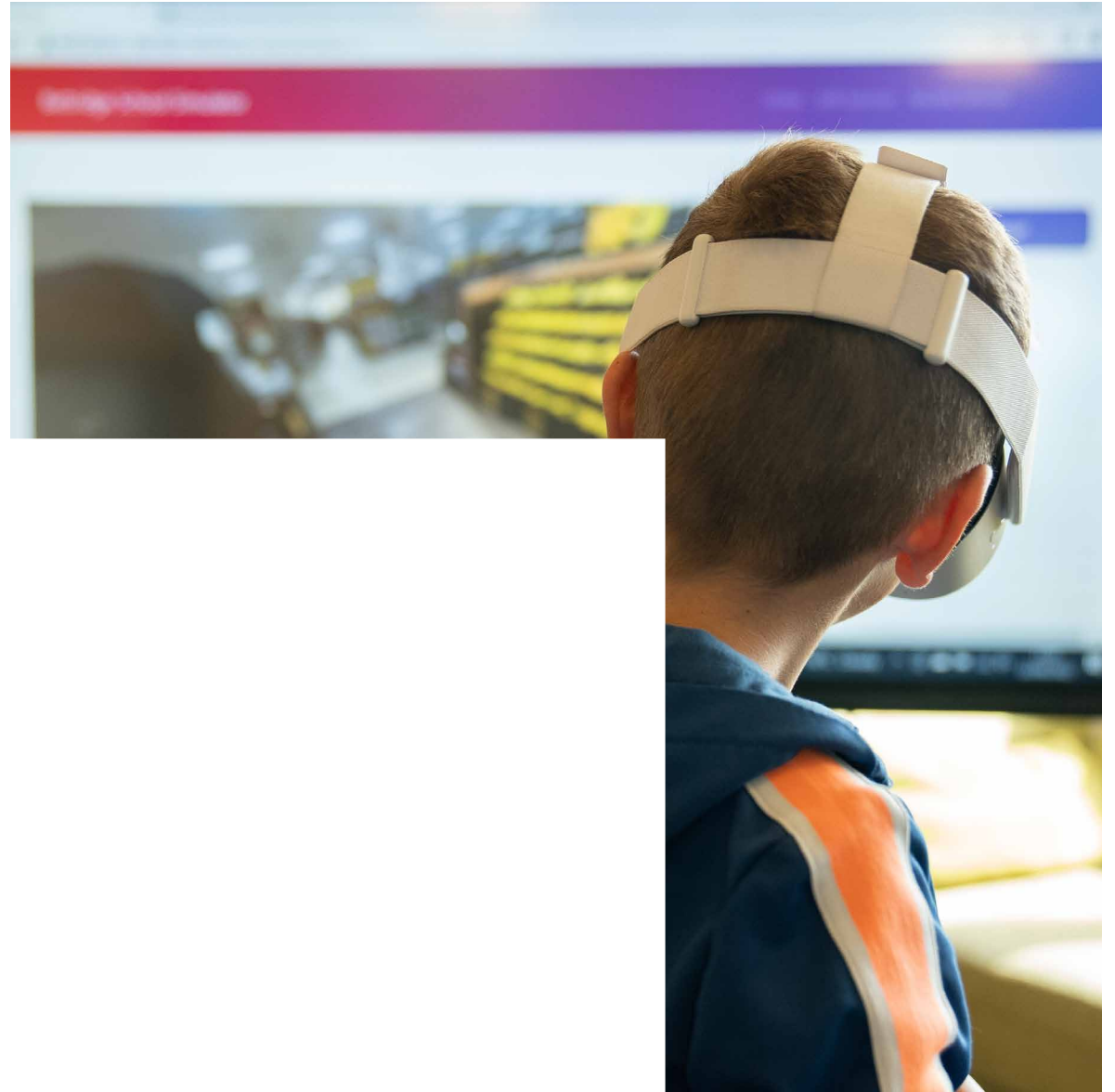


Building a more sustainable and inclusive world

2022 Environmental,
Social and Governance Report





Forward-looking information and statements

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 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, 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, as well as the reputational and financial risks attendant to cybersecurity breaches and other incidents, and financial risks such as liquidity needs and requirements, maintenance of financial ratios, interest rate fluctuations and the discontinuation of major interest rate benchmarks and changes in creditworthiness and credit ratings; as well as other risks identified or incorporated by reference in CGI’s annual MD&A and in other documents that we make public, including our filings with the Canadian Securities Administrators (on SEDAR at www.sedar.com) 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 annual MD&A, which is incorporated by reference in this cautionary statement. We also caution that the above-mentioned risks and the risks disclosed in CGI’s annual MD&A and 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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CGI pro bono project for children with special educational needs – UK (see [page 77](#))



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President and CEO's Letter



George D. Schindler
President and Chief
Executive Officer

Around the world, organizations in every industry are adapting to address several key macro trends that are influencing and shaping their futures. From supply chain reconfiguration and demographic shifts to the energy transition, these macro trends are compelling organizations to create new business models at an intensifying and often relentless pace.

At CGI, we bring the expertise of our 90,000 members¹ to our partnerships with clients to help them implement digital strategies for navigating and succeeding in these dynamic times. Key to our clients' success is best serving their customers and citizens, ensuring that everyone can positively benefit from the empowering and innovative impacts that technology can deliver. We also are proud to employ our expertise in collaboration with clients, academia, and local charitable organizations to improve the economic, social and environmental well-being of our shared communities.

As a leading global business and IT services firm, we recognize that CGI has an important role to play in operating as a responsible and ethical company on behalf of our three stakeholders: our clients, our members, and our shareholders. Through our annual strategic planning process, we consult with each of these stakeholders, gaining important insights that help inform our business plans for the year ahead. More than ever, ESG (Environmental, Social, and Governance) initiatives are part of this stakeholder dialogue.

We firmly believe that what gets measured, and the related results made visible, gets done. CGI remains a signatory to the United Nations (UN) Global Compact, which includes respect for human rights around the world and respect for our planet, and we follow UN principles and global best practices in setting our ESG objectives and targets globally, and in cascading those into the plans of our business units. Our commitments, quantified targets and progress are shared transparently with all stakeholders through the publication of this ESG report for fiscal year 2022.

Our ESG goals and progress are assessed and recognized by leading external organizations such as the Dow Jones Sustainability Indices (DJSI) and EcoVadis. This year, EcoVadis awarded CGI the platinum rating for Sustainability Performance, their highest rating, in recognition of our disciplined approach of integrating sustainability into our daily business practices around the world.

Environmental

Over the past year, we progressed our ongoing efforts to ensure we reach our goal of achieving net-zero by 2030. We also are implementing new practices, outlined in this report, to reduce CO₂e emissions related to our operations, buildings and travel. In line with our environmental strategy and energy efficiency practices, we maintained our CO₂e emission intensity per member within the 2021 levels even as we welcomed more than 10,000 new members this year.

¹ We call our consultants and professionals members as a majority of them are also owners of CGI. See the glossary on [page 140](#) for specific terms and acronyms.

We were pleased to once again participate in the UN Climate Change Conference, known as COP27 this year. We engaged in active discussions about CGI's sustainability services and solutions, including the metaverse, to share how technology can play a pivotal role in helping organizations operate innovatively and use data to advance climate change goals and achieve long-term stakeholder value.

Social

With a long-standing core value focused on Respect, we have a steadfast commitment to recognizing and welcoming the richness that diversity brings to our company and to the work we deliver every day for clients. Through measurable goals, we work to continuously advance our diversity, equity and inclusion (DE&I) progress internally and by championing digital inclusion for all. We continue to lead educational programs that help equip the future workforce to pursue careers in IT, especially those who are underrepresented in our industry.

To accelerate our members' passion for making a difference in the communities where we live and work, we launched this year a new CGI for Good digital volunteering tool. The online platform provides access to wide a range of in-person and remote volunteering and pro bono activities with local organizations where we can collectively help generate societal value.

Governance

In our daily operations around the world, we are guided by a unifying CGI Management Foundation which specifies rigorous corporate governance standards and frameworks to guide our business practices and stakeholder relationships — all in line with the highest ethical principles.

We are committed to deploying our digital services and solutions responsibly and to adhering to best-practice privacy and data protection standards. This includes accelerating how we assess the ESG commitments of our key suppliers, including the full respect for human rights in our supply chain and in our operations around the world.

As you will read throughout this report, 2022 was a year of positive growth for the benefit of each of our stakeholders, and a year where we continued to accelerate progress on our ESG commitments for the betterment of our communities.

I would like to thank our clients and members for their engagement in helping CGI contribute to building a more sustainable and inclusive world.

George D. Schindler
President and Chief Executive Officer

CGI at a glance



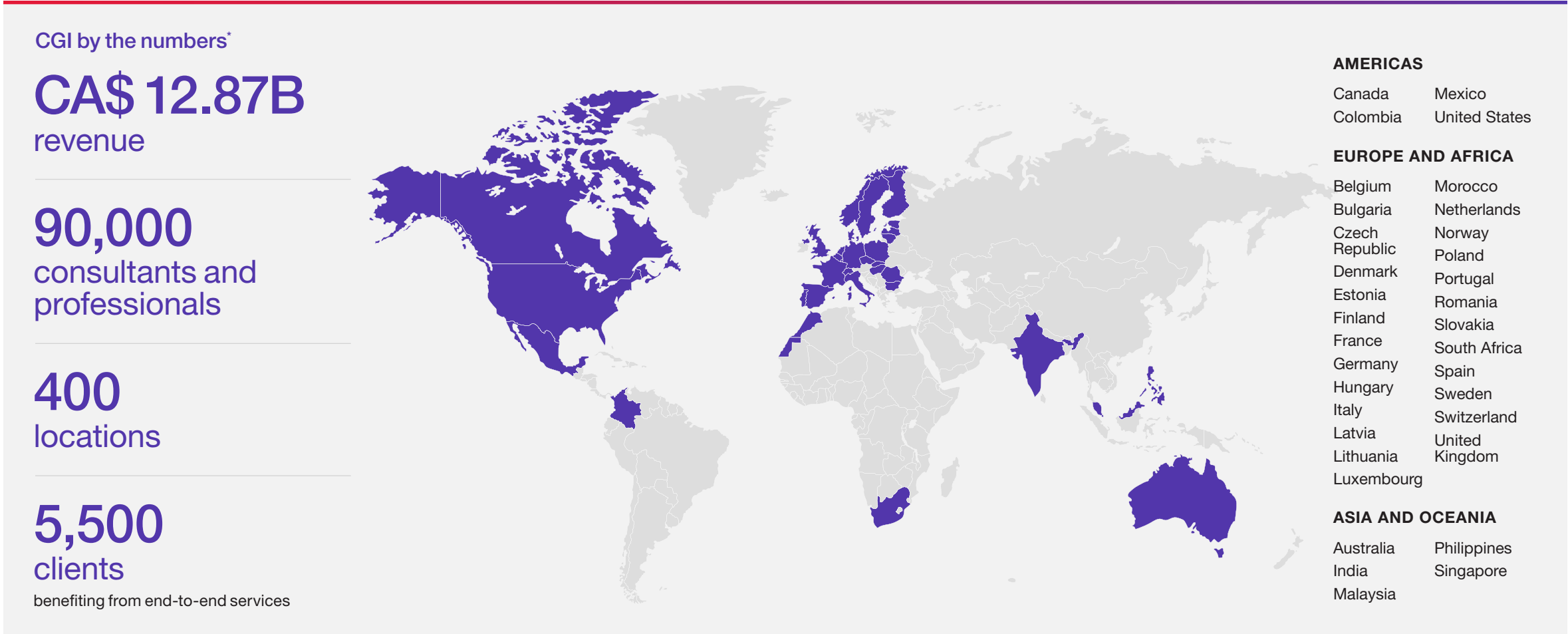
CGI is among the largest IT and business consulting services firms in the world. We are insights-driven and outcome-oriented to help accelerate returns on IT and business investments. In all we do, our goal is to build trusted relationships through client proximity, providing industry and technology expertise to help our clients meet the needs of their customers, citizens, and communities.

Founded in
1976

46 years
of excellence

Head office:
Montréal, Canada

CGI at a glance



* As of September 30, 2022

CGI at a glance

CGI today

Our Vision is to be a global world class end-to-end IT and business consulting services leader helping our clients succeed.

This vision is supported by **six strategic goals**:



* We call our consultants and professionals members as a majority of them are also owners of CGI. See the glossary on page 141 for specific terms and acronyms.

ESG dialogue

At CGI, we build our ESG strategy through clear and effective engagement with our three stakeholders: members, clients, and shareholders. We foster collaboration and transparency by continuously seeking feedback from our stakeholders, integrating that feedback into the decisions we make, and being transparent with all in how this feedback has influenced our strategic directions.

As an engaged, ethical and responsible company, we understand that the scope of our ecosystem is broad and therefore our collaborations include many parties such as our suppliers, local community organizations, and industry and economical partners.



ESG dialogue

Our three stakeholders

We have global frameworks and standardized tools to facilitate strategic discussions with our three stakeholders on topics including ESG. This is foundational to the way we operate, measure our performance, and nurture strong and lasting relationships with our stakeholders.

We continuously gather insights and measure stakeholder satisfaction through our Satisfaction Assessment Programs and solicit stakeholder input on our strategies through the Voice of Our Clients, Voice of Our Members, and Voice of Our Shareholders programs. These programs are all part of our partnership management frameworks included in our Management Foundation (see [page 90](#)) and are intended to create meaningful dialogues, support future action plans, and bolster stakeholder relationships.

Satisfaction assessment programs

To evaluate and improve the satisfaction of our stakeholders, we conduct ongoing assessment programs. These programs foster quality dialogues through face-to-face meetings with each stakeholder. The client and shareholders dialogues are followed by a stakeholder questionnaire, and conclude with sign off from both the stakeholder and a CGI representative. The member dialogue is followed by a questionnaire where responses remain completely anonymous to promote open and honest feedback.

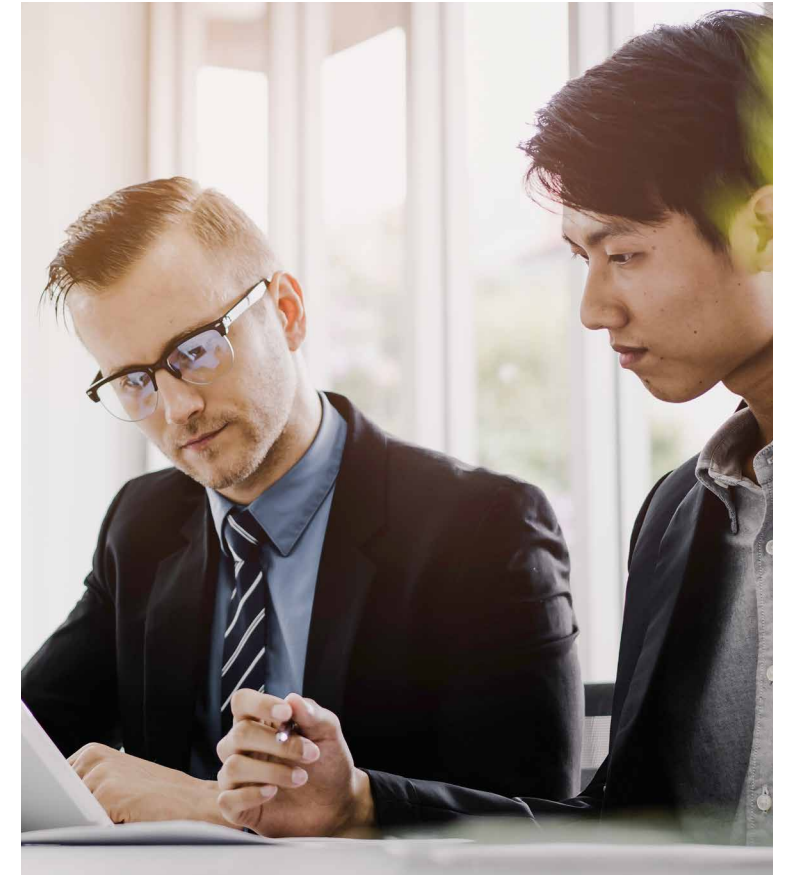
Voice of our stakeholders programs

The CGI Voice of Our Clients, Voice of Our Members, and Voice of Our Shareholders programs are conducted annually. They provide a structured forum to receive key input from our stakeholders. These insights are key to maintaining equilibrium between our clients, members, and shareholders when we make decisions regarding our strategic direction.

The objectives of these programs are to enable members to share their comments on our strategic goals and priorities, have in-depth conversations with our clients about the trends and priorities affecting their business, and to receive feedback on the management of the company from our shareholders.

Local conversations regarding ESG

In addition to our frameworks, our proximity model enables us to have conversations about ESG topics that are adapted to the specific opportunities and challenges of each community where we live and work. We also have dedicated meetings about ESG topics with our clients and investors, and our local Member Resource Groups offer platforms for knowledge sharing on specific topics such as diversity, equity, and inclusion (DE&I). In addition, members, as owners, also have an opportunity through the Annual Tour to engage with the senior executive leadership and gain better understanding of the CGI direction, including from an ESG perspective.



ESG dialogue

Frameworks and tools
for an active dialogue

A circular diagram with four segments: CLIENTS (red), MEMBERS (blue), SHAREHOLDERS (dark blue), and COMMUNITIES (grey). The center contains the text 'Seeking the best equilibrium'. The segments are arranged in a circle, with CLIENTS at the top, MEMBERS on the right, SHAREHOLDERS on the left, and COMMUNITIES at the bottom.

Members

- Member Partnership Management Framework (MPMF)
- Member Satisfaction Assessment Program (MSAP)
- Voice of Our Members
- Annual Tour

Clients

- Client Partnership Management Framework (CPMF)
- Client Satisfaction Assessment Program (CSAP)
- Voice of Our Clients

Shareholders

- Shareholder Partnership Management Framework (SPMF)
- Shareholder Satisfaction Assessment Program (SSAP)
- Voice of Our Shareholders

These programs provide formal opportunities to discuss our work and strategies, take measures to understand the results, and address any identified issues. Stakeholders are encouraged to offer observations and recommendations about our global ESG strategy and actions and the extent to which they are implemented at the local level.

9

ESG dialogue

ESG topics discussed		Members	Clients	Shareholders
Voice of our stakeholders programs	Number of participants ESG topic raised	Over 54,000¹ CGI consultants among 90,000 worldwide - Volunteering opportunities - Climate action - Client involvement in ESG initiatives - Sustainable solutions for clients	1,675 executives - Technological and digital acceleration - Changing social demographics - Climate change - Supply chain reconfiguration - Deglobalization	Over 300 shareholders, other investors, and analysts - Transparent ESG reporting - Net-zero commitment - DE&I engagement - Corporate governance
Satisfaction assessment programs	Overall score Score on ESG topics	8.74 10 Overall member satisfaction in 2022	9.37 10 Overall client satisfaction in 2022	8.60 10 Overall shareholder satisfaction in 2022
		8.67 10 How well do you think CGI works with our clients and local organizations to benefit the well-being of our communities, such as sharing our professional expertise through mentoring, environmental sustainability work, and pro bono projects?	9.35 10 How would you rate our collaboration with you on initiatives that benefit the well-being of our communities, such as sharing our professional expertise through mentoring, environmental sustainability work, and pro bono projects?	9.20 10 Are our environmental and social practices appropriately communicated? ²

1 All members are invited to participate in this survey which is conducted during a specific period of the year; so this will not include recent acquisitions or members who joined after this campaign period.

2 On a scale from 1 to 10, 10 being most appropriately communicated

ESG dialogue

Dialogue with our ecosystem

In today’s digital world, collaboration is key to achieving long-term success. We continuously engage with parties involved in our ESG ecosystem to contribute to ESG initiatives and increase our positive impact on the communities where we live and work. In alignment with our proximity model, we reach out to local associations and groups and determine the best ways we can collaborate with them and provide support.

Collaboration on ESG topics

Parties involved	Local community organizations Non-governmental organizations, associations, educational institutions	Suppliers	Industry and economical partners Professional associations and networks, governments, experts
Purpose of the stakeholder engagement	Support communities by creating jobs, advancing digital inclusion in our educational partnerships, and providing opportunities to groups under-represented in IT	Ensure our Third-Party Code of Ethics is followed and human rights are respected	Create specific programs at the country level, participate in national government programs, and advance ESG topics with clients and other companies through working groups in partnership
Key ESG topics in 2022	• Digital inclusion, education, and employability • Community work • Advancement of digital equity for vulnerable groups	• Ethics and responsibility in the value chain • Decarbonization and supply chain • Modern slavery and human rights	• Committing to specific governmental programs • Mapping of local laws and regulations • Data disclosure challenges, new regulations, and best practices

To learn more about how we engage with the parties involved for a more inclusive and sustainable world, read our [cgi.com](#) page.

Materiality matrix

As an engaged, ethical and responsible corporate citizen, we regularly engage in open dialogues with our key stakeholders to identify our ESG priorities and decide how to best address them.

This year, with the support of our ESG Executive Steering Committee and Global ESG network, we updated our company-wide ESG materiality assessment.

The 2022 ESG Materiality Matrix summarizes the importance of 22 ESG topics to our societal impact and future business success. This effort provides us additional insights on fast-moving issues, as well as emerging trends and helps us continuously inform our ESG strategy.

Our assessment process

1. Identification of ESG topics

We first undertook a broad review to identify which ESG topics could potentially be related to CGI and our business.

