Third Party Code of Ethics
		308-2	Negative environmental impacts in the supply chain and actions taken	<ul style="list-style-type: none"> • Environment p. 52 • Responsible procurement p. 131 	
Environment	GRI 401: Employment 2016	401-1	New employee hires and employee turnover		<ul style="list-style-type: none"> • While the information is tracked on a regular basis, CGI considers new employee hires and employee turnover data as sensitive information and does not disclose it in the public domain.
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> • Working conditions pp. 70–71 	<ul style="list-style-type: none"> • We adhere to the local employment/labor laws prevailing in the countries where we operate in terms of benefits for part-time CGI Partners.
		401-3	Parental leave	<ul style="list-style-type: none"> • Working conditions p. 71 	<ul style="list-style-type: none"> • We adhere to the local employment/labor laws prevailing in the countries where we operate in terms of parental leave. • https://www.cgi.com/en/article/esg/providing-employees-support-their-families
Social	GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes		<ul style="list-style-type: none"> • We give notification of any operational changes in accordance with local legislation and the requirements of applicable collective bargaining agreements.
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2024 ESG Report	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	<ul style="list-style-type: none"> Workplace health and safety pp. 78–79 Performance data tables p. 156 	
		403-2	Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> Workplace health and safety pp. 78–79 Performance data tables p. 156 	
		403-3	Occupational health services	<ul style="list-style-type: none"> Workplace health and safety pp. 78–79 	
		403-4	Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none"> Workplace health and safety pp. 78–79 	
		403-5	Worker training on occupational health and safety	<ul style="list-style-type: none"> Workplace health and safety pp. 78–79 	
		403-6	Promotion of worker health	<ul style="list-style-type: none"> Health, well-being, and safety pp. 69–79 	
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<ul style="list-style-type: none"> Workplace health and safety pp. 78–79 	
		403-8	Workers covered by an occupational health and safety management system	<ul style="list-style-type: none"> Workplace health and safety pp. 78–79 Performance data tables p. 156 	<ul style="list-style-type: none"> Code of Ethics p. 4 Third Party Code of Ethics As defined in our Code of Conduct, CGI is committed to complying with all applicable health and safety laws, policies and regulations in order to provide a safe and healthy work environment to all CGI partners.
Introduction	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> Performance data tables p. 155 	
		404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> Our people pp. 80–84 Performance data tables p. 155 	
		404-3	Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> Performance data tables p. 155 	
Responsible innovation	SASB Recruiting & Managing a Global, Diverse & Skilled Workforce	TC-SI-330a.2	Employee engagement as a percentage	<ul style="list-style-type: none"> CGI at a glance p. 7 ESG dialogue pp. 11–12 Performance data tables p. 155 	
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GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> Diversity, equity and inclusion pp. 59–68 Responsible leadership and governance p. 118 Performance data tables pp. 151, 153–156 	
	405-2	Ratio of basic salary and remuneration of women to men	<ul style="list-style-type: none"> Equal pay p. 62 	<ul style="list-style-type: none"> Within CGI's operational boundary, the ratio of basic salary and remuneration of women to men is disclosed and published externally in Germany, Australia, the UK and in France. UK – Gender Pay Gap France – Annual Professional Equality Index (in French)
SASB Recruiting & Managing a Global, Diverse & Skilled Workforce	TC-SI-330a.3	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees	<ul style="list-style-type: none"> Performance data tables pp. 151, 153–155 	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken		<ul style="list-style-type: none"> Code of Ethics pp. 10–11 Third Party Code of Ethics Any CGI Partner of CGI who feels discriminated against or harassed can and should, in all confidence and without fear of reprisal, personally report the facts through the reporting channels. The facts will be examined carefully. Neither the name of the person reporting the facts nor the circumstances surrounding them will be disclosed unless such disclosure is necessary for an investigation or disciplinary action. Any disciplinary action will be proportional to the seriousness of the behaviour concerned. CGI will also provide appropriate assistance to any CGI Partner who is a victim of discrimination or harassment. In addition, retaliation against persons who make complaints of harassment, witness harassment, offer testimony, or are otherwise involved in the investigation of harassment complaints will not be tolerated.
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<ul style="list-style-type: none"> Human rights pp. 103–113 	<ul style="list-style-type: none"> As a signatory to the UN Global Compact, CGI respects the legal right of freedom of association of its CGI Partners.
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	<ul style="list-style-type: none"> Human rights pp. 103–113 	<ul style="list-style-type: none"> Third Party Code of Ethics Modern Slavery Policy (UK) Code of Ethics p. 11 Report on Fighting Against Forced Labour and Child Labour (modern slavery)