The materials we reviewed included:

- Our latest enterprise risk assessment program
- Our latest client and member satisfaction assessment results
- The most recent global standards on responsible business conduct and reporting, such as Global Reporting Initiative (GRI) guidelines, Sustainability Accounting Standards Board (SASB) software and IT services sector guidelines
- The latest materiality assessments conducted by our IT consulting industry peers
- Additional sustainability and ESG expert insights on topics and trends

2. Assessment and prioritization of ESG topics

We then interviewed internal and external stakeholders to prioritize material topics and identify how to best address them. This process consisted of:

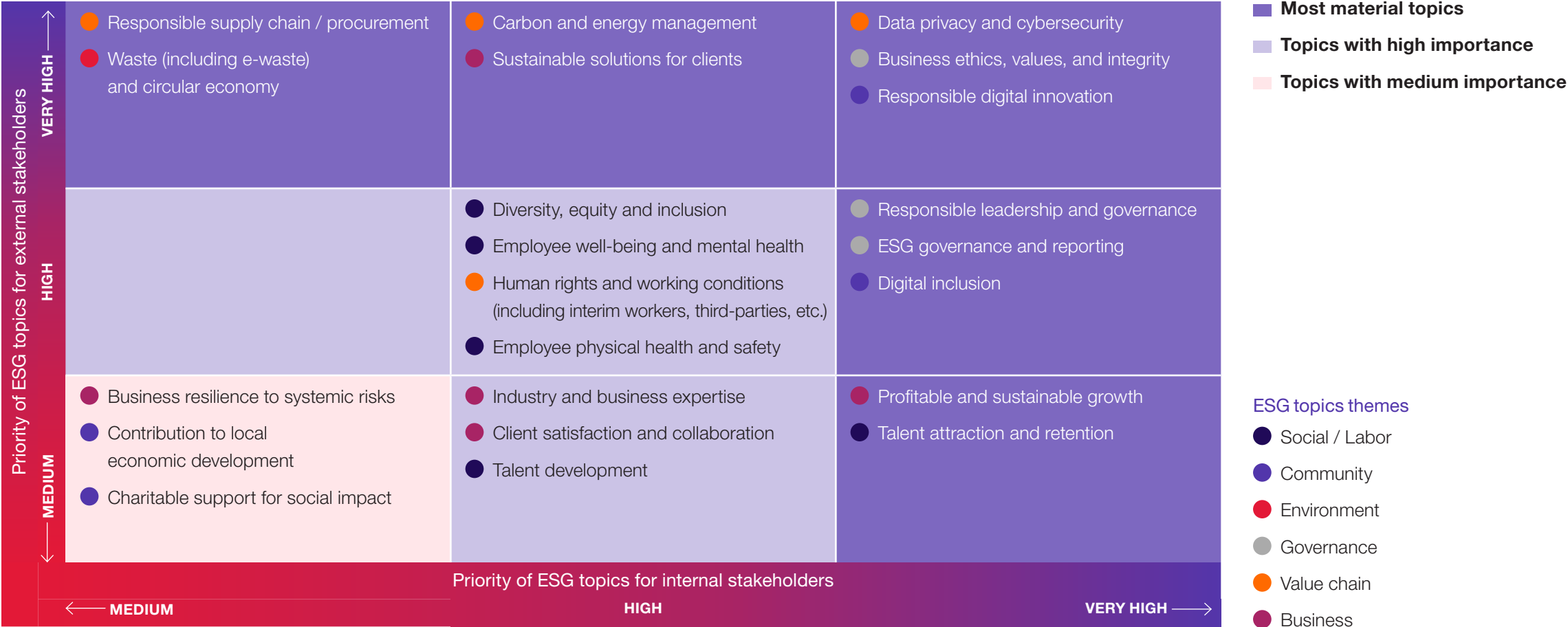
- Online surveys among members of our ESG Executive Steering Committee and members of our ESG network
- In-depth interviews with key external stakeholders, including clients, investors, suppliers, and representatives of the communities in which we live and work, in particular from the academic world
- Ranking the topics based on importance to and impact on society according to external stakeholders (y-axis in the graphic next page) and importance to and impact on our future business success over the next five years according to the ESG Executive Steering Committee and ESG network (x-axis)

3. Forecasting potential topic evolution over the next five to ten years

Because the sustainability agenda is ever-changing and fast-moving, we invited both internal and external stakeholders to forecast how material topics will evolve over the next ten years. This information helps us anticipate how to best address and prioritize these topics under our current strategy.

Materiality matrix

The CGI ESG materiality matrix



Our ESG strategy

Strategic goal #6

Recognized by our stakeholders as an engaged, ethical and responsible corporate citizen

ESG strategy



Environmental
Accelerating the transition to net-zero



Social
Championing digital inclusion for all to empower diverse talents



Governance
Leading with trust and transparency

Strategic priorities and their material topics

Climate

- Carbon and energy management
- Sustainable solutions for clients
- Waste (including e-waste) and circular economy

People

- Talent attraction and retention
- Diversity, equity and inclusion
- Employee well-being and mental health
- Employee physical health and safety
- Talent development

Communities

- Responsible digital innovation
- Digital inclusion
- Contribution to local economic development
- Charitable support for social impact

Governance

- Data privacy and cybersecurity
- Business ethics, values, and integrity
- Responsible leadership and governance
- ESG governance and reporting
- Profitable and sustainable growth
- Responsible supply chain/procurement
- Human rights and working conditions
- Industry and business expertise
- Client satisfaction and collaboration
- Business resilience to systemic risks

Priorities, targets and progress

ESG strategic priorities

We enable CGI members to be actively engaged in the communities where we live and work by prioritizing partnerships with clients, and also by collaborating, across our global footprint, with educational institutions and other local organizations, on three global priorities:



People

We champion digital inclusion for all citizens, taking actions locally to improve access to technology and business education and mentoring in order to help everyone be successful in a digital society.



Communities

We commit to positively contribute to society by leveraging our members' personal engagement and IT and business expertise through investment in social impact projects, local economic growth initiatives, and by actively supporting pro bono engagements.



Climate

We demonstrate our commitment to an environmentally sustainable world through projects and solutions delivered for and with our clients, and through our operating and transportation practices, supply chain management, and community service activities.

Priorities, targets and progress

ESG targets, progress, and achievements*

	Climate	People	Communities	Corporate Governance and Responsibility
Targets	GHG emissions reduction Net-zero emissions by 2030 100% renewable electricity in all our data centers by 2023	Diversity and education DE&I: Achieve the same level of diversity representation at the leadership levels as the company population as a whole by 2025 Education: Reach twice as many participants for our education and mentoring programs as CGI members by 2023	Pro bono 100% of business units to implement pro bono projects by 2026	Board diversity – Supply chain 30%: maintain target for women Board of Directors 70% of significant suppliers¹ assessed on environmental and social criteria by 2025
Progress and achievements	65% reduction of CO₂e emissions from 2014 76.1%² of data center electricity from renewable sources 46.8% of total energy from renewable sources	33.3% of SBU³ Presidents are women 27.5% women in leadership⁴ 34.2% women members overall ~502,000 STEM and educational programs beneficiaries, representing 5.6 times the number of our members	58% of our business units implemented pro bono projects 16,724 members engaged, impacting more than 1M beneficiaries worldwide 45,019 hours of participation in pro bono and volunteering activities	31.3% of women on the Board of Directors 16 members of the Board of Directors living in 5 countries, multilingual, representing expertise in more than 12 vertical markets / submarkets 58% of significant suppliers assessed on environmental and social criteria

* As of September 30, 2022

1 250 significant suppliers with which we have done the most business over the last three years. See details on page 102.

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

3 CGI is comprised of 9 Strategic Business Units (SBU), each with a president who reports directly to the company's CEO.

4 Job Categories: Manager, Director, Vice-President and Senior Vice-President

Digital collaboration

The ongoing digital era promises incredible benefits to society, from accelerating the decarbonization of our economy to helping citizens communicate, live, and work more flexibly, productively, and enjoyably. But, we also recognize there are challenges, such as the potential widening of digital inequalities, as many citizens lack the financial and educational privileges necessary to fully enjoy the advances of the digital world.



STEM camp in Chennai, in partnership with our client, PNC — India

Our commitment: Ensuring everyone benefits

As a global leader in digital services, we are committed to acting in a sustainable manner and fostering what we call “digital collaboration.” This means bringing the best in digital innovation to our clients, members, shareholders, and communities.

Since our founding in 1976, we have collaborated with clients to realize the extraordinary potential of innovation and digital technology in advancing their goals. We also bring digital innovation to our members to help advance their careers.

As a company and through our members, we share our digital expertise to advance the well-being of the communities where we live and work. This includes partnering with educational institutions and local organizations to help individuals and groups, including the most disadvantaged, more fully participate in our society.

Digital inclusion and skills development

The digital world is constantly changing, and some populations are being left behind. We help to counter this by fostering the new skills and experiences crucial to digital inclusion, especially for those most at risk.

We develop programs and partnerships to promote digital literacy so everyone can benefit:

- We encourage and inspire students from under-represented groups to consider IT careers.
- We create opportunities for adults to acquire relevant skills so they have the tools and confidence to change careers or return to the labor market after a long period of absence.
- We create targeted opportunities with diversity, equity, and inclusion in mind to reach more women.
- We promote lifelong learning for our members to help them achieve their personal career goals and put them at the forefront of knowledge in a rapidly evolving field.

To learn more about our actions and their impact, visit the [People](#) section of this report.

Digital collaboration

Digital enablement

For decades, we have used our expertise to help our clients offer services and products that improve quality of life for citizens and consumers. And, we are also building a more sustainable world through our services and the contributions of our members in the communities where we live and work.

- We combine our in-depth knowledge, leading IT solutions, and end-to-end service offerings to help our clients successfully manage sustainability opportunities and challenges.
- We encourage our members to be digital enablers in their communities, providing opportunities to identify the needs of local organizations and the tools to help fill those needs through pro bono commitments.
- We offer digital tools that give underserved communities access to the digital world, and we conduct programs for the reuse and recycling of digital material.

To learn more about our actions and their impact, visit the [Communities](#) and [Climate](#) sections of this report.

Digital trust

As a leader in digital services, we have a responsibility to deploy digital strategies using the highest standards of accessibility, security, data privacy, and respect for human rights and to limit any negative impacts of those strategies as much as possible.

- We implement innovative and secure solutions that allow our customers to rely on us for responsible digital practices.
- We are a trusted artificial intelligence (AI) expert, helping clients deliver responsible AI.
- We are committed to reducing the negative impact of digital technology through sustainable solutions and services.
- We are committed to making our projects, services, and technologies accessible to people of all abilities.
- We ensure that human rights and ethics are respected in everything we do.

To learn more about our actions and their impact, visit the [Governance](#) and [Sustainability services and solutions](#) sections of this report.





Environmental



Climate

Strategic priority

We demonstrate our commitment to an environmentally sustainable world through projects delivered in collaboration with clients, our services and solutions, and through our operating and transportation practices, supply chain management, and community service activities.



Tree planting in partnership with our client, OP – India

Impact

As a global leader engaged in environmental actions, we remain fully committed to the ongoing preservation and improvement of the ecosystems in the communities in which we work.

Our targets:

- Net-zero carbon emissions by 2030
- 100% renewable electricity in all our data centers by 2023

Measuring success

65%

CO₂e¹ emission reduction from 2014
70% in 2021

76.1%²

of data center electricity from renewable sources
69.5% in 2021

35%

of locations ISO 14001 certified
31% in 2021

1 CO₂e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of greenhouse gases by expressing the emissions as equivalent to carbon dioxide.
2 Data center emissions include Scope 2 electricity consumption only, excluding diesel emissions related to backup power.



Cleaning activity — UK

Environmental responsibility

We are committed to responsible and environmentally conscious practices throughout our operations, which primarily include our office operations, business travel, data center activities, and procurement of IT assets.

Our environmental policy was developed to:

- Comply with or exceed all applicable government environmental regulations, along with other significant commitments to our clients and members
- Implement waste management practices that promote reducing, recycling, reusing, and the proper disposal of unavoidable waste
- Use energy, waste, and resource management best practices to reduce and prevent pollution
- Choose facilities conforming to sustainable building standards
- Communicate our environmental practices, progress, and related policies to our stakeholders
- Promote sustainable mobility and low carbon travel

We continue to deploy the ISO 14001 standard across our geographies with four new countries (Germany, Morocco, Norway, and Denmark) certified in 2022. We now have environment management systems (EMS) in place for our operations in the Czech Republic, Denmark, Finland, France, Germany, Luxembourg, Morocco, Netherlands, Norway, Portugal, Slovakia, Spain, Sweden, and the UK.

A total of 35% of our locations are covered by locally implemented environmental management systems, which have been externally verified and assured for these ISO 14001 operations. In 2023, we intend to continue increasing this percentage.

Communicating the environmental impact of our business operations and our strategies to mitigate that impact is key to ensuring our EMS compliance. This is done through a number of awareness and information initiatives, but also through our enhanced global environmental training as well as learning channels that address various sustainability related topics.



Waterton office solar panel — UK

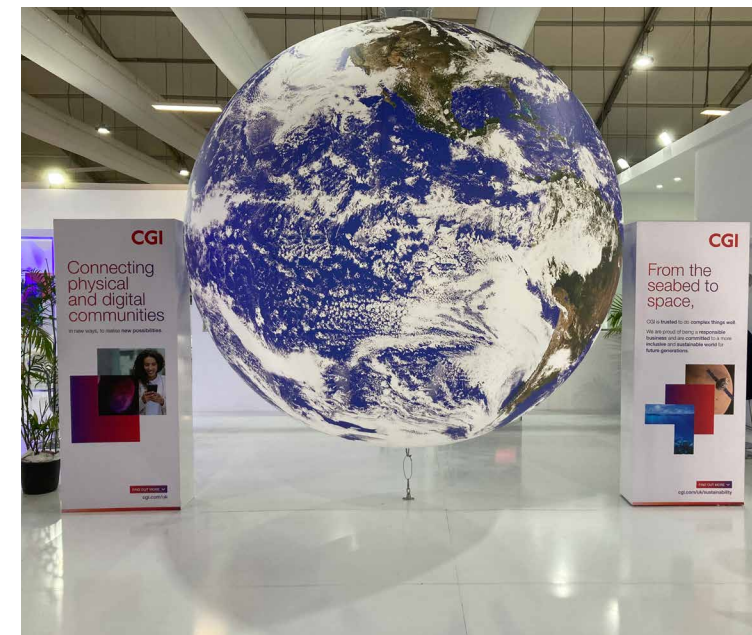
Science Based Targets initiative (SBTi)

As a signatory of the Race to Zero campaign in the UK, our UK net-zero strategy includes setting science-based targets (SBTs) under the Science Based Targets initiative (SBTi). Our UK SBTs have been validated as consistent with reductions necessary to keep warming to 1.5°C, the most ambitious goal of the United Nations Paris Agreement. Through our UK SBTs, we demonstrate our commitment to reducing greenhouse gas (GHG) emissions by 46% or more for our own operations (Scope 1 and 2), and by 46% or more for our business travel (Scope 3) between 2019 and 2026. We are also committed to 50% of our suppliers in the UK (by spend, covering purchased goods, services, and capital goods) reducing their own climate impact by setting their own SBTs by 2026. We plan to set an absolute emission reduction SBT for our full Scope 3 emissions in the UK. At the global level, our teams and the ESG Executive Committee are currently examining possible strategies to adopt SBTs across our organization.

“We were pleased to participate in COP27 to share the responsible practices and enabling technologies that can help organizations embed new ways of operating. Addressing our environmental impact and supporting the communities in which we operate is fundamental to our purpose. We know that to achieve global net-zero goals, every organization must do their part to reduce and remove emissions — and technologies need to be leveraged and created to solve our carbon challenges.”

Tara McGeehan

President of UK and Australia Operations and a member of the COP26 Business Leaders Group.



CGI was proud to participate again in the UN Climate Change Conference, known as COP27, in Egypt from November 6–18, 2022.

Net-zero progress

Net-zero by 2030

As our sustainability journey progresses, we continue to take decisive steps toward net-zero emissions for our own operations (Greenhouse Gas Protocol Scope 1, 2, and 3 business travel). It is also anticipated that certain geographies within our company will reach the net-zero target prior to 2030.

In 2022

65%

CO₂e emissions reduction compared to 2014 baseline

Our climate roadmap aligns with quantifiable targets that focus on operations within our control and within our operational scope.

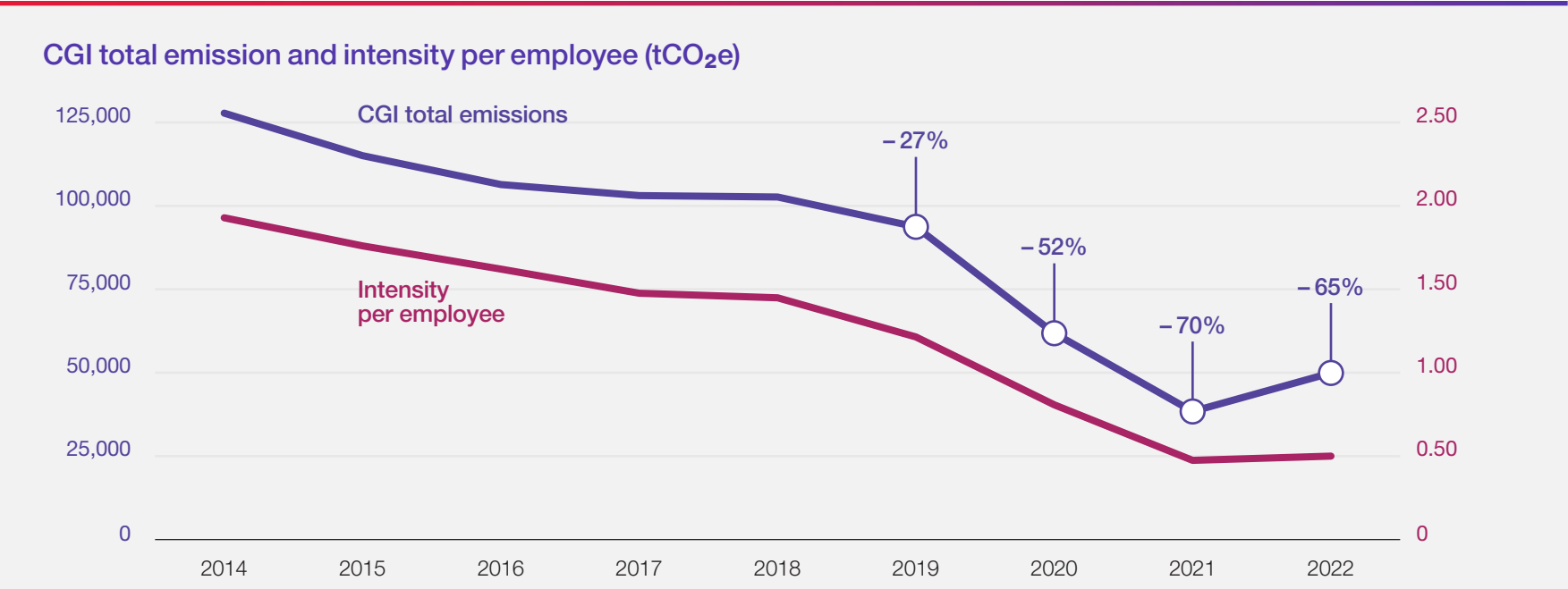
To turn our priorities into action, our internal Climate Working Group collaborates with the ESG Executive Steering Committee to support and drive a range of local initiatives supporting the transition to a low-carbon economy. The working group is made up of local climate leaders from all Strategic Business Units and CGI thought leaders who report information and progress to the steering committee. In 2023, our dedicated teams will examine the emissions related to specific elements of Scope 3 (including waste, procurement, and commuting), and review the emission reduction strategies that can then be deployed.



Net-zero progress

We achieved a 65% reduction in our total carbon emissions including Scope 1, 2, and 3 (business travel only) between 2014 and 2022. Over the same period, we saw a 74% reduction in our carbon intensity per employee, which was 0.50 tCO₂e¹ in 2022.

The period 2020–2021 was marked by the impact of COVID-19 and the adaptation of our ways of working while maintaining the close collaboration with our clients. The 2022 results also take into account the addition of 10,000 employees coming from our growth during the year and recent acquisitions. As illustrated in the table to the right this, along with the return of certain post-COVID-19 business practices, contributed to an increase in emissions compared to 2021, but our 2022 emissions were still well below 2019, despite additional employees.

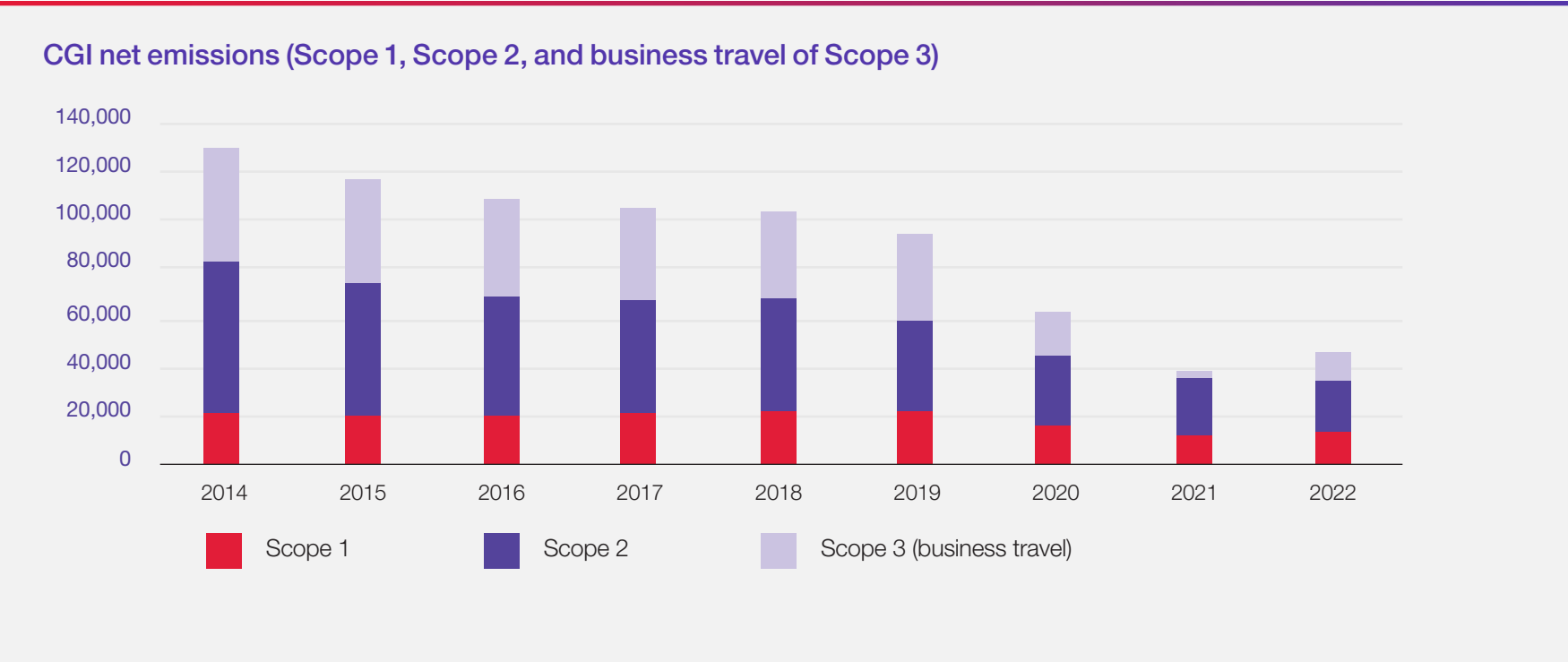
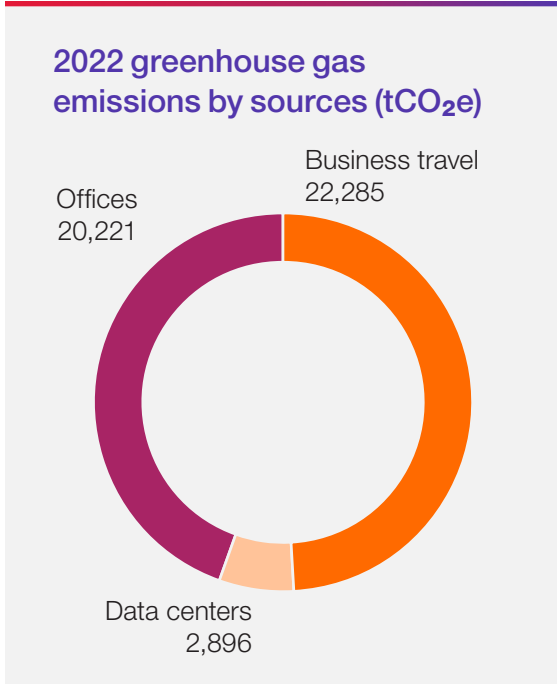


Climate performance	2019	2020	2021	2022	vs 2014
Net emissions (tCO ₂ e)	93,545	61,815	38,054	45,402	– 65%
Employees	77,500	76,000	80,000	90,000	+ 36%
Total Carbon Emissions per employee (tCO ₂ e)	1.21	0.81	0.48	0.50	– 74%

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

Net-zero progress

We remain committed to our target of net-zero carbon emissions by 2030 regarding carbon emissions under our direct and indirect control as defined by Scope 1, 2, and the business travel of Scope 3.



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

Total energy usage (offices and data centers)

Our offices and data centers are a key contributor of energy emissions in our portfolio. We are actively reducing these emissions while also mandating improved efficiency in our future offices.

During the COVID-19 pandemic, we discovered new strategies to optimize our offices without compromising our business objectives.

The current global energy crisis has also presented increased energy costs in many countries, leading governments to ask businesses to reduce their energy consumption. In response, we are working with stakeholders to identify opportunities for energy consumption reductions in our offices.

As we return to our offices following government health guidelines, we remain committed to maintaining our optimizing approach. Our total real estate footprint continues to trend downward, resulting in reduced Scope 2 emissions compared to our 2019 baseline.

While the quick transition to working from home during the pandemic led to significant reductions in carbon emissions from our offices, business travel, and commuting, remote work is not without its own emissions impact. With that in mind, we are developing methodologies to consider emissions associated with working from home, including from the use of computers.

Energy usage for offices and data centers			
Total consumption	Net emissions	Renewable electricity	Grid electricity
179,417 MWh	23,117 tCO ₂ e	46.8% of total energy from renewable sources	53.2% of grid electricity
-1.1% vs. 2021	-10.2% vs. 2021	+2.6% vs. 2021	-2.6% vs. 2021
-28.2% vs. 2019	-43.1% vs. 2019	+5.5% vs. 2019	-5.5% vs. 2019
-42.1% vs. 2014	-64.6% vs. 2014	+6.8% vs. 2014	-6.8% vs. 2014

Energy

Offices

To meet our interim targets, we have also increased the number of renewable energy contracts for our offices this year. When considering renewable usage, we explore opportunities for heating and cooling consumption as well.

During 2022, 25.6% of energy consumption equal to 26,430 megawatt hours (MWh) in our offices was sourced from renewable energy. Going forward, we aim to increase the percentage of renewable energy usage at sites where an economically viable renewable energy supply is available.

Energy usage for offices			
Total consumption	Net emissions	Renewable electricity	Grid electricity
103,199 MWh	20,221 tCO ₂ e	25.6% of total energy from renewable sources	74.4%
+1.5% vs. 2021	−4.0% vs. 2021	+1.2% vs. 2021	−1.2% vs. 2021
−28.9% vs. 2019	−37.5% vs. 2019	+0.6% vs. 2019	−0.6% vs. 2019
−42.5% vs. 2014	−60.9% vs. 2014	+2.6% vs. 2014	−2.6% vs. 2014

Energy

Data centers

Our continuous effort to increase renewable usage and implement energy efficiency measures dramatically reduced our energy consumption and carbon emissions from data centers by 76.1% compared to our 2014 baseline emissions. We remain committed to achieve 100% renewable electricity usage in all our data centers by 2023. Over the long term, we also plan to eliminate diesel in our backup power systems by following technological developments and seeking alternative choices.

Energy usage for data centers			
Total consumption	Net emissions	Renewable electricity	Grid electricity
76,218 MWh	2,896 tCO ₂ e	76.1% ¹ of electricity from renewable sources	23.9%
-4.5% vs. 2021	-37.9% vs. 2021	+6.6% vs. 2021	-6.6% vs. 2021
-27.4% vs. 2019	-65.1% vs. 2019	+12.1% vs. 2019	-12.1% vs. 2019
-41.6% vs. 2014	-78.9% vs. 2014	+12.6% vs. 2014	-12.6% vs. 2014

UK, INDIA

Transitioning to energy-efficient and renewable-powered offices

Across our locations worldwide, we strive to maximize renewable usage and implement energy efficiency measures to reduce our energy consumption and carbon emissions. In the UK, we made several green infrastructure investments, including installing solar photovoltaic panels at our Waterton office. It is now home to the largest solar panel system on a commercial building in Wales, with a total of 390KWP of solar energy onsite.

Learn more

Our Leatherhead office is now fitted with an energy-efficient boiler system and chillers, and a heat recovery system. Building management systems at our Leatherhead, Waterton and Reading sites monitor, control, and change energy settings remotely to reduce energy consumption and waste.

In India, we entered into power purchase agreements for renewable electricity for two offices, which will prevent nearly 1,372 tons of CO₂e emissions per year. Currently, 70% of electricity in our Mumbai office is generated by solar, while 70% of electricity in our Bangalore (Technopolis) office and 50% in our Chennai office comes from wind.

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

Traveling

We believe that in-person interactions are important to effective stakeholder meetings, and as business travel has rebounded from its pandemic lows, we have seen travel emissions increase accordingly.

Recognizing that business travel¹ is a significant source of emissions for CGI, we have reduced our emissions by continuing to hold events and meetings virtually, updating our global travel policy to favor low-carbon mobility, and reducing our car fleet.

We are looking at making additional reductions by incorporating electric vehicles in our global car fleets.

On another level, to reduce the environmental impact of commuting for our members, we have green mobility programs in place in many countries. These programs are essential to our climate goals, and we are making it a priority to add them to our overall strategy.

“In the Netherlands, we have a new mobility program to transition to electric lease cars. We also have a public transportation card available to members. Trains in the Netherlands run on 100% renewable energy, and many buses use 100% renewable energy. When you reach the train station, rental bikes are available to get you to your destination. What’s more, biking isn’t just good for the environment, it’s also good for your health.”

Marion Braams
Vice-President Consulting and ESG Lead for Northwest and Central-East Europe.

Business travel		
Total consumption of fuel of our global car fleet	Total distance of all business travel	Net emissions
3,993 thousand liters	103,832 thousand passenger km	22,285 tCO ₂ e
+19.2% vs. 2021	+30.4% vs. 2021	+80.8% vs. 2021
−43.0% vs. 2019	−75.1% vs. 2019	−57.9% vs. 2019
−40.6% vs. 2014	−78.9% vs. 2014	−64.4% vs. 2014

1 Air travel, car, public transportation

Traveling

PORTUGAL

Transitioning to plug-in electric hybrid vehicles

As part of our net-zero commitment, we constantly seek new ways to reduce our fleets' carbon emissions. In Portugal, we partnered with Daloop, a sustainable fleet management solutions provider, to switch our fleet to plug-in hybrid electric vehicles as an effective step in the transition from internal combustion engines.

To validate this approach, we worked with Daloop and the energy supplier Galp to track usage and gather and analyze data using devices installed in the vehicles. The project revealed that drivers increased usage of electric powertrains by around 10% and used the electric mode more than 40% of the time. Additionally, the move to plug-in electric hybrid vehicles reduced overall energy costs by 20% per vehicle within the first three months and decreased fleet fuel consumption by 5–13% per month.

FRANCE, NORWAY

Accelerating change with sustainable mobility

Across several of our global operations, we have sustainable mobility programs to encourage our members to choose safe, efficient, and environmentally conscious transportation.

In France, for several years, we have reimbursed our members 100% of public transport and city bike costs. Approximately 40% of our members use this program. In 2022, we offer our members, who do not take advantage of our public transportation program, up to €500 a year to assist with buying bikes, including electric bikes. Since its launch, 10% of our members in France have already enrolled.

In Norway, our office in Stavanger is a member of HjemJobbHjem (HomeWorkHome), which offers discounted public transportation tickets and free use of city bikes for travel to and from work. Along with the positive environmental impacts, participants reported increased physical activity and savings. In addition, many of our facilities are equipped with electric vehicle charging stations for our clients and members to encourage sustainable mobility.



CGI member using her bike to go to work — France

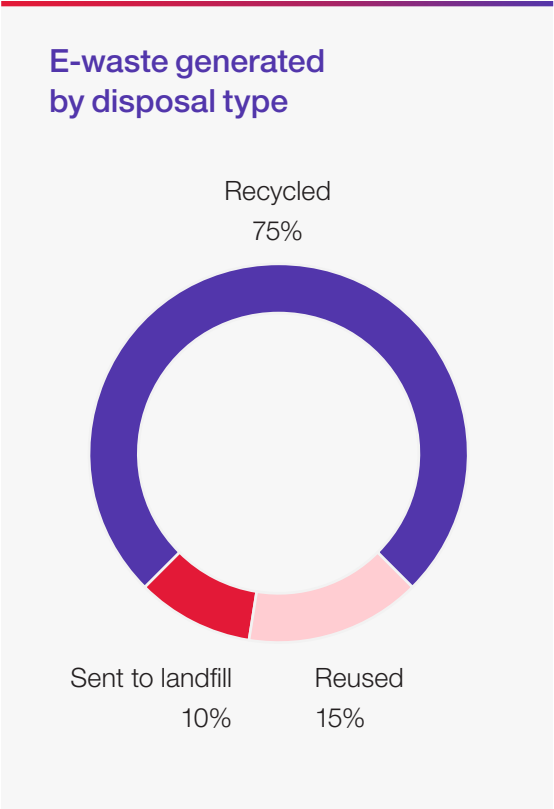
Waste

The types and volumes of waste produced by CGI are typical for an office-based IT services company, with the most significant being e-waste from our offices and data centers. E-waste is electronic waste, including products that are unwanted, nonfunctioning, or nearing obsolescence.

We require our local operations to treat waste in compliance with global and local regulations. Most of our e-waste is returned to suppliers certified in information security and e-waste treatment, including refurbishing, recycling, and waste recovery.

In collaboration with our partners and facility owners, we have launched several local initiatives to reduce waste in our facilities around the world. Increasing ISO 14001 certified locations is critical to our waste-reduction strategy.

As of 2022, we send approximately 10% of our waste to landfills, and we are taking steps to continue reducing this percentage.



Water

Along with cooling and humidity control at our offices and data centers, our water usage primarily comes from human consumption at our facilities and the testing of our building fire protection systems. There is a minimum requirement for additional cooling of our electromechanical infrastructure and building environment in North America and Europe, where most of our data centers are located. Our data center cooling units use chilled water loops which require no significant added water after the original amount.

Nature and biodiversity

Nature and biodiversity are the foundation of all life on earth, providing our food, air, water, energy, and the raw materials with which we build our society and economy. As we face the impacts of human-caused climate change, the health of our natural ecosystems is also being threatened by urban development, over-farming, pollution, and invasive species. We understand the role we have in protecting and restoring our planet, reducing our own negative impacts on biodiversity and nature, and also in creating IT solutions for the problems faced by our environment.

UK
Joining the sustainability research and innovation programme launched with the United Nations, Sustainability Exploration Environmental Data Science (SEEDS)

The challenges organizations face today regarding sustainability are complex and require innovative, well-thought-out solutions. Our UK operations partnered with academic institutions to launch a new research program called Sustainability Exploration Environmental Data Science (SEEDS), supported by the United Nations. The innovative research initiative challenges the thinking and practice around sustainability. SEEDS brings together organizations and experts, providing a platform for efficient knowledge exchange to develop fit-for-purpose and sustainable products and solutions that benefit governments, businesses, and individuals. The forum will accelerate efforts to address climate change and strengthen research for the environment and communities in areas including climate mitigation and adaptation solutions, natural capital accounting solutions, chemicals and waste reduction solutions, and supply chain sustainability. CGI hosted a SEEDS LinkedIn Live panel discussion at [COP27](#), showcasing some of the project areas developed by member organizations.

[+ Learn more](#)

FINLAND
AI helps Finnish Transport Infrastructure Agency promote biodiversity

Invasive species significantly modify or disrupt biodiversity in the original ecosystems, causing considerable environmental and economic damage. To help the Finnish Transport Infrastructure Agency in its efforts to prevent biodiversity loss, we developed a machine learning solution to identify invasive species along roadsides. The agency has hundreds of millions of photos of the Finnish route network and many different data sources, such as weather cameras and contractors who continuously add images to the archive. Automatic photo identification and linking the findings with, for instance, a data registry on planting locations helps to map previously undetected growths of invasive species and monitor their spread automatically. The photos include location coordinates based on which observations are placed on the map and then visualized and enriched with the necessary data.

“Thanks to data generated by CGI’s solution, we’ll be better informed going forward about where invasive species are growing and how large these growths are. Based on this, we’ll be able to direct the planning of mowing schedules and assign work to contractors in the future.”

Marketta Hyvärinen
 Environmental Expert at the Finnish Transport Infrastructure Agency

[+ Learn more](#)

Nature and biodiversity

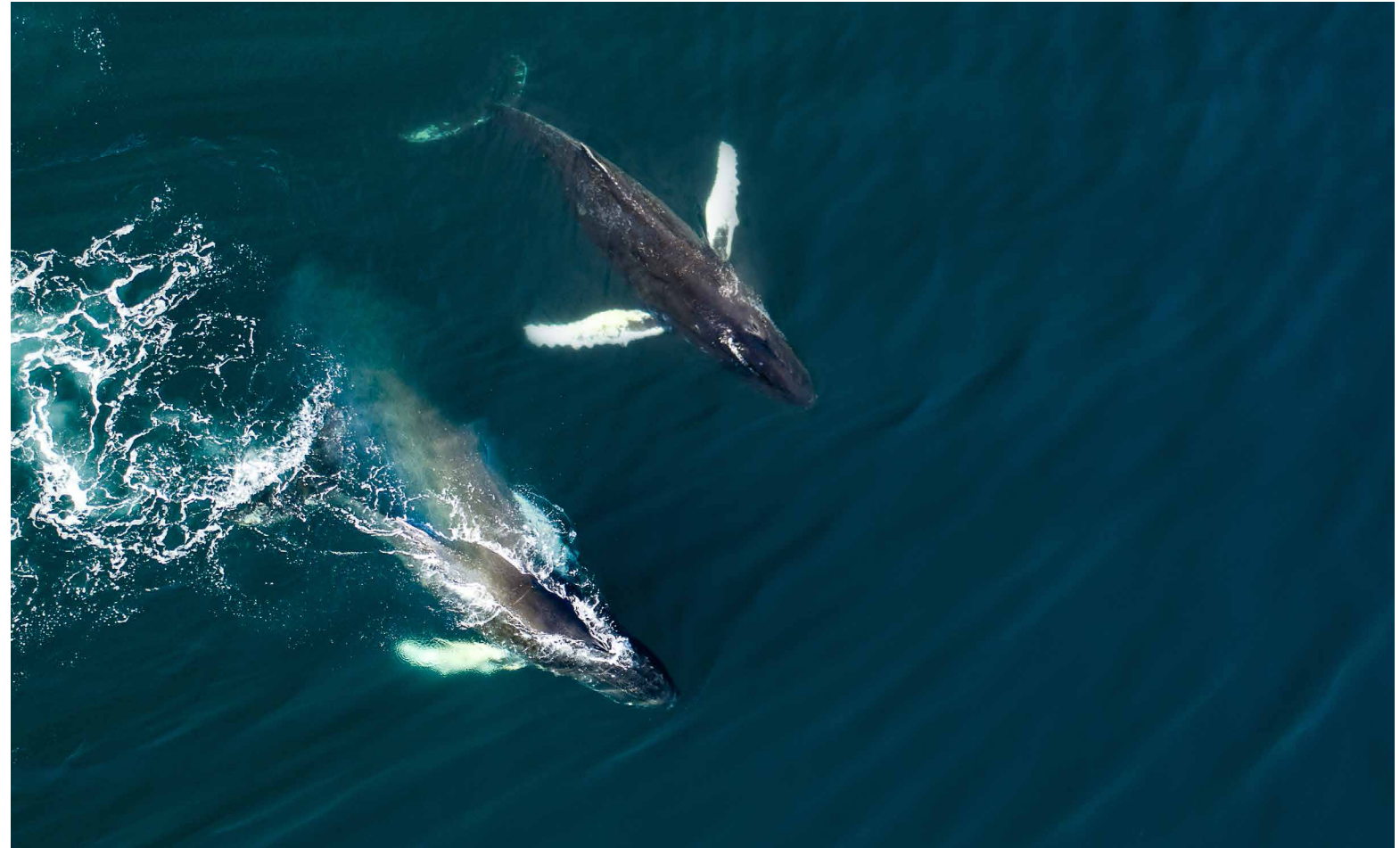
GERMANY

Using Earth Observation data and machine learning to prevent ship-whale collisions

Whales play an indispensable role in capturing carbon from the atmosphere, catalyzing oxygen production, and maintaining the biodiversity of oceans. On average, a whale accumulates about 33 tonnes of CO₂e in its lifespan. Whales also support the growth of phytoplankton, which stores 40% of all CO₂e produced. But these marine mammals are at constant risk of fatal collisions with ships — the biggest cause of whale mortality.

As part of AI4Whales, a program supported by the European Space Agency Network of Resources initiative, CGI in Germany developed a proof-of-concept (POC) that uses machine learning and Earth observation (EO) data to detect and track whales and propose alternative shipping routes to maritime companies. The solution scans and automatically detects whales swimming on the surface. Our cloud-based scalable production platform for EO and geospatial services, CGI GeoData 360, tracks the whales and identifies areas of high concentration to recommend whale-safe routes and minimize the risk of collisions.

[+ Learn more](#)



Sustainable IT

Sustainable IT minimizes the impact on climate and biodiversity of IT manufacturing, use, management, and disposal by reducing carbon emissions and the consumption of energy, water, and raw materials.

We achieve ongoing reduction of energy consumption and CO₂e emissions through sustainable IT best practices, lifecycle assessments, eco-design, eco-label guidelines, dedicated research and development investments on energy and carbon, selecting low-energy subcomponents, and adoption of the circular economy principles.

Methodology

Please go to [page 139](#) for more information on our methodology.

FRANCE Advancing toward a more sustainable digital world

Our strategic priority on climate is focused on creating a more sustainable world. Central to our commitment is ensuring the responsible and environmentally-conscious use of technology in our own operations and our client partnerships.

CGI in France has several initiatives focused on driving sustainable IT — from member awareness and training to participation in collaborative ecosystems, research and development projects, and sustainable IT asset management practices. We signed the Sustainable IT charter, reinforcing our commitment to a more regenerative, inclusive, and ethical digital approach. As part of the charter, we are implementing a concrete action plan comprising 50 commitments that focus on data protection, accessibility, and training, among others. With all of these actions and results, CGI in France received the Sustainable IT label in September 2022 driven by the Institute of Sustainable IT and Lucie Agency.

In 2022, our experts also contributed to several sustainable IT reference papers, including a guide, Eco-design of digital services, driven by AFNOR and GR491: Handbook of Sustainable Design of Digital services.

[+ Learn more](#)



Member awareness and engagement

Keeping members aware and engaged on ESG matters

Across the globe, our members are actively engaged against climate change, both in developing solutions for our clients, and supporting grass-roots initiatives in their communities. These events range from educational initiatives to hands-on environmental activities (for example, sustainable awareness, litter clean up, tree planting, and waste reduction).

On a regular basis, we educate members on climate issues to raise awareness, encourage engagement, and ensure all are aligned to advance our board-driven ESG mandate. At the company level, we share our ESG objectives and solicit member feedback in several ways: our Voice of Our Members and Member Satisfaction Assessment Program consultations, and our Annual Tour which brings all of our leaders and members together to kick off our business plans for the new fiscal year.

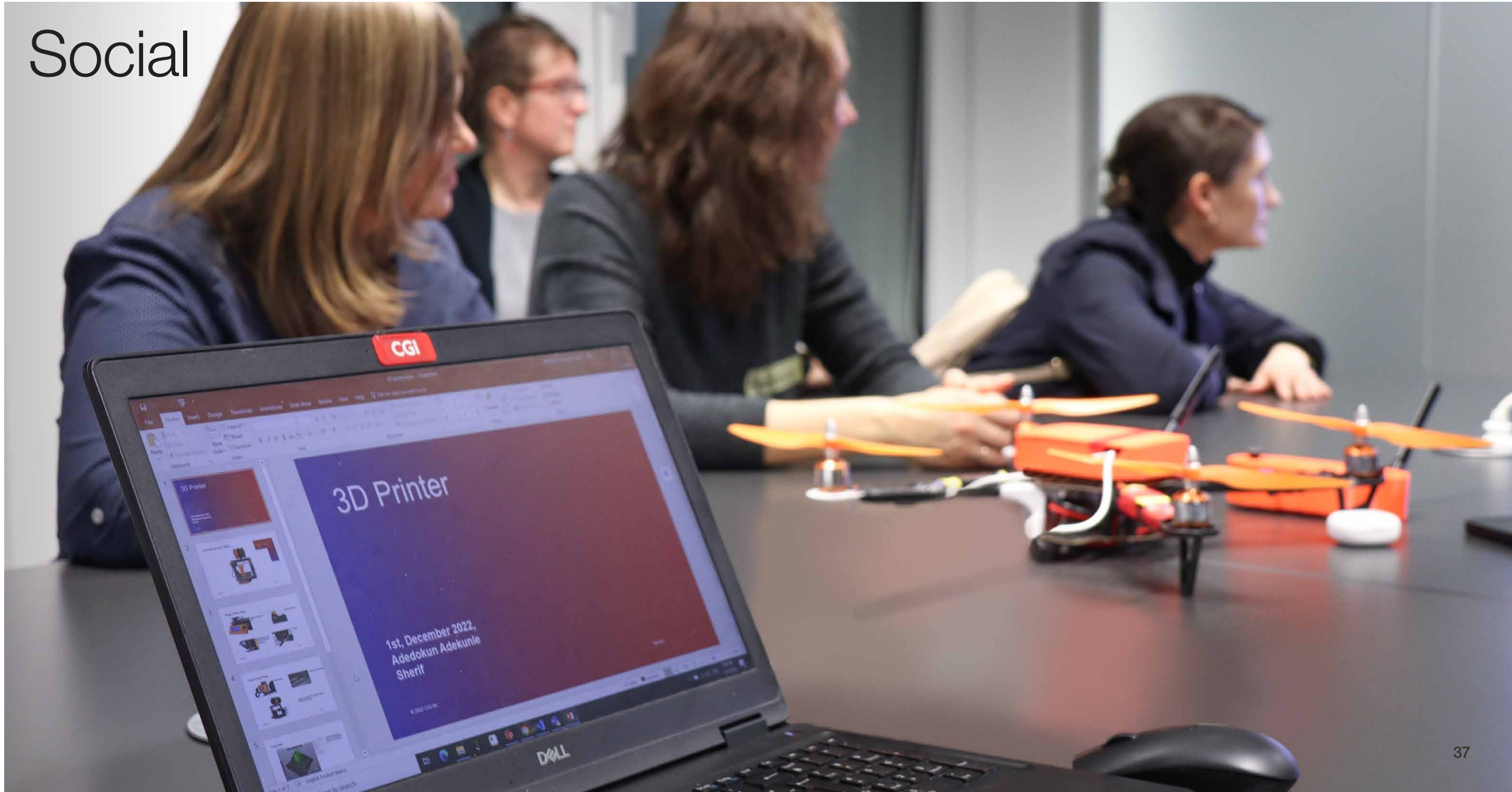
We also provide an ESG and environmental awareness session during CGI 101 for new leaders and other trainings on our Academia learning platform explain our overall ESG strategy and how members can contribute, and to share our climate strategy more specifically. Additionally, our local teams dedicate meetings, as well as member resource groups and engagement tools, to ESG topics.

[+ Learn more](#)



Cleaning activity — U.S.

Social



People

Strategic priority

We champion digital inclusion for all citizens, taking actions locally to improve access to technology and business education and mentoring in order to help everyone be successful in a digital society.



STEM Camp — U.S.

People

Impact

We are committed to enabling our members to advance personally and professionally by investing in their career development, promoting diversity, equity and inclusion (DE&I) initiatives, and developing appropriate health and wellness programs. We are championing digital inclusion for students of all ages by improving access to technology, education, and mentoring and reducing inequities by preparing students to succeed in a digital society.

Our targets:

Achieve the same level of diversity representation at the leadership levels as the company as a whole by 2025.