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GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<ul style="list-style-type: none"> Human rights pp. 103–113 	<ul style="list-style-type: none"> Third Party Code of Ethics Modern Slavery Policy (UK) Code of Ethics p. 11 Report on Fighting Against Forced Labour and Child Labour (modern slavery)
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> Our communities pp. 87–101 Performance data tables p. 156 	
GRI 414: Supplier Social Assessment 2016	414-1	Percentage of new suppliers that were screened using social criteria	<ul style="list-style-type: none"> Responsible procurement p. 132 Performance data tables p. 157 	
	414-2	Negative social impacts in the supply chain and actions taken	<ul style="list-style-type: none"> Human rights pp. 103–113 Responsible procurement pp. 129–132 Performance data tables p. 157 	
GRI 418: Customer Privacy 2016	418-1	Material complaints regarding breaches of customer privacy and losses of customer data resulting in judicial action in 2023	<ul style="list-style-type: none"> Data privacy pp. 133–137 Performance data tables p. 157 	<ul style="list-style-type: none"> CGI adheres to the law in countries where it operates and engages with the requests from the authorities, if any, as needed. More information about our policy: https://www.cgi.com/en/global-privacy
SASB Data Privacy & Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to targeted advertising and user privacy	<ul style="list-style-type: none"> Data privacy pp. 133–137 	
SASB Data Privacy & Freedom of Expression	TC-SI-220a.2	Number of users whose information is used for secondary purposes		<ul style="list-style-type: none"> CGI does not collect any user information to be used for a purpose that is outside the primary purpose for which the data was collected.
SASB Data Security	TC-SI-230a.1	(1) Number of data breaches	<ul style="list-style-type: none"> Performance data tables p. 157 	<ul style="list-style-type: none"> CGI interprets a Data Breach as per the definition in GDPR — ‘<i>personal data breach means the breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to, personal data transmitted, stored or otherwise processed</i>’.
SASB Data Security	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of Third Party cybersecurity standards	<ul style="list-style-type: none"> Security pp. 138–142 	
SASB Managing Systemic Risks from Technology Disruptions	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	<ul style="list-style-type: none"> Security pp. 138–142 	<ul style="list-style-type: none"> CGI Annual report pp. 57–70

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AI	artificial intelligence	GenAI	generative artificial intelligence	PTSD	post-traumatic stress disorder
BCRs	Binding Corporate Rules	GHG	greenhouse gas	PUE	Power Usage Effectiveness
BU	Business Unit	GRI	Global Reporting Initiative	PWDs	people with disabilities
CAS	Canadian Securities Administrators	GSA	Global Sourcing Association	R&D	research and development
CEO	Chief Executive Officer	GSJ	Global Slavery Index	RAI	Responsible artificial intelligence
CoE	Center of Excellence, Center of Expertise	GSOC	Global Security Operations Center	RFP	Request for Proposal
CO₂e	carbon dioxide equivalents, based on the GHG protocol	HRPB	Human Resources Business Partner	RMS	Renewables Management System
CO₂PL	CO ₂ Performance Ladder	ICT	Information and Communication Technology	SBT	science-based target
CPMF	Client Partnership Management Framework	ISIT	Institute for Sustainable IT	SBTi	Science Based Targets initiative
CPO	Chief Privacy Officer	km	kilometers	SBU	Strategic Business Unit
CSAP	Client Satisfaction Assessment Program	KPI	key performance indicator	SDP	Strategic Development Plan
CSO	Chief Security Officer	kWh	kilo-watt hours	SME	subject matter expert
CSRD	Corporate Sustainability Reporting Directive	LGBTQIA+	lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual, and more	SOX	Sarbanes-Oxley
DE&I	diversity, equity, and inclusion	MAP	My Assistance Program	SPMF	Shareholder Partnership Management Framework
DERMS	Distributed Energy Resource Management System	MHA	Mental Health Ambassador	SSAP	Shareholder Satisfaction Assessment Program
DJSI	Dow Jones Sustainability Indices	ML	machine learning	STEM	science, technology, engineering, and mathematics
DMA	double materiality assessment	MWh	megawatt hour	TCFD	Task Force on Climate-related Financial Disclosures
DORA	EU Digital Operational Resilience Act	NGOs	nongovernmental organizations	tCO₂e	tons of carbon dioxide equivalents, based on the GHG protocol
DPA	Data Protection Authority	NIST	National Institute of Standards and Technology	UN	United Nations
DPI	Data Processing Inventory	OECD	Organization for Economic Co-operation and Development	UNGC	United Nations Global Compact
EMS	environmental management system	OH&S	occupational health and safety	VOC	Voice of Our Clients
EO	Earth observation	PBP	Procurement Business Partner	VOP	Voice of Our CGI Partners
ESG	environmental, social, and governance	PDP	Personal Development Plan	VOS	Voice of Our Shareholders
ERM	Enterprise Risk Management	PII	Personal Identifiable Information	WSE	Western and Southern Europe
ESMF	Enterprise Security Management Framework	PPMF	CGI Partner Partnership Management Framework		
EU	European Union	PSAP	CGI Partner Satisfaction Assessment Program		
EV	electric vehicle				

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