Reach twice as many participants for our education and mentoring programs as CGI members by 2023.

Measuring success

33.3%

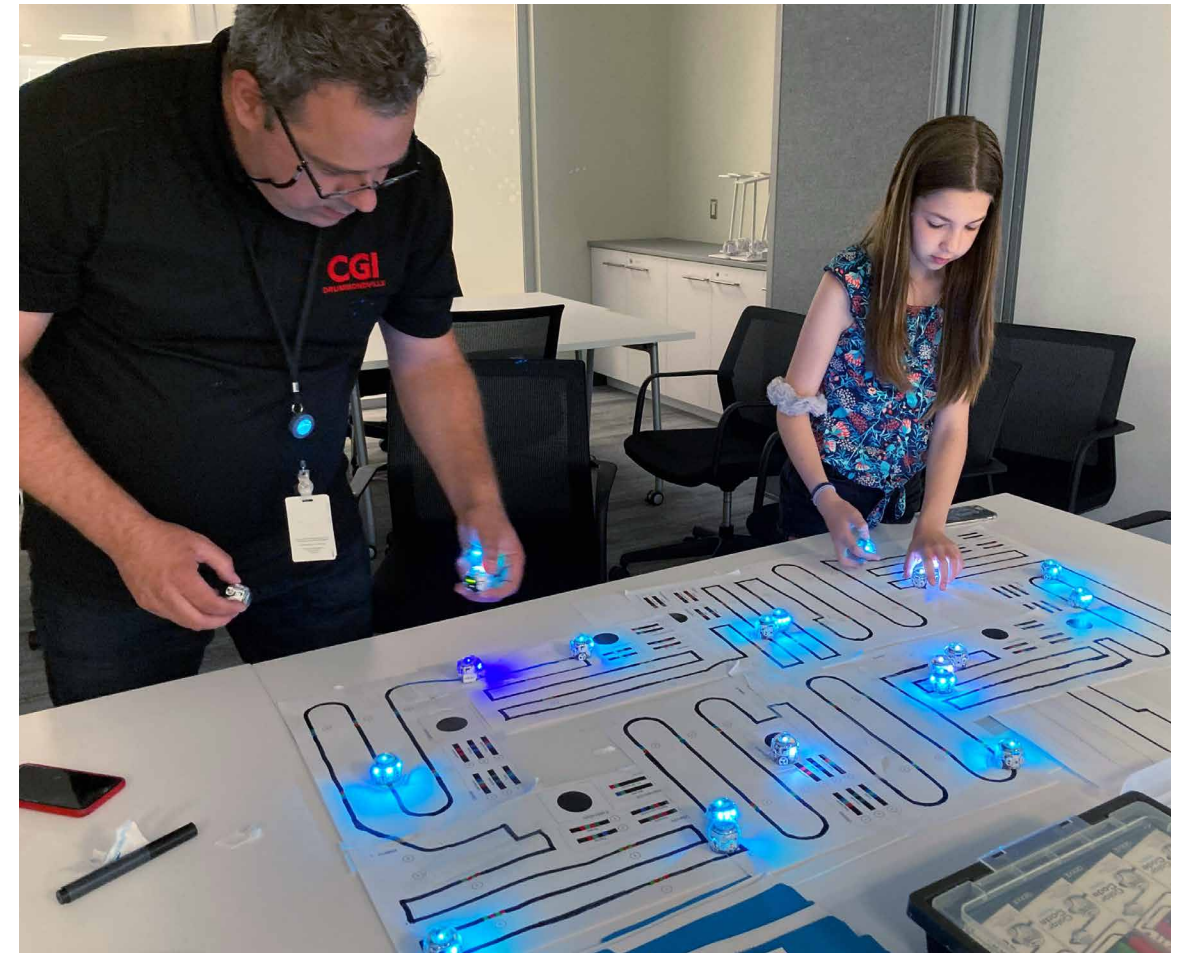
of SBU¹ Presidents
are women

~502,000

STEM and educational
programs beneficiaries
in our communities,
representing 5.6 times the
number of our members

1,202

Educational programs



STEM activity — Canada

¹ CGI is comprised of 9 Strategic Business Units (SBU), each with a president who reports directly to the company's CEO.

People

Our approach

Respect is one of our six core values and, as a result, in all we do, we are respectful of our fellow members, clients, business partners, and competitors. As a global company, we welcome diversity and recognize the richness it brings to our organization. We are committed to invest in educational programs that bridge the digital divide so all individuals and communities, including the most disadvantaged, can participate.

We champion collaboration among our members and with our partners and communities because we believe the best way to effect positive change is by working together. By bringing together our members’ unique backgrounds and exceptional minds, we help our clients respond to today’s complex business and IT challenges and endeavor to make a difference in our communities.

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.”



People

Our strategy to create a safe and inclusive environment

We care about our members and their physical, social, and mental well-being and are committed to providing a safe and empowering environment where they feel respected and comfortable to bring their whole selves to work.

An interview with Jenny Winter

Vice-President, Global Talent, Culture and Learning

What is our global strategy around diversity, equity and inclusion (DE&I)?

We think of DE&I as a journey of ongoing improvement. We are building an environment at CGI that prioritizes diversity representation, celebrates differences, and reflects the world that we live in.



Jenny Winter

Our strategy combines a global approach with a very strong local focus. At the global level, our DE&I programs are grounded in our CGI values — particularly our core value of respect — because we believe providing an inclusive and enjoyable work experience cannot be led by a one-size-fits-all mindset. It requires understanding, respecting, and supporting the unique needs of each individual so that our members feel respected and comfortable.

How do we develop actions that resonate globally and locally while considering the fundamental differences between countries?

At a global level, we have a common DE&I framework that unifies us as a company. Among our focus areas is the advancement of our members who identify as women, which we can examine at a global level to ensure that we're supporting gender equity.

DE&I also needs to reflect local cultures, legislation, and compliance requirements. Our decentralized model advances DE&I at the local level, helping to ensure our programs resonate with our members and effect the positive change we want to see in the world around us. Furthermore, each Strategic Business Unit develops a customized DE&I plan and measures progress to demonstrate continuous evolution.

People

Our strategy to create a safe and inclusive environment

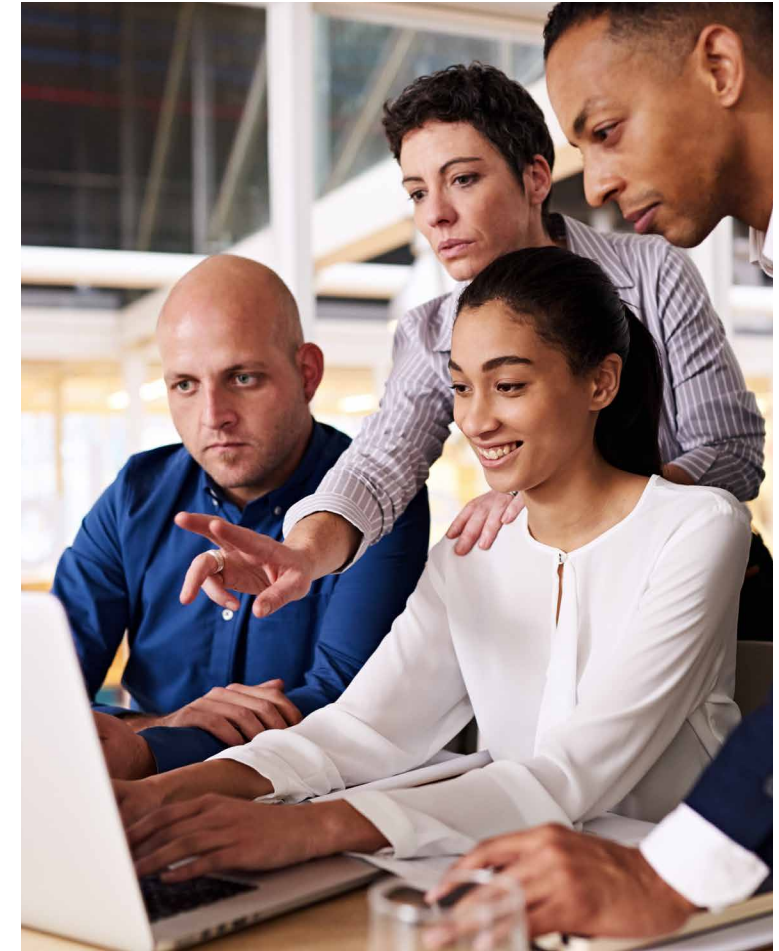
How important are role models in the evolution and progress of these areas?

Role models inspire those around them, create a safe place for open and transparent dialogue, celebrate, recognize, and collaborate with all to get the best outcomes. We equip our leaders through development programs focused on inclusion and creating a bias-free work environment. We ask them to lead by example in mental health and well-being by modeling healthy behavior, creating a safe space for open conversations, and sharing their own experiences of coping with challenges.

How do we measure the impact of our DE&I actions and ensure that we are making progress?

We have clear quantitative goals to measure progress. We are also working to achieve the same diversity representation at the leadership level as we have across the organization and which reflects the representation in the relevant academics fields connected to our business.

Continuous feedback is critical to our future action plans. We foster meaningful dialogue and encourage our members to voice their opinions about our global strategies and local implementations through our Member Satisfaction Assessment Program, Voice of Our Members Program, and our candidate survey.



People

Diversity, equity, and inclusion (DE&I)

Creating a culture of belonging requires conscious and intentional effort. Our DE&I strategy is foundational to the growth and success of our company. It provides a framework for cooperation that empowers our members to show up as their complete, authentic selves at work.

We are committed to driving positive cultural change by increasing diversity in our workforce and embracing the differences in race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, and disability status, and the intersectionality of one or more of these characteristics. Moreover, we recognize that it is every individual’s right to work in an environment free of sexual, psychological, and racial harassment.

We strive to ensure equal opportunity and build a culture of respect and belonging aligned with our values as a company.

Providing a diverse and inclusive workplace helps us strengthen the bond of trust with our members, so they can be who they are without fear of speaking up with ideas, questions, or concerns.

We believe fostering authentic relationships, connection, and belonging leads to respectful curiosity, innovation, retention of top talent, and a shared vision of success.

DE&I is embedded in our operations strategies, professional development, personal well-being, and career advancement programs. We provide awareness training, webinars, and resources to help members and leaders develop the skills to lead and collaborate inclusively. For example, new hires in India and the U.S. attend mandatory anti-discrimination and anti-harassment training, and all members in Germany and Canada are required to undergo unconscious bias training.

Diversity dashboards and key performance indicators (KPIs) are tracked and published based on local compliance requirements and cultural practices in which we operate.

Our Respectful Workplace Policy is designed to prevent workplace harassment and includes our non-discrimination and anti-harassment statements. We also have additional local ethics policies in place, and our Third-Party Code of Ethics consists of a “Do Not Harass or Discriminate” statement.

Our confidential ethics hotline provides an easy and safe way for any member or third-party to report workplace situations that violate our Code of Ethics. These include, but are not limited to, harassment, theft, substance abuse, bribery, forgery, conflicts of interest, data privacy, intellectual property violations, and unsafe conditions. In addition to our ethics hotline, we have whistleblower procedures to ensure that actions and follow-ups are taken after an ethics or compliance incident is reported.

DE&I governance

DE&I is endorsed at the highest level in the company by the CEO and the Executive Committee of CGI.

Oversight and accountability for DE&I is a shared responsibility with global and local steering committees to set direction, report on progress and approve programs and initiatives. DE&I is embedded in the annual business plans for each Strategic Business Unit. The Code of Ethics and global and local policies create the framework to protect our members, clients, communities and CGI and ensure compliance with all applicable requirements.

Beyond our formal governance, we have an engaged group of global DE&I experts, champions and advocates who support our DE&I vision every day. This broader community is essential to amplify the reach of our DE&I activities and increase the engagement of our members.

People

Diversity, equity, and inclusion (DE&I)

Diversity

We believe the ability to be one’s authentic self in the workplace contributes to a culture of trust and compassion.

Diversity refers to the full spectrum of human differences, including visible and invisible attributes. As a company, we are richer for these differences as they bring countless and varied perspectives, spurring innovation, uncovering blind spots, and creating a workplace that reflects the world and communities in which we live and work. We welcome a broad and diverse membership and invest in attracting new talent from communities currently underrepresented in IT by hosting educational initiatives (see [page 66](#)) across our global operations.

We recognize that intersectionality is an essential element of diversity, and we understand that overlapping identities and experiences contribute to the complexity of prejudices people face. In the U.S., our member resources groups came together for a “Breaking the Bias” event to address the intersectionality of women across multiple dimensions of diversity, share insights, and recommend actions with leaders and allies. In specific geographies, we have actions in place to advance diversity, equity, and inclusion in our supplier workforce (see [page 104](#)).

Allyship as a condition for success

Allyship is the ability to listen and learn from the lived experiences of others with the goal of working toward removing barriers, mitigating implicit bias, and creating safe and inclusive spaces in which diversity can thrive. We believe allyship and advocacy in the workplace cultivate growth, common ground, and a level playing field. Allies bring empathy and understanding into the wider organization, helping to ensure that everyone feels welcome, safe, and supported and bringing to life our core value of respect.

“The LGBTQ+ community is incredibly diverse. For me, being an ally is all about learning, understanding the issues, and bringing that knowledge back to CGI to inform Pride@CGI’s goals and priorities, and in return, influence the company’s goals and priorities accordingly.”

Sara Addison

Manager, Strategic Engagement and Inclusion,
CGI U.S. Federal

Member resource groups

Our member resource groups (MRGs) are among our most effective drivers of change. Member-driven and supported by CGI leadership, executive sponsors, and the DE&I team, these groups exist to empower and engage our professionals with a common background, interest or purpose, and to raise awareness on how we can best understand and celebrate our differences.

Our MRGs provide national networks of multicultural, multigenerational members working together to create a safe space for members to openly and respectfully share their personal experiences, opinions, and ideas for a better, more diverse and inclusive CGI. They also provide opportunities for internal leadership and talent development and serve as incubators for innovation.

In 2022

71

Voluntary member
resource groups
worldwide

People

Diversity, equity, and inclusion (DE&I)

Gender

At CGI, we are committed to accelerating the careers of members who identify as women in our organization. We have several developmental, mentorship, and sponsorship programs for women and have seen an overall improvement in the representation of women at all levels of the organization.

We recognize that gender extends beyond the binary of male and female and are committed to building a workplace where all gender identities feel welcome.

Our women’s networks are open to all CGI members, irrespective of gender. These networks support members’ overall success and growth through collaboration with local networks, external partnerships, and DE&I advocates.

This year, we provided content on our online learning platform, CGI Academia, called “Forging New Paths: Women’s Advancement in Life and Work,” which teaches women how to unlock their strengths and find fulfillment and advancement in life and work.

STORY

Mentoring programs for women around the world

Estimates are that less than 30% of technology jobs are held by women. Mentoring is a proven strategy to help close the gender gap in career development and leadership.

For example, in India, more than 200 women have participated in the Unnati program, which provides a platform for high-performing women at the senior consultant level to develop leadership competencies.

Our seven-month career advocate program in the U.S. helps women expand their networks, improve leadership skills, and drive their career development through reverse mentoring, small mentoring groups, and member resource group mentoring communities.

The EmpowHER program in Germany, the Netherlands, Sweden and Finland is a six-month program for women at the senior consultant level and above, providing mentoring, workshops, and networking events.

Members of our Swedish management team also volunteer their time and knowledge as mentors as part of our commitment to the Womentor initiative.

Additionally, the collaboration with the [A Effect](#) in Canada and France facilitates reflections, workshops, challenges, and introspection to nurture the careers of women members at the manager level and above.

[Learn more](#)



People

Diversity, equity, and inclusion (DE&I)

Racial diversity

We seek to foster a workplace that honors, celebrates, recognizes, and is sensitive to the rich racial and cultural tapestry of our members, communities, clients, and partners. We encourage our members to use member resource groups as a safe environment for listening, learning, and educating each other on historical and current events that impact ethnic minorities. CGI has a zero-tolerance policy toward any kind of racism or discrimination in the workplace.

In the UK, our promotion readiness training allows members in underrepresented groups to prepare ahead of their promotion conversations. The UK Black, Asian, Minority Ethnic (BAME) network is a member-led, peer-to-peer support network for UK members from all ethnic and minority backgrounds. Initiatives include regular cultural and educational activities to increase awareness, discuss BAME issues, and share best practices for supporting ethnic diversity and inclusion. We are also a Race at Work Charter signatory in the UK.

Accountability and transparency are foundational to our diversity initiatives. In the U.S., we expanded our workforce metrics to include a three-year snapshot of the diversity progress within our leadership and overall workforce. We also provide insight into the intersection of race, ethnicity, and gender to support new strategies and programs that advance gender equity alongside racial and ethnic diversity.

“At CGI, DE&I is a continuous journey that reinforces a culture of learning, allyship, and advocacy, strengthening our capacity to build business value for our clients, members, and shareholders. We know that inclusive engagement is key to reducing barriers and provides our members with opportunities to connect in meaningful ways. CGI Federal is taking a data and insights-driven approach to build on our DE&I commitments to move the culture and industry forward.”



Rashida Ricks
Vice-President, Strategic Engagement and Inclusion,
CGI U.S. Federal



People

Diversity, equity, and inclusion (DE&I)

Disabilities

A genuinely inclusive workplace supports every individual regardless of ability. At CGI, our inclusion practices extend to creating a supportive environment for our members with disabilities, including our neurodiverse members. We celebrate the different perspectives they offer and believe they contribute to the richness of our company culture and offer unique and valuable ways of thinking and problem-solving required for us to succeed.

Disabilities are not always visible, and it is important to support all of our members by creating a work environment compatible with various needs. Through education, we can all take a mindful approach to the considerations and accommodations necessary for every member to thrive at CGI.

Our member-led networks ensure an inclusive community where all members affected by visible or invisible disabilities, long-term health conditions, or caring responsibilities can find support. These networks support open and honest conversations to fulfill our commitment to positive change and develop guidance for leaders with neurodiverse team members.

Specific actions and recognition

In some countries, we have self-reporting surveys and tools to facilitate the diagnosis of disabilities and provide appropriate working conditions.

In 2022, CGI in the UK gave members the opportunity to confidentially share whether they consider themselves to have a disability or a long term physical or mental health condition. All members in the UK are encouraged to complete the Clear Talents online assessment for assistance tailored to their individual needs. Once reasonable accommodations are agreed upon and implemented, an adjustment passport plan is attached to the member’s records to ensure those accommodations are provided on future assignments.

In France, the “Mission Handicap” has been in place for 15 years to prioritize the recruitment and retention of people with disabilities and to raise awareness of disability issues among members. Additionally, the [Atypique@CGI](#) program continues to offer anonymous and free access to cognitive assessments to our members in France.

CGI in France won second place at H-Games, the first inter-company competition highlighting disabilities. Organized by Sport Heroes in collaboration with the French Handisport Federation, H-Games brought together more than 15,000 employees across organizations, and our members participated in an activity to raise money for disabled sports.

Our commitment extends to partnering with external organizations to improve our processes. In the UK, we are a member of the Business Disability Forum and are working toward certification as a Disability Confident Leader. We are also a member of the Valuable 500, a global collective innovating for disability inclusion. In France, we are working with Centre national de la recherche scientifique (CNRS) and Agefiph on recruiting IT professionals with disabilities. We also provide digital and disability diagnostics through consulting and auditing missions financed by Agefiph programs.



People

Diversity, equity, and inclusion (DE&I)

LGBTQ+

At CGI, we believe that every person, regardless of sexual orientation or gender identity, must have equal access to opportunities, services, and safety. Creating an LGBTQ+-friendly workplace reduces stress and improves the health of LGBTQ+ members, increasing job satisfaction and positive relationships.

Our LGBTQ+ member resource groups work closely with our human resources, DE&I, and other teams to ensure policies, recruitment processes, and confidential support for a truly inclusive workplace culture.

Our Member Satisfaction Assessment Program (MSAP) uses gender-neutral titles, and our email signature templates include the option to add preferred gender pronouns.

Our LGBTQ+ initiatives worldwide include signing diversity charters in France and the Czech Republic, providing access to resources about transgender and nonbinary inclusion and instituting a process to support members transitioning at work in the UK. In both 2021 and 2022, we earned a perfect score in the Human Rights Campaign Foundation's Corporate Equality Index in the U.S. CGI in Finland continues to be an active partner of Helsinki Pride, while our Philippines operations organized several activities to raise awareness on LGBTQ+ challenges and the importance of being an ally.

“On behalf of the entire leadership team, we take this opportunity to reject all forms of discrimination and to support the human rights of lesbian, gay, bisexual, transgender, and queer (LGBTQ+) people.”

Global statement at the occasion of *In recognition of the International Day Against Homophobia, Biphobia, Lesbophobia and Transphobia*.

George Schindler

President and Chief Executive Officer

Julie Godin

Co-Chair of the Board, Executive Vice-President, Strategic Planning and Corporate Development



Pride event — Finland

People

Diversity, equity, and inclusion (DE&I)

Equity

Through our policies, we are committed to fair and just practices so our members can thrive. We provide access, opportunity, and advancement to all. We also strive to identify and eliminate barriers that could have prevented the full participation of some groups.

We equip our members with the tools they need and provide them with upskilling opportunities to support their professional growth.



Specific actions and recognition

In the UK, CGI is an accredited Living Wage Employer. In Australia, Germany, and the UK, we publish gender pay gap reports. Additionally, we publish an ethnicity pay gap report in the UK. In France, we publish the annual [Professional Equality Index](#), detailing an action plan for gender equality, while in Sweden, we conduct a yearly pay monitoring meeting with labor unions.

Gender-equal employer award in Sweden

For the third consecutive year, CGI in Sweden received a top ranking as a gender-equal IT employer in the Nyckeltalsinstitutets annual gender equality survey — Jämix. Jämix measures, among other things, employment conditions, working conditions, and work environments.

We have also achieved complete gender equality within our Swedish Management team.

STORY
Helping members achieve a work-life balance

Whether a member is supervising their child’s homeschooling, grieving the loss of a loved one, or responsible for the primary care of a dependent family member, CGI provides access to resources that help members and their families achieve a healthy work-life balance. Around the world CGI has both created and supported initiatives and policies that prevent discrimination, offer financial, emotional and practical support so that members can organize their work according to their diverse personal and family situations.

[+ Learn more](#)

People

Diversity, equity, and inclusion (DE&I)

Inclusion

Creating a welcoming and diverse workplace environment free of discrimination and harassment underpins everything we do.

We aim to foster a culture of belonging where everyone is inspired to grow and empowered to succeed with a shared sense of purpose. We believe this starts with creating an environment where every voice is heard and respected and different ways of thinking are welcomed.

Diversity of thought, backgrounds, experiences, and skills empowers us to share ideas and drive innovation. At the same time, ensuring everyone feels included raises morale, creativity, and productivity among our members, helping them reach their full potential.

Through stakeholder communications, we continuously reinforce that diversity, equity, and inclusion are clear, prominent, and inherent parts of the CGI culture.

Specific actions and recognition

In France, we are a signatory of L’Autre Cercle’s LGBTQ+ Commitment Charter and participated in the 2022 LGBTQ+ survey which led to more open discussions between members.

Members in Germany developed a new Microsoft Teams app called the Diversity Feedback Form (DiFF). It encourages members to share their personal DE&I experiences safely, raise awareness of existing challenges, and contribute to our DE&I strategy. DiFF is easily accessible, completely anonymous, and now also available in Canada.

In the Netherlands, our members designed an unconscious bias training that encourages members to become allies to marginalized communities.

CGI in the UK is certified as an Includability Committed Employer, reinforcing our commitment to integrate fairness into our company culture and recruitment processes through sustainability, mental health, well-being, talent management, and DE&I initiatives.



People

Health, well-being, and safety

The health and well-being of our members is an integral part of the Management Foundation (see [page 90](#)) and deeply embedded in our company culture.

We strongly believe that health and well-being are critical to the success of our members and our organization. As we continue to adapt to new ways of working and new challenges in our lives, supporting our professionals' mental health and well-being remains a key priority.

We understand the importance of giving our members and leaders the tools to navigate our evolving reality. We have developed key initiatives and programs to foster member engagement, social connectedness, a sense of belonging, and overall well-being. For example, in Canada and France, we have implemented Guidelines on disconnecting from work to address the blurring lines between work and home.

“The physical and mental health of our professionals is paramount to our collective success. Our approach to health and well-being has a positive impact on our CGI members. That’s why we prioritize it at all levels, from discussions with the Board to conversations with our members about the tools and programs we offer that can best meet their needs.”



Julie Godin

Co-Chair of the Board,
Executive Vice-President,
Strategic Planning and
Corporate Development



People

Health, well-being, and safety

Leading by example

Our leaders actively advance our health and well-being strategy and programs and build a culture that prioritizes health and well-being in the workplace. The training and resources available to our leaders help them understand the impact of mental health issues, recognize early signs, and refer team members to the appropriate available support. We also have specific programs to equip our leaders at all levels to nurture their own mental health and that of their teams and families.

Leadership engagement, starting from the top

“Oxygen for leaders”: a series of workshops and active leadership discussions



Taking care of our teams and our clients means taking care of ourselves and our mental well-being first.

People

Health, well-being, and safety

Oxygen

Part of our human resources department, Oxygen is our health and well-being center of expertise, comprising a global, multidisciplinary team of 35 experts. Oxygen tailors services and resources to meet the health and well-being needs of our diverse members across our 400 locations worldwide. As part of our annual strategic planning, the team consults with senior leadership on integrating health and well-being best practices into our processes, environment, and initiatives. In addition to our internal team of Oxygen experts, we also have local committees to meet members' specific needs and requirements.

To ensure a holistic approach that supports our members' mental, social, and financial health, we have programs and initiatives at the individual and organizational levels that cover all aspects of the health continuum, from prevention and education to risk identification and intervention. Our resources include a Member Assistance Program (MAP), the interactive Oxygen Portal, online learning channels, monthly educational newsletters, our internal Mental Health Ambassadors network, and many global, regional, and local initiatives.

Engaging with the scientific community

We contribute to developing health and well-being best practices by engaging with the scientific community and sharing knowledge in forums and publications. For example, we are involved with Global-Watch Network, an international collaborative platform that promotes turning science into action, and with Think Factory by EH, the first think tank dedicated to employees' mental health.



People

Health, well-being, and safety

Mental health

We prioritize mental well-being at all levels of the organization and consistently encourage openness, peer-to-peer support, and speaking up to eradicate stigmas about mental health and create a culture of psychological safety.

In 2022

732

Mental Health
Ambassadors in
18 countries

Mental health resources

Peer-to-peer support

Our global Mental Health Ambassadors network provides peer-to-peer mental health support and encourages a culture of openness around mental health. The network consists of volunteers across our global operations who are trained to support their colleagues.

Resources

Our Mental Health Minute program involves starting team meetings with honest conversations on well-being and mental health-related topics. We also offer post-traumatic interventions for specific events to members and teams through our Member Assistance Program. Most recently, we supported members affected by the war in Ukraine.

Member engagement

Our 2022 Well-being Around the World campaign raised awareness of the importance of self-care. Members shared stories to address stigmas around mental health struggles and participated in a 21-day challenge promoting daily self-care actions. We also launched the #ItsMe campaign to promote a better understanding of mental health issues and comfort with speaking out about personal mental health experiences.

People

Health, well-being, and safety

Social well-being

At CGI, our culture of trust is built on strong, meaningful connections with and among our members. Our Member Partnership Management Framework (MPMF) ensures every aspect of the member experience is grounded in open communication and ongoing dialogue. As our members navigate a new work reality, we strive to help them alleviate feelings of isolation and loneliness through opportunities and tools to nurture meaningful relationships and increase their sense of community and belonging.

This year, we launched a new Yammer application for Microsoft Teams, which has about 80 communities of interest to help our members strengthen their work relationships and discover and share knowledge.

The CGI Social Club encourages our members to create and maintain social contacts by organizing and participating in a variety of leisure activities together. Each country and business unit has its own social club rules and activities.

Physical well-being

We provide our members with inclusive and varied opportunities for adopting and maintaining a healthy lifestyle. Our personal health initiatives and resources foster long-term healthy behaviors and lifestyle habits, including nutrition, physical activity, and sleep hygiene.

In 2022, our Western and Southern Europe Strategic Business Unit organized Ergonoweeek, a campaign to address musculoskeletal disorders. In our Central-East Europe, Scandinavia and Central Europe, and Canada Strategic Business Units, more than 3,500 members participated in physical activities, sharing their progress through an app. The initiative led to more than 3.5 million combined minutes of various physical activities.

CGI in the UK has a robust Display Screen Equipment (DSE) assessment process and a workplace adjustment process that supports members’ needs irrespective of whether they’re working onsite or remotely.

In Finland, weekly virtual yoga classes and well-being and mindfulness sessions are organized for self-care and stress relief.

In Canada, we recently partnered with our primary care service provider to offer members unlimited and easy access to healthcare professionals via a mobile and web app. With this service, members can avail quality healthcare advice to improve their work-life harmony.

“I attended an Oxygen workshop about prostate problems. The session led me to consult a doctor for treatment and follow-up. The doctor congratulated me for having taken this step at my age. When I told him that it was my employer who had put this in place, he was impressed and said that if all companies did this, it would be a great help.”

Participant

Oxygen well-being workshop in France

People

Health, well-being, and safety

Financial well-being

Through our benefit plans and support resources, we assist our members in enhancing their financial resilience and reducing financial stress.

Our U.S. financial well-being program helps members alleviate stress and anxiety surrounding financial management. Nearly 4,500 members are enrolled in the program.

Additional resources include a financial well-being toolbox developed for the Oxygen Portal and financial and legal support offered through our Member Assistance Program (MAP).

A safe work environment

In accordance with good business practices and applicable laws, we are committed to ensuring a safe work environment, making every effort to prevent physical and psychological injury. This includes providing proper equipment and training.

We identify and assess health and safety risks through our annual Enterprise Risks assessment and Member Satisfaction Assessment Program (MSAP) survey. We also encourage members to report safety incidents and threats.

Health and safety are governed at a global level, with specific requirements at the local level for every CGI geography, specific to applicable regulations and standards.

Our global safety policy covers all internal and external threats and all members, subcontractors, clients, and visitors of our sites. To minimize injuries and other forms of loss, we prioritize prevention and proper management of incidents that may occur.

Our facility physical security policy establishes baseline physical security requirements that deter, detect, delay, and minimize the impact of undesirable events that may threaten members, visitors, information, physical assets, or continuity of operations. The policy establishes minimum physical controls based on ISO 27001 and includes standards for fire life safety, physical security operating, and data center physical security.

Our health and safety policies are also managed locally and governed by each Strategic Business Unit. We follow additional local regulations and standards wherever applicable.

Our UK and Australia Strategic Business Units ISO 45001:2018 certification has been extended for another year. In 2022, occupational health and safety steps were taken to maintain ISO 45001, promote a positive occupational safety culture, identify and mitigate risk, offer competency training, and provide appropriate personal protective equipment.

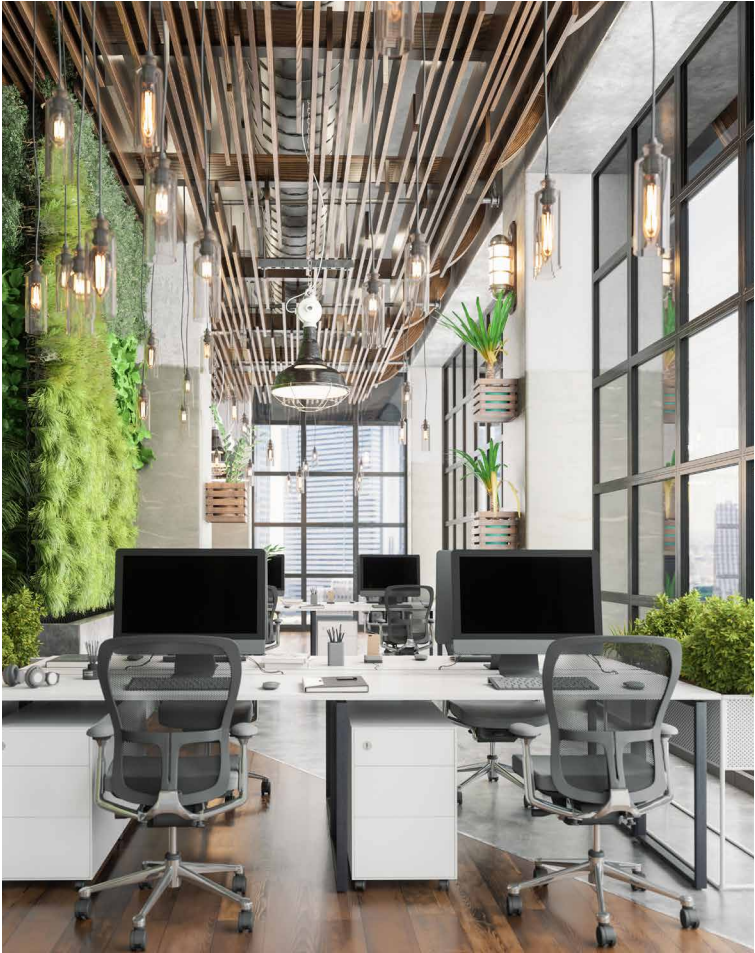
Psychological safety underpins our confidence to step into the workplace each day and is as important as physical safety. At CGI, psychological safety starts with our Respectful Workplace Policy, which cultivates an environment of respect and dignity, recognizing that each of our members adds unique value to CGI.

People

Health, well-being, and safety

We focus on prevention and have implemented specific mitigation measures to avoid adverse effects on our members’ health and occupational safety. The table below includes a non-exhaustive list of the primary risks and our mitigation measures:

Health and occupational safety	Mitigation actions
Stress, workload, and work-life harmony	• Respectful Workplace Policy • Member Partnership Management Framework (MPMF) • Member Assistance Program (MAP) • Oxygen Center of Expertise and targeted action plans
Physical conditions related to the environment, working conditions, and contagions	• Safety policy • Facility physical security policy • Security incident management policy • Business continuity plan • Crisis Management Team • Personal protective equipment • Remote work accommodations • Appropriate handling of chemicals or hazardous substances • All procedures translated into major languages



People

Career growth and development

Being a global leader requires attracting and retaining top talent from all backgrounds, origins, and orientations, setting them up for success, and offering a work environment where everyone is treated with respect and dignity. We strive to create a challenging, enjoyable, and rewarding work environment that promotes the professional growth of our members and ensures their satisfaction.

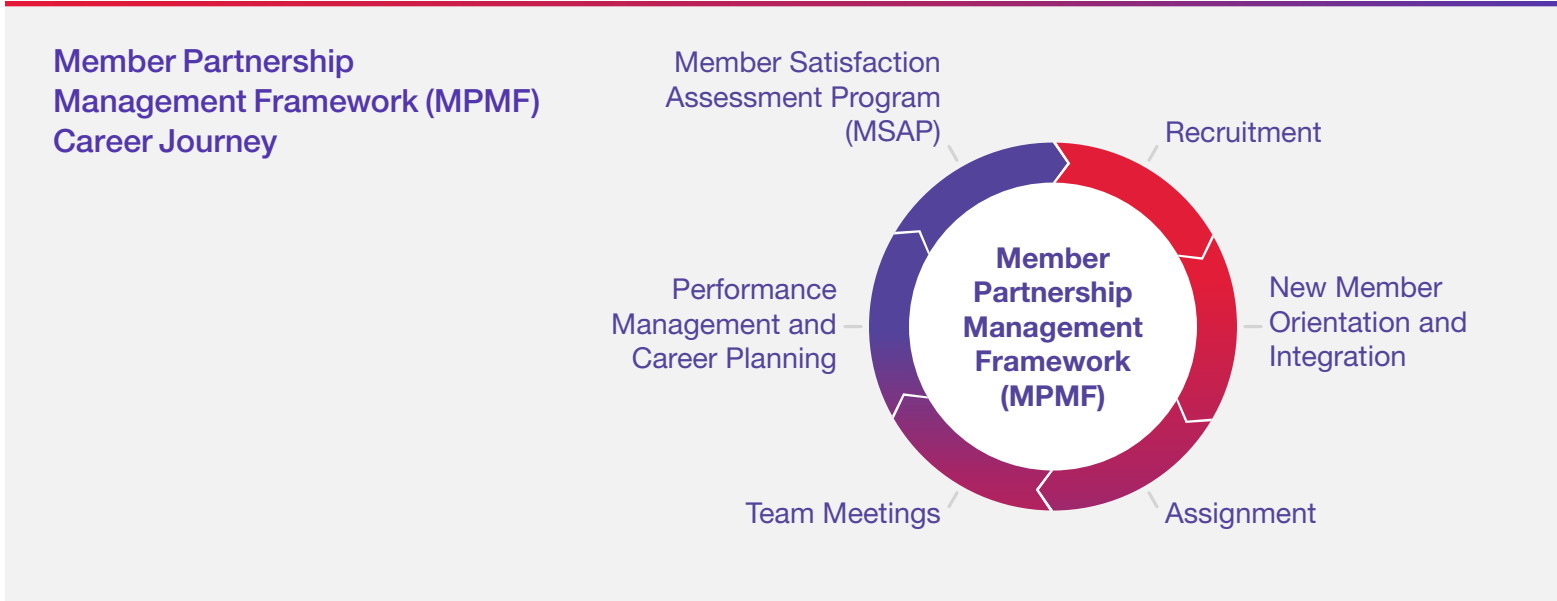
Through our Member Partnership Management Framework (MPMF), one of the defining elements of the Management Foundation, we offer our members a unique career experience. The framework outlines how we operate, measure performance, and engage with our members. It also guides how we nurture and develop our members to strengthen the relationship between leaders and members.

Principles

At CGI, our career development principles include a culture of ownership, active engagement among members, and transparency. We cultivate trust and mutual respect between our members and their leaders through ongoing and honest communication that provides guidance, feedback, coaching, and recognition.

Intrapreneurship is foundational to our ownership culture and is brought to life through our ownership programs, such as the Share Purchase Plan, Profit Participation Plan, and Long-Term Incentive Program — each designed to ensure all our members share in the success of CGI.

Compensation and benefits are designed to provide our members with financial security and protect their health and well-being. They are reviewed annually, adapted to local laws and regulations, and reflect each member’s level of responsibility, skills, performance, growth, and potential.



People

Career growth and development

Open and transparent communication

We conduct many forums regularly to share ideas, foster engagement and a sense of ownership, and communicate stakeholder information. We begin each fiscal year with the CGI Annual Tour, our premier member event, where senior leaders review the past year's results and share global and local operational plans and priorities.

Our culture is based on trust and two-way communication with our members to support meaningful dialogue. We achieve this through various communication and forums, including local platforms, Microsoft Teams channels, webinars, Yammer groups, team meetings, and quarterly Strategic Business Unit and business unit town halls.

In 2022, we launched the CGI Member Portal, which provides our members instant access to key information. Designed in response to member feedback, the portal enables members to easily manage their personal information and requests and provides leaders with an additional tool to assist in managing their teams.

New member orientation and integration

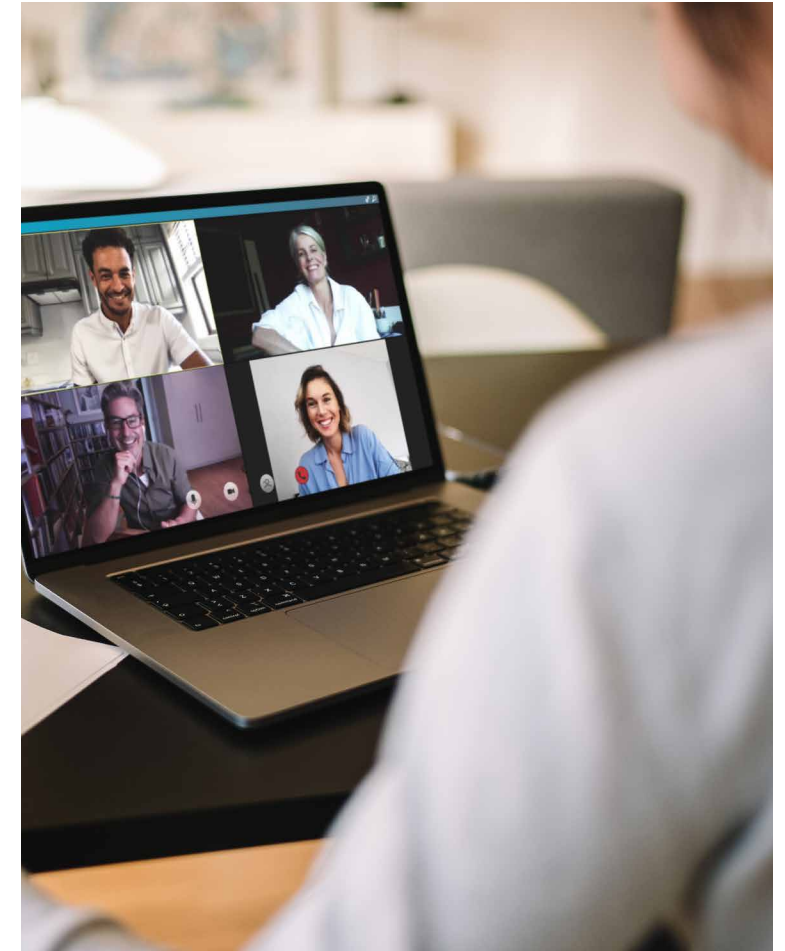
We continue to evolve our new member orientation experience to support faster integration into CGI and ensure a consistently positive experience across our Strategic Business Units. The orientation journey involves familiarizing new members with their fellow team members, roles and responsibilities, compensation and benefits, and CGI culture and values.

Active contributions from the new member's manager, the business unit's human resources representative, and a designated mentor play an essential role in helping new members feel welcome and navigate our technical and operational aspects.

Progress

Recent onboarding improvements include broadening the support provided by the new hire's manager and mentor, a new hire directory, additional new hire resources, and a dedicated CGI Academia channel. Every onboarding presentation also includes information about our ESG objectives, topics, and initiatives.

We also launched a global Vice-President integration program to accelerate the onboarding of new Vice-Presidents into their new roles. Currently, 106 new Vice-Presidents are part of the program.

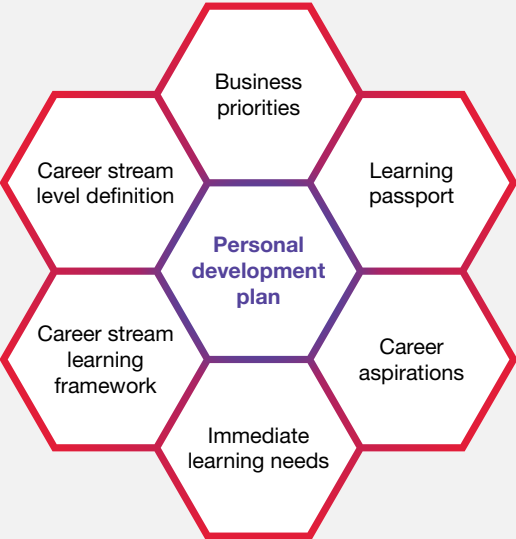


People

Career growth and development

Personal development plan

- Every member is encouraged to have a Personal Development Plan (PDP) where they record their priorities for learning, emerging technology, and personal growth.
- A personal development plan is a development roadmap for acquiring the skills (ability) and knowledge (facts, information) to keep skills relevant and marketable.



Performance management and career planning

We are committed to offering our members growth opportunities and assisting in their professional development. Continuous dialogue is the cornerstone of our annual performance management and career planning process, where members and their leaders discuss expectations, accomplishments, performance, future development, and guidance and share honest feedback.

Each member is equipped with the tools to actively plan and manage their career. We view development as a responsibility shared by our members and the company and take steps to cultivate a strong culture of intrapreneurship.

At CGI, we recognize that compensation conversations are crucial to member engagement and retention. Before providing a member with new salary details, our leaders engage in open compensation conversations, following which members receive detailed compensation summaries through a secure web-based platform.

In 2022, we launched Progressio, our new global performance and career development platform. Designed to support ongoing dialogue between members and leaders and to accelerate member growth, Progressio facilitates frequent check-ins and real-time feedback. The platform links member development to team goals and initiatives and enables coaching and mentoring conversations that are rewarding, purposeful, and motivating.

People

Career growth and development

Member rotation

Within Progressio, we have developed a CGI-wide career architecture with a roles and competencies framework to streamline and optimize talent rotations, career development planning, and assignment management within and across business units. This enables members to easily find new opportunities that are best aligned with their personal and professional growth.

“I feel very fortunate to be able to diversify my career by leveraging rotation opportunities with the invaluable support of my leaders and peers.”

Dinah Doss

Human Resources Business Partner — Corporate Services

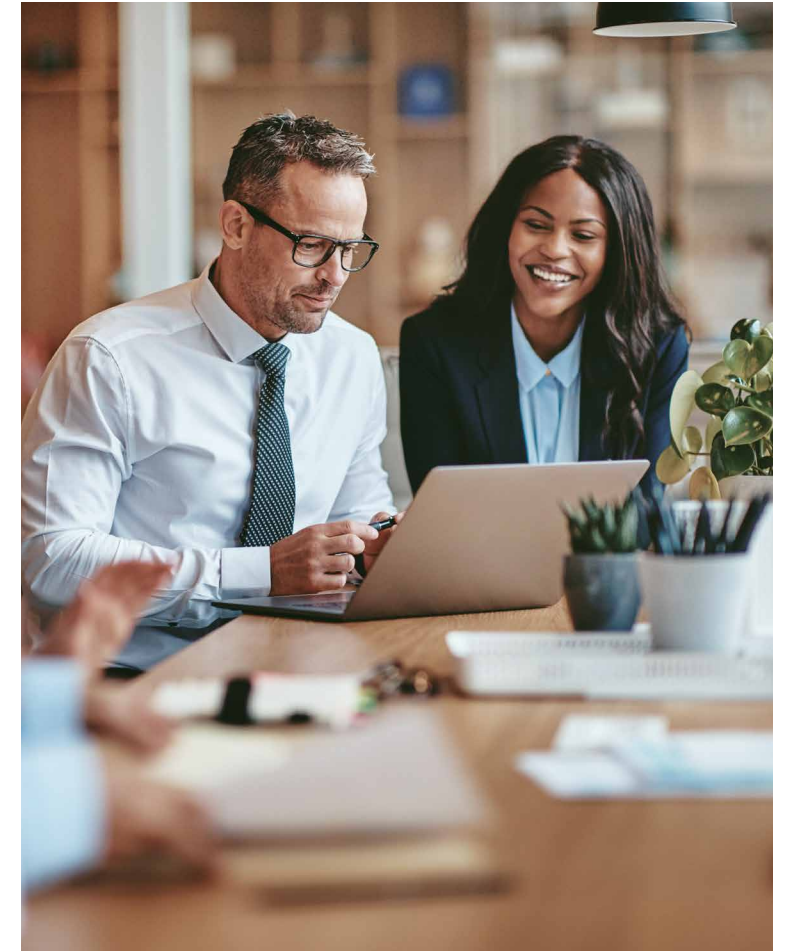
Mentoring

We believe mentoring deepens expertise across our diverse talent pool and prepares the next generation of leaders. CGI mentees receive additional career development guidance, coaching, feedback, increased visibility, and networking opportunities.

Every Strategic Business Unit offers mentoring programs. We also developed additional mentoring programs for specific populations, such as the Black Member Alliance and the Women’s Forum in the U.S.

In our APAC Strategic Business Unit, our “speed” mentoring program connects mentees to three mentors in one hour. The first session was a success, with 200 meetings completed involving 70 mentees and 52 mentors. Mentees have the option to continue the relationship beyond the program.

Many related resources are also available on CGI Academia, such as courses, books, and videos, including “CGI: Coaching and Mentoring Members,” “Fostering Mentoring Relationships,” and “Expert Insights on Mentoring.”



People

Career growth and development

Recognition programs

At CGI, recognizing our members’ valuable accomplishments is a key leadership principle. Global and local HR programs regularly acknowledge and reward the contributions of our fellow members.

Our Engagement Recognition program recognizes members for their years of service, and our Applaud program enables peer-to-peer recognition of colleagues who exemplify our core values. Since 2007, the Builders Award has honored CGI members who demonstrate leadership and whose contributions have helped generate outstanding value for our three stakeholders. Recipients are nominated by their colleagues; any member who demonstrates strong leadership within any role at any level is eligible.

Local internal awards

We have created internal awards in several countries to recognize the exceptional achievements of our members in various ESG areas. Candidates are nominated by their colleagues, and the awards are presented annually.

In India and the Philippines, the Best Community Award recognizes volunteer groups for implementing projects that have resulted in significant community engagement. In India, members can use the new online platform called Celebrate for member recognition.

In 2022, we instituted the annual CGI Sustainability Award in the Netherlands, which is presented to a member or team that demonstrates the most valuable contribution to our ESG mission.

The CGI Women of Influence Award in Canada recognizes the role of our women members in advancing the company and our communities. This award is presented annually to inspiring women for their achievements, positive influence, and role in creating an inclusive work environment.

The CGI Dreamers Award recognizes members who embody the CGI Dream in the UK.

Women’s Achievement Awards, initiated as part of International Women’s Day, recognize women in four critical areas: technology, business, rising start, and leadership in a U.S. business unit.



People

Career growth and development

Learning and development

At CGI, we encourage and support our professionals to continually grow their skills. Developing our members’ capabilities enhances their potential and ensures the necessary future skills to respond to our clients’ evolving digital needs. By providing a modern, digitally enabled, consistent learning experience, we seek to increase member and leader satisfaction and improve agility, retention, and recruitment.

We are committed to providing the best learning opportunities to our members.

We offer programs for recent graduates to gain skills in the latest technologies. We also provide development roadmaps, guided learning pathways, and technology academies to help our members advance their careers.

Members can opt to receive training on the most advanced and emerging technologies and programs aligned with our strategic alliance partnerships with AWS, Automation Anywhere, BluePrism, Google, Microsoft, Salesforce, SAP, ServiceNow, and UiPath, among others.

Additionally, our skills agility programs enable rapid deployment to new roles and assignments.

16%

increase in
training budget
for 2023

Leadership Institute

The mission of the CGI Leadership Institute, created over 20 years ago, is to train our leadership teams and provide best practices to ensure the continuous development of quality leadership.

We believe everyone has the potential to be a leader, and leadership must be demonstrated at all levels of the company. And while the responsibility for developing leadership capabilities rests with each individual, we are committed to creating an environment that supports such development.

The Leadership Institute sponsors several learning programs and resources for new Directors, Vice-Presidents, and business unit leaders. “Leadership Essentials” is one of the most visited themes on CGI Academia.

CGI 101

CGI 101 is our flagship leadership development program for new Directors and Vice-Presidents. As part of a new leader’s integration, at CGI 101, leaders meet and interact with our leadership team and learn about our vision, key strategies, and best practice approaches.

In 2022

941

graduates



People

Career growth and development

Local programs

At the local level, we have additional programs to grow the next generation of CGI leaders and create an environment where high-potential and high-performing talent is acknowledged, developed, and rewarded. One example is the KAP/Leadership Development Program introduced by our Greater Montréal business unit. This intensive six-month program offers members, who come from diverse backgrounds, leadership development and advancement opportunities.

CGI Academia

CGI Academia is our global learning platform that empowers our members to build competencies, skills, and expertise through targeted boot camps and education programs.

Members can also access CGI Academia via mobile and Microsoft Teams apps. We continue to expand the content library with new skills, courses, labs, and curated journeys for emerging and leading technologies, growth roles, and other priorities. Members can also use a new skills benchmarking assessment module to identify skill gaps and build personalized learning paths to address them.

To encourage more member usage, we enhanced the platform's user experience this year and added new features each quarter.

In 2022

63%

of members accessed
CGI Academia programs,
up 4% from 2021

503,070

Academia courses
completed



People

Fair and inclusive recruitment

Fair and inclusive hiring practices are crucial to our recruitment strategy. They allow us to build a diverse and high-performing workforce with a wide variety of skills, experience, views, and ideas to drive innovation and help our clients and communities meet the challenges of a rapidly evolving business and economic environment.

Our proximity model enables us to apply targeted recruitment strategies through local partnerships so we can build diverse teams representative of the communities in which we live and work.

Our members live the CGI culture every day, putting them in a unique position to recommend qualified talent. Through our global Member Referral Program, our members have the opportunity to identify and refer top talent within their networks. Incentives are available for members who refer successful candidates.

Broadening our recruitment

We take several approaches to recruiting diverse candidates, including supporting diversity programs in our local communities and sponsoring talent immigration. Our immigration teams in every Strategic Business Unit have processes and partnerships in place to facilitate cross-border hiring.

Every job description includes a statement that reflects our commitment to diversity, equity, and inclusion and informs potential candidates of available accommodations.

We provide all candidates with a best-in-class, fair, and transparent recruitment process with clear information and answers to frequently asked questions on various subjects.

Through the DiverCEEty program in Germany and a partnership with Textio in Canada, we use software to review and suggest language updates to our job descriptions to ensure we use inclusive language to encourage applications from qualified candidates from different backgrounds.

To further support broader diversity and inclusion in our recruitment process, we continue to train our current and new leaders on avoiding unconscious bias. In 2022, we dedicated a module within our recruitment model (RMI) to educate managers on identifying bias through training materials and local guidance.

“I’ve had an unusual career path, so I hope I can show others that it’s always possible to change direction, and that it’s never too late to get into tech!”

Joy Marzonia

Consultant, CGI Australia

GLOBAL

Hiring and nurturing neurodiverse talent

At CGI, we recognize the unique innovation, creative, technical and analytical skills that neurodiverse talent brings to our organization. We have launched several initiatives to help build a more inclusive workplace through recruitment practices, advocacy, education and resources for all our members and potential talent hires — irrespective of their neurological differences — to thrive.

In the U.S., we established a new member resource group called Disability and Neurodiversity Advocates. Through this group, we are formalizing a partnership with Melwood, a non-profit providing jobs and opportunities for people with disabilities in the greater Washington, D.C., area. As part of the partnership, we plan to expand our STEM@CGI program to build a STEM camp for neurodivergent individuals.

In France, to bridge the gap between people with atypical cognitive abilities seeking employment and companies looking for talent, we have joined forces with Agefiph and CNRS to produce a new generation assessment tool. The tool is designed as an open-source, fun, accessible and inclusive video game that detects the skills needed for IT testing and development careers.

People

Equipping for success

We firmly believe that education has the power to reduce inequalities and prevent underserved populations from being left behind in our rapidly changing digital world.

Fostering a diverse, equitable, and inclusive professional community helps drive value and innovation to better serve our clients and the communities in which we live and work. This includes acknowledging and dismantling stereotypes associated with these fields to promote equal opportunities and diversity.

We champion digital inclusion by improving access to equitable technology education. By sharing our core expertise with young people and adults, including communities underrepresented in IT, we aim to remove barriers, close digital gaps, and support a successful future for those most at risk.

Many of our initiatives began at the local level and have grown worldwide. We collaborate with local stakeholders, including schools, universities, organizations, and associations. At the global level, we have a dedicated working group that aligns our many programs and creates better processes for measuring impact.

Increasing gender and racial equity in IT begins with inspiring young people. We collaborate with schools on STEM activities for children, including organizing hackathons and mentoring programs for middle and high school students. We provide further training, internships, and scholarships for students interested in pursuing a career in IT.

We also help adults acquire relevant skills so they are equipped with the tools and confidence to change careers or return to the labor market after an extended absence.



P-Tech Academy — U.S.

STEM@CGI

[STEM@CGI](#) is our global program that inspires and mentors young people for STEM (science, technology, engineering, and mathematics) careers, with a special focus on increasing technical and business literacy within our communities. The program offers students experiences that inspire passion to develop skills for a bright future in the digital workforce. Numerous STEM@CGI programs are focused on students who are underrepresented in STEM fields, including females, ethnic minorities, and economically disadvantaged.

CGI members conduct STEM camps that are fun and interactive one-day events, provided at no cost to students. Topics covered include coding, computer building, physical computing, Internet of Things, music creation, data analytics, business consulting, interviewing, smart cities, and sustainability.

In 2022, a new CGI Academia STEM channel was developed in Canada to train members interested in volunteering for STEM@CGI.

People

Equipping for success

Empowering tomorrow’s IT professionals

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

Our commitment extends to providing access to traditionally underrepresented populations in the field and consciously broadening our approach to reach and inspire students of all ages to explore the possibilities of technology. We do this by partnering with affinity groups, schools, universities, and other educational organizations to engage with students, participate in STEM camps, organize in-depth mentorship activities, and offer apprenticeships, internships, and early career programs.

U.S. — INDIA — GERMANY

IT challenges: Mentoring the next generation of IT professionals

By coordinating and sponsoring IT projects that challenge students to address local, national, and global problems, we’re working to improve technical and business literacy within our communities — skills that are critical for the future success of our digital society. One of our flagship programs in the U.S., the CGI IT Girl Challenge, provides high school girls with the opportunity to develop a smartphone app, with the winning team receiving college scholarship funds. We also mentor successful teams in local IT challenges in Germany and India.

[Learn more](#)

UK

Promoting social mobility to help foster success

At CGI, our goal is to provide access to opportunities and resources that promote social mobility and allow members take control of their futures. We also believe that attracting and including people from a range of background to meet the growing industry demand for a skilled digital workforce, we’re creating educational programs and sharing professional resources that help tackle economic inequality. In partnership with organizations across the UK, we’re investing in our communities to ensure people from all social backgrounds have greater access to opportunities for higher level education, employment, and income.

[Learn more](#)

People

Equipping for success

Ensuring equal access to education for all

By encouraging in-person interactions, developing technical skills, and opening up career prospects, we are increasing equal education opportunities for the most vulnerable groups, including people with disabilities, indigenous peoples, and people in unstable circumstances. We have developed several programs and partnerships to improve digital literacy and aim to address more people who are underrepresented in technology education and training.

FRANCE + INDIA + UK
Mentoring students with disabilities

Our commitment to supporting people with disabilities includes mentoring programs that assist with professional integration in technology fields. Such programs help people with disabilities navigate the social demands of a workplace, and help our members engage with people of different backgrounds to create more inclusive environments.

In France, for example, we partner with DSI, where people with disabilities comprise at least 55% of their workforce. We also partner with Simplon, a training organization specializing in professional reconversion in the IT industry. Through these partnerships, we developed an internship program that provides people with disabilities eight months of training followed by one year of contract work, leading to a position with CGI.

In India, our many mentoring activities include collaborating with the Ek Kadam Aur Foundation for Education and Health. This organization helps educate students with visual impairments about using software, cybersecurity, and Internet safety.

In the UK, we partnered with the Salford Foundation to conduct mock interviews for visually impaired students at Bury Church of England High School.

CANADA
Providing STEM scholarships to Indigenous students

One of our goals is to support students in demographics that are underrepresented in STEM fields, including women, minorities and the economically disadvantaged. As part of our commitment, we have partnered with Indspire, an Indigenous non-profit organization in Canada, to award scholarships to Indigenous students pursuing STEM degrees.

Indspire invests in the education of First Nations, Inuit, and Métis people in remote communities, rural areas, and urban centers across the country.

As part of the three-year partnership, we will provide young Indigenous peoples with financial assistance to complete their education and achieve their highest potential.

People

Equipping for success

Providing tools for lifelong learning

For adults who need to change careers or return to the labor market after a long absence, we have specific programs and partnerships for them to acquire relevant skills. Facilitating access to alternative learning opportunities is key to helping this population assimilate back into the workforce and reach their goals.

Our reskilling programs facilitate employment access through training courses, job bridges, dedicated schools, employment preparation, and work-study.

INDIA

Helping women IT professionals in India rejoin the workforce

In 2022, as part of our commitment to gender equality in the workplace, our diversity, equity, and inclusion (DE&I) team in India launched a new program called Career Relaunch (CaRe), which invites women IT professionals who aspire to return to work after a career break to join CGI.

CaRe is a holistic program designed to help women — in CGI and externally — reactivate their skills, build new expertise and transition back to the workplace in a meaningful way. The program provides technical skill assessment, skill enablement, training opportunities, practical project experience, mentorship, buddy support, and a dedicated member resource group.

CaRe began with a maternity transition program, which supports CGI women members before, during, and after maternity leave with customized workshops and well-being sessions, flexible policies, on-demand learning, and career guidance. As part of the first group, we onboarded 10 members.

GERMANY

Supporting refugees at the ReDI School

Our members in Munich continue to work with The ReDI School of Digital Integration, which helps refugees and underprivileged groups enter the IT field. The school is driven by the belief that technology can bring people together to build new solutions to old problems. They offer tuition-free courses in Germany, Denmark, and online.

In addition to curriculum vitae coaching, laptop donations, and training courses, we broadened our support in 2022 to include senior management coaching and job interview training. We also introduced a female career days program, giving 25 students the opportunity to participate in coding workshops and speak to our members about their IT careers to gain insight into the working life of a consultant. ReDI students also now have access to our entire CGI Academia course portfolio.

[+ Learn more](#)

People

Equipping for success

Making education more gender-equitable

Creating a more equitable IT industry starts with empowering young women through education so they can develop the knowledge and skills to dismantle the constructs that perpetuate inequalities. Connecting more women with education opportunities leads to stronger agency, reduced gender imbalances in the IT sector, and elimination of socio-economic disadvantages that disproportionately affect women.

Providing gender-equitable education opportunities is critical to equipping young children with life skills and setting them up for success. In particular, we believe prioritizing girls’ secondary education so that they receive the education, knowledge, and skills needed for life and work delivers unparalleled returns to our society as a whole.

We reach girls and women through a variety of initiatives, including STEM programs, coaching and mentoring, and shining a spotlight on women role models.

U.S.
Empowering girls interested in STEM careers

We strive to build a future workforce that prioritizes gender diversity. As part of our global STEM@CGI program, we collaborated with U.S.-based non-profit Girls Inspired and Ready to Lead (GIRL) to host six interns from GIRL.

The interns were tasked with creating a consulting firm and conducting a Decision Analysis and Resolution evaluation to assess three software solutions to improve communication and coordination between our Strategic Engagement and Inclusion team and our member resource groups in the U.S.

Interns participated in activities around consulting, successful business meetings, resume building, mock interviews, vision board building, and career coaching. They also attended leadership meetings and panel sessions with our member resource groups. The initiative culminated in a final presentation of their findings and provided the interns with opportunities to build their collaboration, delegation, project management, and teamwork skills.

SWEDEN AND UK
Recognizing female leaders

At CGI, we’re committed to supporting the professional advancement of women both internally and outside the company. We participate in and create recognition initiatives that acknowledge the valuable contributions of women in IT. For example, CGI Sweden spearheaded the “IT Woman of the Year” award to recognize female role models who are passionate about inclusion and diversity and are driven to make a difference by leveraging innovative technology. Similarly, CGI U.K. partnered with Investing Women on the AccelerateHER project to support and promote female entrepreneurs in sectors such as CleanTech and Climate, Disruptive Innovation, Medtech and Science and FinTech, Data Science, and Cybersecurity. These awards demonstrate that outstanding innovation is achieved by diverse teams where members are encouraged to share new perspectives.

Communities

Strategic priority

We commit to positively contribute to society by leveraging our members' personal engagement and IT and business expertise through investment in social impact projects and local economic growth initiatives and by actively supporting local business unit pro bono engagements.



Community work for Elistvere Animal Park — Estonia

Communities

Impact

We are committed to improving the well-being of communities where we live and work and giving our members the time and resources to support local causes. Increasingly, we seek to direct our aid and efforts to help ensure that everyone can benefit from the digital world, including the most disadvantaged, and can more fully participate in our society, democracy, and economy. We also mobilize as a company, and through our members, to support the humanitarian needs of people.

Our target:

100% of business units to implement pro bono projects by 2026

Measuring success

58%

of our business units implemented pro bono projects

45,019

Pro bono and volunteer hours

1,229,417

Beneficiaries in communities



Software Developer apprenticeship program in Louisiana — U.S.

Communities

Our members in action

MOROCCO

Delivering food baskets during Ramadan

In Morocco, for Ramadan, nine of our members helped over 150 families living far from the city in the region of Marrakech, which is not easily reachable in the winter. We brought food baskets and blankets to the families and provided workshops and activities for the children. On another occasion, our Morocco ESG team volunteered to deliver toys and spend a day with children suffering from cancer at the 20 Août Hospital Pediatric Hematology Department. It had such a big impact on us to offer them some moments of joy and see them smile. I feel fortunate and proud to work for a company that values social responsibility.



“In each volunteer activity, I discover something that makes me so happy that I’m working at CGI.”

Sana Abaghali

Office Manager at CGI in Morocco



GERMANY

Rebuilding forests

My team is always talking about what we can do for society. During the pandemic lockdown, we couldn’t do anything inside, so we were brainstorming team events that we could do outside. Someone suggested planting trees, and that began our reforestation campaign. We have had more than 100 volunteers plant 1,307 young trees in a patch of forest in Grävenwiesbach, and they are growing and getting green. It’s quite wonderful. This initiative has provided us with a volunteer activity that is good for our team, society, and the environment, and we plan to involve some of our clients next time.

“I think the most important thing is giving something back to the community and involving others.”

Fabian Seel

Director Consulting Services at CGI in Germany

Communities

Our members in action

INDIA

Volunteering with the CGI COVID Warriors

When the COVID-19 situation in India had been deteriorating, I joined the CGI COVID Warriors team to support our members, families, and communities. Among the many experiences I had on this journey, two stand out. The first involved a woman who had low blood oxygen levels and needed a hospital bed. When her son reached out to us, we provided support, and his mother survived.

Then there was a couple and their three-year-old daughter all infected with COVID-19. With little support from family or friends, they were in a panic about what to do. We were able to step in and offer guidance, and within 10 days, the whole family had recovered.



“I hope my experience serves as an inspiration for more CGI members to join our COVID Warriors team and show everyone that we care.”

Sreedhara Govindappa
Senior Business Analyst
in CGI India.



U.S.

Supporting athletes with disabilities at Special Olympics

I’ve been involved with Special Olympics for many years. My brother had a disability and passed away when I was five, so I’ve always felt that those with disabilities and special needs represent the best of us. This year, a group of CGI members from Florida got together to volunteer at a Special Olympics bowling championship. It gave us an opportunity to give back to these members of our community who are still marginalized by some people. They are just unique individuals who give their whole heart to their sports. Special Olympics is their passion and seeing that passion and the love they have for the events is just so endearing.

“I’m just absolutely in love with volunteering. I love being around the athletes, and I love the volunteers.”

Eric Johansen
Director Consulting Expert at CGI in the U.S.

Communities

Our members in action

CANADA

Helping homeless people at The Old Brewery Mission

I’ve always been so impressed with the different programs that The Old Brewery Mission runs for homeless people. Among other things, they offer a shelter, a crisis center, a dinner service, and many research and development studies to assist in building out new programs. The reality is that, since the pandemic, the homeless population has increased while donations decreased. Since 2020, my team has raised thousands of dollars, collected donations, and sent several of our members to volunteer for The Brewery’s dinner service. It’s been an opportunity to see that homelessness isn’t something that happens because someone made a mistake. It could be because of the pandemic, layoffs, an abusive situation, untreated mental health issues, or a variety of other reasons. Volunteering gives us that perspective and allows us to practice compassion.



“I think volunteering is good for your soul. It’s motivating, and it allows you to connect with people and bond as a team.”

Dana Greer
Vice-President at CGI in Canada



Old Brewery Mission, an NGO who works with Montréal’s homeless, meeting their essential needs while finding practical and sustainable solutions to end chronic homelessness.

UK

Using voice-recognition technology know-how to support people with sight loss

The British Wireless for the Blind Fund (BWBF) has improved the daily lives of visually impaired people since 1929. One of our members who volunteers with the BWBF identified an opportunity to help them make connected home devices more accessible. The BWBF trains Amazon Alexa to understand certain terms, the way they might sound with different accents and varying speeds of speech. The BWBF gives us lists of words and we develop variations for them. It’s quite a small charity, and we have the power of hundreds of people. In a few sessions, our volunteers could accomplish what could normally take weeks.



“To be able to help people who are disadvantaged in some way, through our presence and knowledge I think is a privilege.”

Jeremy Brown
Vice-President, Consulting Services,
CGI in the UK

Communities

CGI in action for our communities

Sharing our IT expertise with non-profit organizations

As a global leader in IT services with talented and experienced professionals, CGI is committed to contributing digital skills wherever possible to improve the communities in which we live and work. In 2022, our members collaborated with non-governmental organizations all over the world on a number of projects that made positive impacts.

U.S. Wayfinders

Wayfinders is a non-profit organization in North Carolina dedicated to expanding students’ confidence, connections, and horizons through summer camps, year-round enrichment programs, and mentor relationships. When the organization needed a more efficient data management system to meet their growth objectives, they reached out to Apparo, a non-profit that helps other non-profit find technology solutions. Apparo then turned to CGI for support. Our members stepped up to provide pro bono consulting services to assess current processes and tools and identify gaps and pain points. Working with Wayfinders, our members documented and prioritized requirements for a new software solution, conducted market research, coordinated vendor demos and evaluations, and delivered a final review of the top solutions. By implementing a new software solution, Wayfinders anticipates greater efficiencies in the day-to-day efforts of their volunteers and staff, giving them more time to focus on their core mission.

“It was so comforting knowing I had experts in the field helping me make the best choice of a Customer relationship management tool for our organization.”

Mollie James
Wayfinders, Executive Director

NETHERLANDS Swim to Fight Cancer

Organized by the Dutch charity Fight Cancer, Swim to Fight Cancer is a series of fundraising swims in natural open waters throughout the Netherlands. In 2022, over 3,500 participants raised more than €2 million for groundbreaking cancer research. One of the swimmers is the wife of Eddo de Groot, a CGI cloud architect who came up with the idea for ParTrack. Designed to make the events safer for participants, the ParTrack app helps track swimmers via swim cap numbers and provides an overview of who is still swimming and who got out of the water safely. CGI funded more than 400 hours for the development of the app. ParTrack supported 9 swims in 2022, and there are plans to support even more in 2023 along with a new and improved version of the app.



“It’s amazing that CGI helped us in this way free of charge, so more money could be spent on important cancer research.”

Vera Vandenberghe
Swim to Fight Cancer,
Project Manager

Communities

CGI in action for our communities

Protecting and supporting vulnerable people

CGI is engaged in many initiatives focused on bolstering public safety and personal independence, so everyone is safe and secure enough to enjoy the benefits and pursue the opportunities available to all.

UK

Virtual reality application helps students with autism

Bettridge School is a school for special needs students based in Gloucestershire, UK. Members from our Emerging Technology Lab volunteered to work with the teaching staff on a virtual reality application that allows students with autism to experience common daily events in real-world environments, such as a supermarket. Designed to develop independence and reduce anxieties, the application accommodates students with different abilities and can be teacher-guided or student-driven depending on individual needs.

 [Learn more](#)

“Working with CGI has been seamless and really delivered what we set out to achieve as a group. I’m blown-away by the technology and know that it will build students’ confidence.”

Jo Bleasdale

Headteacher at Bettridge School



INDIA

Public safety projects

Our members in India undertake several initiatives to support public safety. These include collaborating with the Hyderabad and Chennai police departments to promote security through CCTV surveillance, IT infrastructure, and driving personal safety awareness. Integrated Command Control Centers also provide emergency and crisis management.

In Bengaluru, our members work with local organizations to strengthen safety for women, including college students. For example, they developed a platform to share and discuss information on women safety issues and also work to raise awareness on gender roles and stereotypes.

Communities

Support for Ukrainians

In difficult times, CGI members are always ready and eager to help. Although we do not have offices in Ukraine, our members around the world have mobilized to assist Ukrainian people in need by supporting humanitarian relief efforts. Members in Poland, the Baltics, and Finland also have been on the front line of providing emergency aid, welcoming refugees at borders and housing families. Additionally, CGI has developed medium-term action plans in many countries to help individuals find new jobs and support for their families in a new country.

Collaboration with the Red Cross and other organizations

Together with the International Committee of the Red Cross, we organized emergency funding for Ukrainians and we committed \$1 million through members and company contributions. We participated in grassroots projects to offer essential services and materials and worked with non-profit to assist with refugee settlement.

“I would like to thank you, CGI, its employees, and the Executive Team for your support of our humanitarian crisis appeal in Ukraine. Thanks to you, the Red Cross is helping people, whether it’s providing basic humanitarian aid, psychosocial support, or equipment and medicines to hospitals.”

Ghassan Brax

Red Cross Canada, Deputy Director, Corporate Partnerships



Communities

Support for Ukrainians

Direct support on the ground

Poland

Volunteers from CGI in Poland have brought food and essential goods to the border and welcomed refugees into their homes since the beginning of the conflict. Additionally, in cooperation with NGOs operating at the borders, CGI delivered computers to Ukrainian children through their intermediaries and made donations to provide basic necessities to thousands of refugees. The mobilization of our members in Poland represented over 500 hours of pro bono and volunteer work with NGOs such as Pankracy Fundacja, Fundacja Oneday, and Stowarzysze.

Lithuania

The NGO Mazi bet Stiprus is a CGI in Lithuania members-based charity organization focused on helping Ukrainian people affected by the war. They define themselves as a “small but strong” team with trusted contacts in Ukraine, helping to address essential needs, providing donations quickly and directly to the supported people, and being flexible and open for any cooperation with other charities or individual volunteers. In response to our Lithuanian members’ call for help, fellow members in Germany raised €10,000 to support these efforts.

Helping Ukrainian refugees rebuild

Many of our operations partner with governments and community organizations to welcome refugees. As a leading global employer, CGI plays a key role by helping people find employment as they settle into new communities. We have proactive recruitment initiatives in Estonia, France, Germany, Latvia, Lithuania, Luxembourg, Poland, Portugal, and Romania, as well as Canada and the U.S. In the Netherlands, Sweden, and other countries, our teams donate laptops to help children continue their schooling, adults apply for jobs, and families stay connected through videoconferencing.

In Poland, we launched a website offering employment opportunities for Ukrainian refugees. In addition, we offer Ukrainian refugees now working for CGI in Canada, a package including a CA\$5,000 lump sum on their first pay; resources to assist with relocation, transition, and skill gaps; and a CGI “buddy” from the Ukrainian community.

Managing uncertainty and anxiety

Member health, well-being, and safety remain top priorities for CGI. To help our members deal with the stress and anxiety caused by the conflict in Ukraine, we increased the resources available to them through our Member Assistance Program. In the UK, this includes free webinars on “Managing uncertainty and anxiety caused by world events” and “Helping children cope with world conflict.” In the Czech Republic, Poland, Romania, and Slovakia, we also offer hotlines to call for emotional support related to these events.



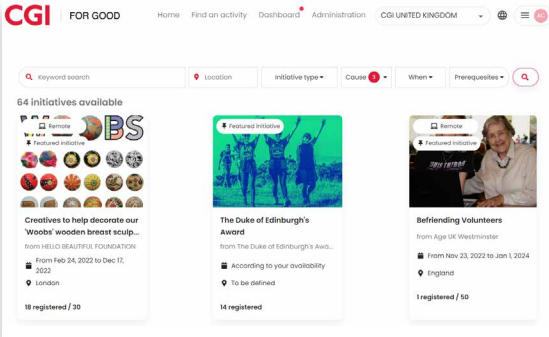
Communities

CGI for Good tool: The tool that makes volunteering easy

CGI for Good is our global digital volunteering tool that gives our members access to a wide range of in-person and remote volunteering opportunities with local non-profit and charitable organizations.

The tool also empowers members to create their own opportunities in response to the needs of the communities where they live and work.

Whether it's mentoring, awareness, lending a hand, or putting skills to use for others, CGI for Good enables members to easily find volunteering opportunities that match their preferences and availability.



The tool also allows our members to become aware of ESG topics on which they can take concrete individual action. Some of these include:

- Discover “How to bee friendly” to help bee populations thrive
- Test your knowledge of plastic pollution
- Bike to work

The tool is deployed in Australia, United Kingdom, France, India, Luxembourg, Malaysia, Morocco, Philippines, Portugal, Romania, and Spain. Our remaining locations will be added in 2023.

Since the launch of CGI for Good:

- 7,953 active members signed up to help non-profits looking for volunteers
- 730 non-profits were registered to share their needs
- 106 non-profits were helped by members for an equivalent of 6,251 hours
- 1,261 challenges were completed

An interview with Brice Damoiseau

Vice-President Consulting Services, France, Financial Services business unit

What is the origin of CGI for Good?

The project was created in the Financial Services business unit in France a few months before the COVID-19 lockdown to answer a simple question: How can we use volunteering opportunities to instill a sense of purpose in our members while they are between client projects? This goal aligns with the strong desires of our members to help, contribute to, or simply share opportunities and information with each other.



Brice Damoiseau initiated the **CGI for Good project** in 2020 with a team of five other French members: Roxane Leib, Anne Lebour, Jérôme Challos, Marie Laure Picouays and Anaïs Abitbol

In addition to helping non-profits, what are the other impacts of this tool?

Through this project, members feel more connected to CGI, and some have proposed new local organizations to add to the tool. For clients, our relationship is strengthened through joint volunteer projects and by further demonstrating our commitment to ESG.

What did the tool change for you?

I have used the tool to connect with and help several non-profits. One of them organizes voluntary first aid missions. I have been working with this partner for over a year, and I hope to volunteer with them during the 2024 Olympic Games in Paris.

Communities

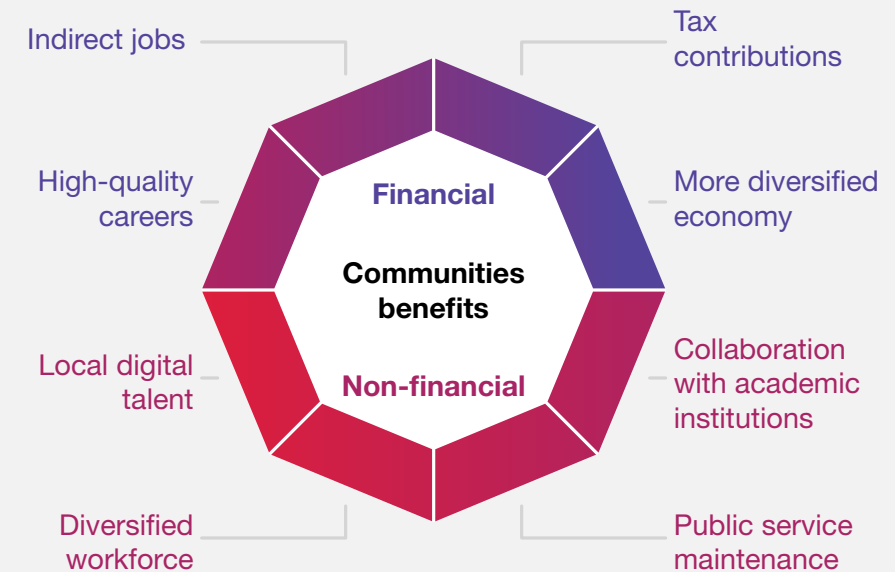
Supporting the economic prosperity of our communities

Generating and delivering value for communities

We build lasting, trusted relationships by embedding operations within our clients' metro markets. This proximity fosters a collaborative style and consultative approach to help clients envision new possibilities. At the same time, our consultants draw upon a diverse global network of professionals who bring the right industry and technology expertise, innovation, and scale to every engagement. This includes access to a best-fit, 24/7 delivery model of onsite, onshore, nearshore, and offshore options.

An important part of our extensive and flexible global delivery model is a network of centers located in smaller communities. These centers provide public-sector and private-sector clients with high-quality, high-value digital transformation solutions. These centers foster digital inclusion through an innovation ecosystem that provides quality employment opportunities, high-tech infrastructure, and strong local academic and training programs.

The value generated and delivered for communities



Communities

Supporting the economic prosperity of our communities

A long tradition of delivering value for communities

In 1984, Alcan and CGI entered into a managed IT services agreement that resulted in the opening of our Center of Excellence in Saguenay, a northern city in Quebec, Canada. At that time, CGI had four employees in the city. Today, there are nearly 600 professionals in Saguenay. From this center, we support more than 100 clients, providing innovative services and solutions, including intelligent automation and software development.

2022 highlights

Since the establishment of our Saguenay operations, we’ve invested in smaller communities across our global operations, establishing centers outside of large metropolitan areas. During 2022, new center openings included:

October 2021 — Hartford, Connecticut, United States

In addition to opening this center to provide more opportunities for direct collaboration with our clients and innovative technology companies, we announced the CGI Diversity Scholarship at the University of Hartford, which is available for students enrolled in computer engineering, computer science, data analytics, and data science programs.

October 2021 — Toulouse, France

CGI opened a new global innovation center dedicated to Industry 4.0 in Toulouse, France. The center provides our manufacturing clients globally with the opportunity to test innovative and practical solutions that help meet their top priority to quickly modernize, rationalize, and make their systems more sustainable.

November 2021 — Bielefeld, Germany

CGI opened a new location in Bielefeld to support mid-sized companies from the region that are often champions and global market leaders in their field. CGI offers quality employment in the region while also providing clients with an onsite presence, complemented by global reach and delivery capabilities.

February 2022 — Nuremberg, Germany

In a similar strategy, we expanded our presence in the Nuremberg Metropolitan Region with a new location in Erlangen. With this location, we support both our existing and new clients across the region, specializing in advancing their digital transformation.

March 2022 — Tweedbank, United Kingdom

We announced the opening of a new CGI Center of Excellence in Tweedbank through our digital services partnership with the Scottish Borders Council. The location helps advance our partnership’s strategy to develop smart, connected communities while providing quality employment throughout the region.

April 2022 — New Brunswick, New Jersey, United States

We established a new location in New Brunswick to meet growing client demand for IT and business consulting services in the region and to centralize delivery operations in the state. In addition to providing our members with a new workplace, the office includes collaborative space to foster our mentorship programs. This includes our sponsorship of the New Brunswick P-TECH High School program, a STEM-based, public-private partnership intended to establish a clear pathway from high school to university and then to a career.

May 2022 — Kaiserslautern, Germany

We established a new location in Kaiserslautern, which draws upon the talent of local universities and institutes and the region’s reputation of advancing key technologies, such as artificial intelligence. The investment in the region also supports our members, a number of whom are from the region and continue to call it home.



Governance



Corporate governance

High corporate governance standards are foundational to the way we conduct business at CGI. We recognize and embrace our responsibility as a global company to engage in business practices that are ethical and in compliance with the letter and spirit of all applicable laws and regulations.

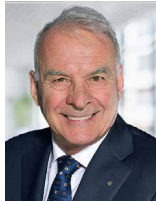
This responsibility applies in every country in which we operate, with all our stakeholders, including clients, employees (whom we call members), and shareholders.

As an IT services leader, we are also committed to deploying digital strategies responsibly and protecting data using the highest security and ethical standards.

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) corporate governance guidelines.

As a Canadian reporting issuer with a listing on the NYSE, CGI is considered a foreign private issuer under applicable rules and regulations of the U.S. Securities and Exchange Commission (SEC). 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 www.sedar.com, on EDGAR at www.sec.gov and on CGI's website at www.cgi.com.

Composition of the Board of Directors¹



Alain Bouchard

Independent director, complies with the share ownership guideline
Age 73
Montréal, Quebec, Canada
Director since 2013
Member of the Board of Directors



George A. Cope

Independent director, complies with the share ownership guideline
Age 61
Toronto, Ontario, Canada
Director since 2020
Lead Director
Member of the Corporate Governance Committee and of the Human Resources Committee



Paule Doré

Independent director, complies with the share ownership guideline
Age 71
Outremont, Quebec, Canada
Director since 1995
Member of the Corporate Governance Committee and of the Human Resources Committee



Julie Godin

Director related to CGI, complies with the share ownership guideline
Age 47
Westmount, Quebec, Canada
Director since 2013
Co-Chair of the Board, Executive Vice-President, Strategic Planning and Corporate Development



Serge Godin

Director related to CGI, complies with the share ownership guideline
Age 73
Westmount, Quebec, Canada
Director since 1976
Founder and Executive Chairman of the Board



André Imbeau

Director related to CGI, complies with the share ownership guideline
Age 73
Beloeil, Quebec, Canada
Director since 1976
Founder and Advisor to the Executive Chairman of the Board



Gilles Labbé

Independent director, complies with the share ownership guideline
Age 66
Outremont, Quebec, Canada
Director since 2010
Chair of the Audit and Risk Management Committee



Michael B. Pedersen

Independent director, complies with the share ownership guideline
Age 62
Toronto, Ontario, Canada
Director since 2017
Chair of the Corporate Governance Committee and Member of the Human Resources Committee

¹ Information is provided as at September 30, 2022.

Composition of the Board of Directors



Stephen S. Poloz

Independent director,
complies with the share
ownership guideline
Age 67
Orleans, Ontario, Canada
Director since 2020
Member of the Audit and Risk
Management Committee



Mary G. Powell

Independent director,
complies with the share
ownership guideline
Age 62
Stinson Beach, California,
United States
Director since 2020
Member of the Corporate
Governance Committee and of
the Human Resources Committee



Alison C. Reed

Independent director,
complies with the share
ownership guideline
Age 65
London, United Kingdom
Director since 2018
Member of the Audit and Risk
Management Committee



Michael E. Roach

Independent director,
complies with the share
ownership guideline
Age 70
Montréal, Quebec, Canada
Director since 2006
Member of the Board of Directors



George D. Schindler

Director related to CGI,
complies with the share
ownership guideline
Age 59
Fairfax, Virginia, United States
Director since 2016
President and Chief
Executive Officer



Kathy N. Waller

Independent director,
complies with the share
ownership guideline
Age 64
Atlanta, Georgia, United States
Director since 2018
Member of the Audit and Risk
Management Committee



Joakim Westh

Independent director,
complies with the share
ownership guideline
Age 61
Stockholm, Sweden
Director since 2013
Chair of the Human Resources
Committee and Member of the
Corporate Governance
Committee



Frank Witter

Independent director,
complies with the share
ownership guideline
Age 63
Braunschweig, Germany
Director since 2021
Member of the Audit and Risk
Management Committee

Board of Directors and standing committees¹

Board of Directors

16 directors	6 meetings held in F2022
31.3% women	97% attendance
75% independent directors	

Summary of certain ESG-related responsibilities:

- Oversees the formulation of our long-term strategic, financial, and organizational goals and approves our strategic plan, which includes ESG-related objectives
- 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 ESG-related risks
- Oversees ESG initiatives and commitments, including our net-zero emissions commitment
- Sets the tone for, oversees, and monitors our culture of integrity and compliance through our Code of Ethics, Anti-Corruption Policy, and other processes and policies
- Monitors health, safety, and environmental matters through various reports and presentations

For further information, refer to the Charter of the Board of Directors, made publicly available on the CGI website: <https://www.cgi.com/sites/default/files/2021-07/charter-bod-en.pdf>

Corporate Governance Committee

5 members	4 meetings held in F2022
100% independent directors	96% attendance

Summary of responsibilities, including ESG:

- Reviews the Company’s purpose as an organization, which is to seek the best equilibrium between its three stakeholders and the communities in which its members live and work
- Oversees, monitors, and makes recommendations to the Board of Directors with respect to the alignment of CGI with our purpose and strategy, performance, and reporting on corporate responsibility
- Receives presentations on international trends and best practices in disclosure of ESG matters, including governance trends related to cybersecurity and climate transition action plans
- Updates the Board of Directors on ESG issues and risks
- Reviews and monitors adherence to the Code of Ethics
- Reviews our ESG policies and practices
- Oversees directors’ continuing education program

For further information, refer to the Charter of the Corporate Governance Committee, made publicly available on the CGI website: <https://www.cgi.com/sites/default/files/2021-07/charter-cgc-en.pdf>

¹ Information is provided as at September 30, 2022.

Board of Directors and standing committees¹

Human Resources Committee

5 members	4 meetings held in F2022
100% independent directors	93% attendance

Summary of certain ESG-related responsibilities:

- Develops and makes recommendations to the Board of Directors with respect to our compensation philosophy and strategy
- Reviews our measures to promote diversity and inclusion, their effectiveness, and annual and cumulative progress made in achieving our objectives
- Reviews our leadership development programs and career plans, as well as executives' succession plans
- Observes market trends and good practices on executive and director compensation

For further information, refer to the Charter of the Human Resources Committee, made publicly available on the CGI website: (<https://www.cgi.com/sites/default/files/2021-07/charter-hrc-en.pdf>)

Audit and Risk Management Committee

5 members	6 meetings held in F2022
100% independent directors	98% attendance

Summary of certain ESG-related responsibilities:

- Reviews and monitors procedures for the retention and treatment of ethical incidents relating to, among others, discrimination, harassment, corruption, and data privacy, as well as other potential breaches of our Code of Ethics
- Assesses risk tolerance of the company through our program of risk assessment, namely the Enterprise Risk Management (ERM) program, and steps taken to address significant risks or exposures
- Reviews the potential risk of fraud and any other activity likely to be detrimental to CGI
- Reviews the impact of significant risks and uncertainties affecting CGI and provides recommendations to the Board of Directors for the effective management of those risks

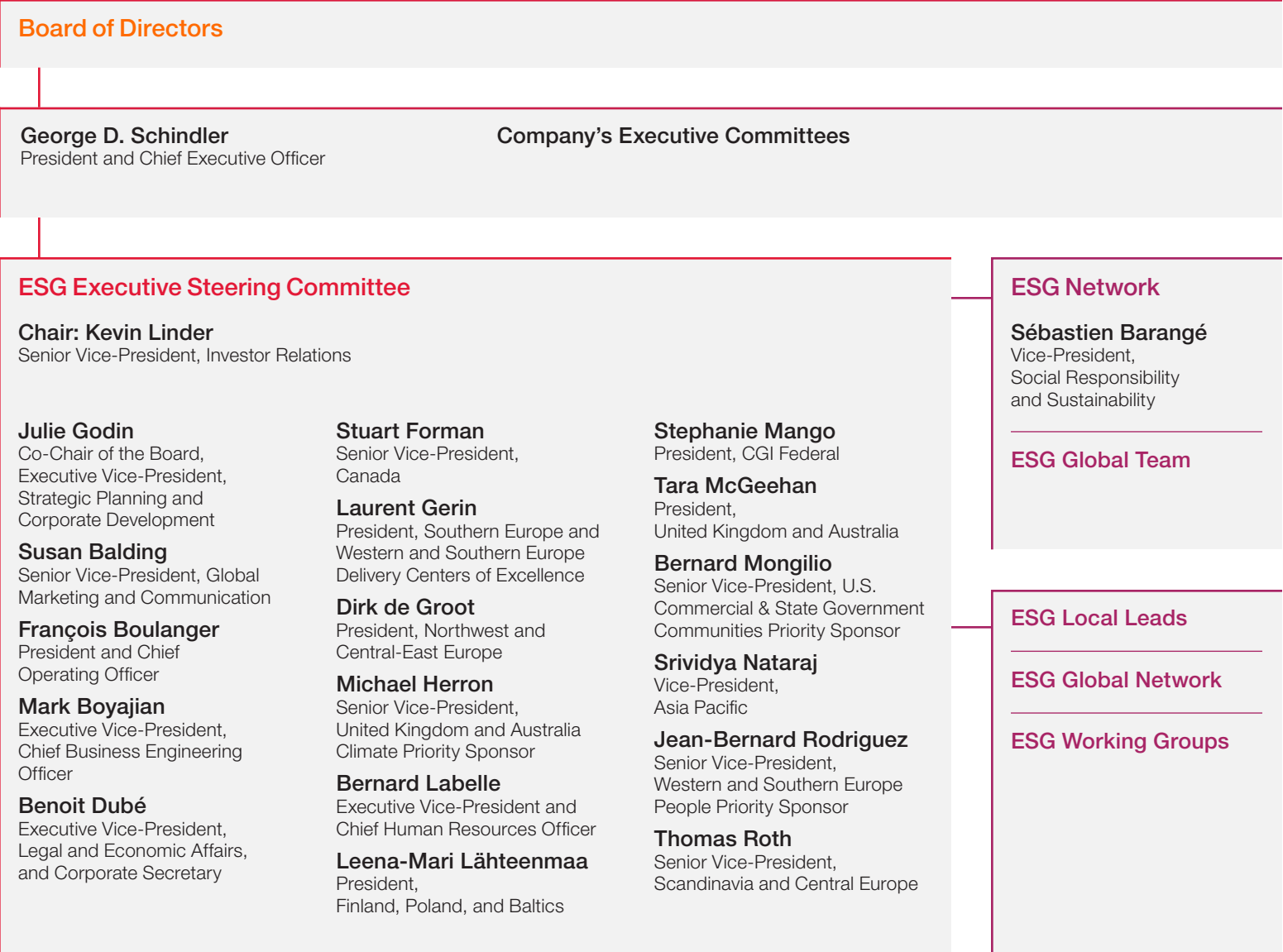
For further information, refer to the Charter of the Audit and Risk Management Committee, made publicly available on the CGI website: (<https://www.cgi.com/sites/default/files/2021-07/charter-armc-en.pdf>)

¹ Information is provided as at September 30, 2022.

ESG governance

Good corporate governance is very important to us. The values we share at CGI form the foundation of our corporate governance practices. Our ESG governance objectives are set under the guidance of several groups:

- The CGI Board of Directors, which determines our long-term strategic, financial, and organizational goals.
- Our ESG Executive Steering Committee, which is chaired by our Senior Vice-President of Investor Relations, with the participation of our Co-Chair of the Board and Executive Vice-President, Strategic Planning and Corporate Development. The committee is comprised of executive-level representatives from our Strategic Business Units and corporate functions, and its chairperson communicates all ESG initiatives and strategies to the CGI Executive Committee.
- ESG local leads in each SBU, in collaboration with our Vice-President, Social Responsibility and Sustainability and the ESG team, which advance our ESG strategy and action plans.
- Our ESG Global Network, which meets monthly to collaborate on our overall strategy and necessary actions.
- SBU representatives and internal stakeholders, who participate in monthly ESG Working Groups to develop and implement our ESG priorities.



CGI Management Foundation

Through the combination of our business and strategic IT consulting, systems integration, managed services, and IP-based solutions and services, we are well positioned to deliver value for our three stakeholders: clients, members, and shareholders. Our end-to-end services are supported by our CGI Management Foundation, which enables teams around the world to act effectively, efficiently, and consistently as one company.

The Management Foundation incorporates over 46 years of proven best practices and know-how into frameworks that ensure high-quality and secure delivery of our services, meeting the highest requirements for security and data privacy. Most importantly, the Management Foundation contains our Constitution, our values, policies, principles, and performance metrics that foster alignment throughout our organization and drive operational excellence in all we do. All this allows our consultants to maximize the time they spend supporting and innovating for our clients. Our CGI Constitution, which is comprised of our Dream, Vision, Mission, and Values is the reflection of our culture: who we are, where we want to grow, what we do, why

we do it, and how we behave and make decisions. In nurturing our ownership mentality, we consistently seek to maintain the best equilibrium for the benefit of our three stakeholders.

As our Constitution is the foundation of our Culture, expressed in words, the Management Foundation defines how we connect and build strong relationships with our stakeholders, and how we regularly measure their satisfaction. It enables us to rapidly and profitably integrate new mergers and to facilitate the onboarding of new members as owners. All aspects of ESG are woven into the Management Foundation's principles, policies, metrics, and processes.

I S O 9 0 0 1 C E R T I F I E D O P E R A T I O N S	CGI Constitution				Enterprise Policies and Processes					
	Dream	Vision	Mission	Values	Code of Ethics	Organization, Governance, and Evolution	Human Resources	Finance and Investment	Security and Data Privacy	Quality System
	Strategic Directions and Operational Planning		Range of Services	Managing for Excellence	Marketing, Client Relationship and Business Development		Engagement Risk Management	Innovation and Intellectual Property	Mergers and Acquisitions	Management Frameworks
	Client Partnership Management Framework						Member Partnership Management Framework		Shareholder Partnership Management Framework	
	Proposal	Contract	IT Management Best Practices Engagement Governance	Delivery	Closing	Leadership Institute		Investor Relationship Management		
	Methods and Tools					Assignment Performance Management and Career Planning Recruitment		Disclosure Guidelines		
	Consulting, System Integration and Development		Application Management	Technology Operations Management	IP-based Business Process Management		Orientation and Integration Team Meetings		Investor Communications	
	Client Satisfaction Assessment Program						Member Satisfaction Assessment Program		Shareholder Satisfaction Assessment Program	

Risk management

Overview

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 (see [page 90](#)).

Our Enterprise Risk Management process ensures that risks are effectively managed across CGI and that all significant risks are reported at the enterprise level. Any risks that affect our operations and could negatively impact the achievement of our business objectives are systematically addressed through this process.

The process provides increased risk awareness and effectiveness in managing risks and promotes consistency and transparency, allowing for comparisons companywide, and enabling a portfolio view that can be reported to the CGI Board of Directors.

Operational management in all business units and functions must actively anticipate, manage, and monitor the evolution of their risks, seek out opportunities, and contain potential threats. 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.

Integrated approach for assessing and managing enterprise risks

Enterprise risks are assessed on an annual basis, aligned with the timing of our strategic planning process. These risks are continuously monitored and formally reassessed quarterly.

Using a structured and 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 dimensions of environment (including external climate-related physical and transition risks, and existing and emerging environmental regulations), social (including member-related risks), and governance (including security, data privacy, ethics). Our risk universe is reviewed and updated every year based on input from the Board of Directors, Executive and Operational Management, and 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 heading using defined scales of likelihood, potential impact on objectives, and timeframe, along with qualitative descriptions of risk identification, mitigation, and monitoring. Each risk’s significance is classified based on a combination of impact and likelihood over time.

Our risk assessments and mitigation plans are reviewed at an appropriate level of management according to the scope and potential impact (business unit or Strategic Business Unit management committee, Executive Committee, or Board of Directors).

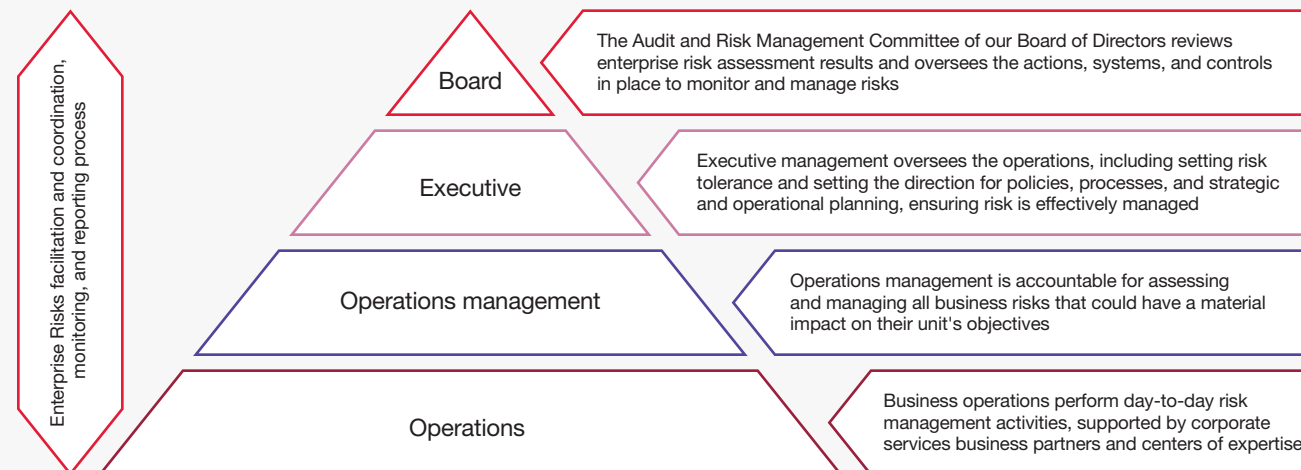
Risk management

Significant and emerging risks are reported to our Board of Directors through the Audit and Risk Management Committee as required, at a minimum of once per quarter. Risks that could affect investors or the long-term sustainability of the enterprise are disclosed in our public filings.

Appropriate risk mitigation plans are developed by each business unit for any significant risks identified within its scope. Regardless of the risk's time horizon, these plans are included in each business unit's annual business plan and reflected in the overall rolling strategic plan as appropriate. Documented guidance provides strategies to reduce the 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 (shareholders, clients, and members), inform annual and longer-term strategic business planning.

Assessing and managing enterprise risks



We detail all material assessed risks and uncertainties in our [Management's Discussion and Analysis document](#) (pages 55–68) including external risks, such as natural disasters and climate change, and their impact on our business.

Ethics

Our commitment

The CGI Code of Ethics and Business Conduct (Code of Ethics) and associated policies are integral to our Ethics and Compliance program, which promotes adherence to the highest standards of ethical business conduct. We operate our business ethically and in compliance with the letter and spirit of all applicable laws and regulations. Our Code of Ethics and our Third-Party Code of Ethics outline our expectations for all members, officers, directors, vendors, contractors, and partners. Upon joining CGI, each member signs or, where regulatory constraints exist, acknowledges the Member Commitment to the Code of Ethics and renews this commitment on an annual basis. In 2022, 91.3% of our members renewed their commitment.

We are committed to conducting all activities free from illegal and improper influence and to ensuring compliance with all competition laws, human rights legislation, and anti-bribery and anti-corruption laws and regulations that may be applicable to our business worldwide. Additionally, compliance with the CGI Anti-Corruption Policy, embedded in our Code of Ethics, is mandatory at all times by our members, officers, and directors, as well as all third-parties who act on behalf of CGI.

As part of our onboarding process, new CGI members are required to complete mandatory ethics and compliance training, including anti-corruption training, within the first 30 days of employment after which they are required to complete annual refresher trainings. In 2022, all of our active members completed the annual refresher trainings. We also deployed a new combined compliance refresher training covering compliance with security, ethics, and data privacy policies and guidelines. This combined training will be refreshed and conducted on an annual basis, over an established period of time.

Any member or third-party who witnesses, experiences, or suspects a situation that violates our Code of Ethics or may result in a breach of law can use our confidential Ethics and Compliance Reporting Hotline, among other tools, to report incidents. Such incidents may include, but are not limited to, harassment, discrimination, bribery, forgery, insider trading, conflicts of interest, financial fraud, data privacy violations, intellectual property violations, and theft. Our Ethics and Compliance Hotline is hosted by a third-party and allows our members and third-parties to report incidents anonymously, wherever permitted by law.

Our policies

Code of Ethics and Business Conduct

The CGI Code of Ethics and Business Conduct highlights situations that members may face in their duties and provides the basic principles to guide their actions. It applies to all CGI members, officers, and directors and prescribes the highest level of ethics in all the following areas:

- Member conduct and behavior
- Integrity of books and records, and compliance with sound accounting practices
- Confidential information and intellectual property
- Data privacy protection
- Conflicts of interest
- Laws, statutes, and regulations
- Member, client, investor, and media relations
- Community activities, and political and public contributions

Third-Party Code of Ethics

Our Third-Party Code of Ethics reflects our commitment to unyielding integrity and standards of business conduct by setting out specific ethical standards required of any third-parties that do business with CGI. The only exceptions are third-parties that have demonstrated implementation of, or are otherwise subject to, comparable rules of ethical conduct.

Ethics

Anti-Corruption Policy

The CGI Anti-Corruption Policy describes steps to prevent risk and ensure the proper handling of any issues related to bribery and corruption while also outlining general requirements and procedures for each risk area. This policy applies to all CGI members, third-parties, officers, and directors.

Ethics Reporting Policy

Our Ethics Reporting Policy applies to all CGI members, third-parties, officers, and directors. It describes the policy and measures we implement with respect to reporting ethical incidents and defines the process for investigating such incidents.

Insider Trading and Blackout Periods Policy

Our Insider Trading and Blackout Periods Policy aims to prevent improper trading in CGI securities and the improper communication of privileged or material undisclosed information. This policy applies to all CGI directors, officers, and members.

Risk management

Third-Party Management Process

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. All new suppliers (some exclusions may apply) are 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 40) or declines to undertake the EcoVadis assessment, an automatic alert is sent to the internal buyer and the Global ESG Team to take appropriate action.

Additionally, our procurement policy establishes rules for contracting with such third-parties, including 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 Code of Ethics, cybersecurity, privacy, service quality, and stability.

Engagement Risk Management (ERM)

Principles

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 Chief Executive Officer and our Board of Directors. We ensure full accountability and responsibility at our operational 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, and we perform continuous proactive risk oversight throughout the entire engagement lifecycle 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.

Ethics

Reporting

All CGI members are responsible for immediately reporting any of the following:

- Non-compliance with the Code of Ethics
- Suspected violations of the Code of Ethics, the Third-Party Code of Ethics, or CGI policies
- Known or suspected violation of applicable laws, rules, or regulations
- Observed instances of misconduct or pressure to compromise our ethical standards

We maintain clear and accessible reporting processes for anyone to voice a concern, and we apply the following principles to all ethics investigations:

Compliance

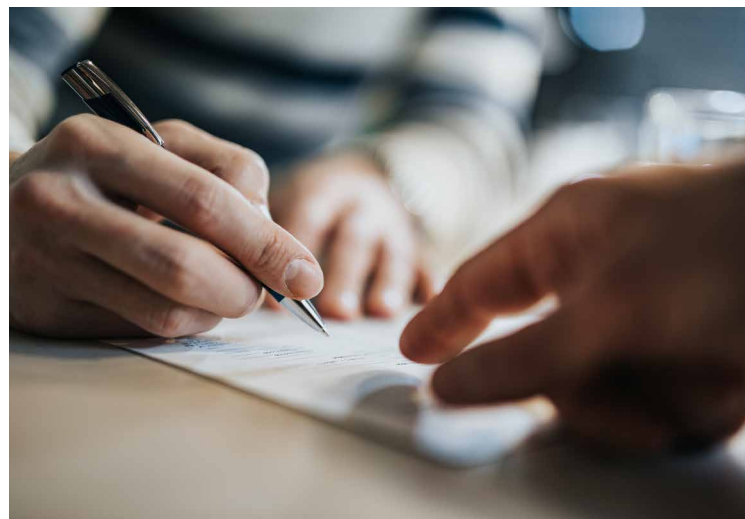
We are committed to investigating matters in a timely and thorough manner and to addressing wrongdoing within the organization to ensure adherence to our Code of Ethics and compliance with the law.

Protection against retaliation

Through our anti-retaliation policy, we are committed to supporting and encouraging our members to file reports of actions that may violate our Code of Ethics. Any form of retaliation against a member who files a report in good faith, or who cooperates in an investigation of a reported violation, constitutes a serious violation and will not be tolerated. This protection applies even if a report is ultimately determined to be unsubstantiated.

Confidentiality

We are committed to treating all reports in a confidential manner and will only disclose to the extent necessary to ensure compliance with our legal obligations and to facilitate a thorough investigation.



Conflicts of interest

We are committed to prohibiting any member with an actual or perceived conflict of interest from participating in the investigation of a report or in the determination of any related remedial or disciplinary actions.

Reports can be made openly, confidentially, and anonymously, as allowable by law, through any of the following reporting channels:

- Any manager or any other individual in our management chain or leadership team
- Any member of the Human Resources department or the CGI legal team
- Any officer of CGI, especially when mandated by the Codes
- Our Ethics and Compliance Reporting Hotline
- Our Ethics Inbox: ethics@cgi.com

Ethics

Overview of our Ethics and Compliance program

Programs in place



2022 achievements

We continue to maintain a strong and positive ethical culture. In 2021, we successfully completed a global mapping exercise identifying and assessing any local adaptation to corporate policies related to the Code of Ethics to proactively detect potential risks and to recommend appropriate mitigating actions. The goal of this exercise was to promote the adoption of a cohesive set of local adaptations of Code of Ethics policies across all CGI business units to ensure standardized outcomes for all CGI members.

In 2022, we kicked off the second phase of this exercise, with the objective of implementing the recommendations developed in phase one.

In addition, we continue to monitor implementation of our revised corporate Ethics Investigation Guidelines to ensure adherence at all levels of the organization and in each jurisdiction where CGI operates.

Human rights

Our commitment

We are fully committed to respecting human rights throughout our operations and supply chain in accordance with United Nations (UN) guidelines. Our understanding of these rights is drawn from the Universal Declaration of Human Rights, and we strengthened our commitment in 2020 by signing the UN Global Compact.

As a people-oriented organization with 90,000 members, a global company operating in a variety of countries with diverse cultures and local regulations, and a buyer with more than 10,000 suppliers in our supply chain, we recognize human rights to be fundamental.

The human rights referred to in this section of this report are:

- The right to equal opportunity and fair treatment, particularly for people belonging to vulnerable groups
- The right to protection against harassment and discrimination
- The right to a healthy and safe work environment
- The right to freedom of expression and association
- The right to privacy of personal data
- The right to education and digital inclusion
- The right to protection from forced labor, child labor, and human trafficking

Our policy

Our Code of Ethics for our members and our Third-Party Code of Ethics for our suppliers are based on the values and philosophy that define our Human Rights statement and have guided us successfully since the founding of CGI in 1976. These codes express that “Every person has the right to equal treatment with respect to employment and the right to be free of discrimination because 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, veteran status (U.S. only), family status, disability, or means used to overcome a disability.” This statement is reinforced by our specific policies on equal opportunity, anti-discrimination, anti-harassment, and modern slavery.

In 2022, we updated our Code of Ethics to reinforce our principles of human rights protection, specifically as it pertains to modern slavery. Section 1.7 of our Code of Ethics was amended to add the following statement:

“Modern Slavery — CGI recognizes that slavery is both illegal and unacceptable. As a services organization in which most of our members 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, the CGI Third-Party Code of Ethics aims to provide suppliers with the appropriate guidance to make informed business decisions while working with CGI.”

More information can be found in the Ethics section (see [page 93](#)).

Human rights

Governance

Our Corporate team, including our Legal and Human Resources functions, is responsible for developing standards and policies to be complied with by our members and other relevant stakeholders.

The Company’s Board of Directors is ultimately responsible for the company’s commitment to human rights and receives a quarterly ethical incidents report through its Audit and Risk Management Committee.



Risk mapping

CGI operations

We use several distinct processes to map risks related to human rights within our own operations:

- The CGI Enterprise Risk Management Process is designed for the effective management of risks across our company, including the reporting of any significant risks at the enterprise level.
- The Member Satisfaction Assessment Program (MSAP) provides member feedback regarding the work environment and related matters at CGI. Designed to foster dialogue between members and their leaders, MSAP is the process through which members at all levels, everywhere in the world, express their satisfaction with CGI regarding core management responsibilities.
- The Member Consultation, a survey conducted every year, is a part of our strategic planning process and enables members to share their voice on our strategic goals and priorities, including suggesting ideas and providing feedback on how to achieve our goals.
- External member surveys are conducted through independent third-parties such as the Great Place to Work Institute (Canada, Philippines, India, and UK) and Top Workplaces (U.S.).

Supply chain

In 2022, our Global Procurement and ESG Teams undertook a risk mapping of our supply chain with considerations for sector and country risk levels. The results enabled us to strengthen our risk mitigation plan by identifying and prioritizing a group of 250 significant suppliers.

Evaluation procedures

CGI operations

CGI is subject to an annual evaluation of policies, actions, and performance disclosure by EcoVadis, a specialized sustainability ratings agency that has assessed CGI since 2012. Four areas are examined in this assessment, including human rights. In 2022, CGI received EcoVadis’ top honors with a “Platinum” distinction and a score of 80/100 in the labor and human rights areas.

CGI also has been rated by the Dow Jones Sustainability Index (DJSI) since 2010. Our 2022 corporate responsibility performance, which includes human rights measures, exceeded the industry average of 25/100 with an overall score of 62/100. This represents an increase of four points since the previous year.

Human rights

Supply chain

Our supplier creation and due diligence processes have been fully automated using our Third-Party Supplier Portal. All new suppliers (that meet certain criteria) are required to answer an ESG questionnaire. Based on the results of the questionnaire, suppliers may be asked to demonstrate how they handle their responsibilities by completing a detailed assessment with our external partner EcoVadis or a partner of their choice. If a supplier receives a low EcoVadis score (below 40) or declines the EcoVadis Assessment, an alert is automatically sent to the supplier and our Global ESG Team so that appropriate actions may be taken.

We also have invested in EcoVadis 360 Watch, a sustainability intelligence and monitoring system that proactively identifies risks associated with our suppliers based on sources from media, governments, trade unions, non-governmental organizations, and other business networks. In the event of a negative alert relating to a supplier, our Global Procurement Team will receive a notification and will work with our Responsible Leader (contract owner) to determine any mitigation actions.

More information can be found in the Procurement section (see [page 102](#)).

Alert mechanism

As described in our Ethics Reporting Policy, the procedure for reporting any human rights violations within CGI operations or within our supply chain involves submitting a report online, via text, by emailing ethics@cgi.com, or by submitting an alert via our confidential Ethics and Compliance Reporting Hotline. This hotline is an incident-reporting system managed by an independent third-party mandated by CGI to ensure anonymity of all incident reporters, if they choose to remain anonymous, and the confidentiality of all reports submitted.



Human rights

Human rights support

We have implemented specific measures to mitigate risks and to prevent negative effects on human rights. The risk categories and our mitigation measures are detailed in this table.

Human rights	Risk measure	
The right to equal opportunity and fair treatment, particularly for people belonging to vulnerable groups	• CGI Code of Ethics, Third-Party Code of Ethics, and Ethics Reporting Policy • Anti-Harassment Policy • Mandatory training for all members on protection of human rights as prescribed by the CGI Code of Ethics • Training for leaders on unconscious bias • Member Satisfaction Assessment Program (MSAP) • Our Respectful Workplace Policy that includes diversity, equity, and inclusion (see page 43)	
The right to protection against harassment	• CGI Code of Ethics, Third-Party Code of Ethics, and Ethics Reporting Policy • Respectful Workplace Policy	
The right to a healthy and safe work environment	Our goal is to adequately prevent and manage incidents that may occur in any location and to ensure the health and well-being of our members on a daily basis because we firmly believe that our members’ health and well-being are essential to the success of our organization. Policies and resources include: • Safety Policy • Facility Physical Security Policy • Security Incident Management Policy • Health and Safety Policy • Traveling Security Policy • Respectful Workplace Policy • Oxygen Program for all members • Local health and wellness committees	
The right to freedom of expression and association	As part of our commitment to the UN Global Compact, we recognize the right to freedom of expression and association. To bolster this commitment, some of our business units have “member councils” facilitating direct communication with management teams on subjects that directly impact members.	

Human rights

Human rights	Risk measure
The right to privacy of personal data	As a company that uses personal data for our own purposes and as a provider of IT solutions and business consulting for our clients in all sectors, the protection of personal data is a key priority for CGI. Policies and resources include: • Data Privacy Policy (including clients, members, and suppliers) • Training on and awareness of security and personal data management for CGI members and contractors • Internal audits, including verification of General Data Protection Regulation requirements • ISO 27701 in the UK, Australia, India, Philippines, Malaysia, one site in the U.S., and 11 sites in France, Morocco, and Portugal • Binding Corporate Rules (BCR): an intra-group data protection framework that allows all CGI legal entities to transfer, internationally, the personal data of data subjects who are in the European Union through a consistent standard of protection and proper safeguards More information can be found in the Data Privacy section (see page 105).
The right to education and digital inclusion	All training, whether mandatory or not, provided to CGI members is governed by two principles: Develop and adapt the skills of CGI members to the evolutions of the market, businesses, and technologies, and make sure that everybody benefits from the digital world. Resources include: • Academia learning platform • CGI 101 training program and other Leadership Institute development programs • SBU local learning platforms • Programs geared to women, such as Ambition Challenge program in Canada and France
The protection from forced labor, child labor, and human trafficking	• Code of Ethics, Third-Party Code of Ethics, and Ethics Reporting Policy • Global Slavery Index used to identify risks

Procurement

As a global company operating in 40 countries, we understand our duty to work with suppliers who are environmentally and ethically responsible throughout their overall operations. We are committed to embedding sustainability principles in our procurement policy.

We are particularly aware that our clients want to work with a partner who understands its responsibility and implements responsible procurement practices, such as a global procurement policy and a Third-Party Code of Ethics.

Policy

- As stated in the Ethics Section, our Third-Party Code of Ethics helps CGI third-parties understand our commitment to unyielding integrity and standards of business conduct by setting out specific ethical standards expected of any third-parties that do business with us. Every CGI purchase order includes a requirement for the supplier to comply with our Third-Party Code of Ethics. The only exceptions are third- parties that have demonstrated implementation of, or are otherwise subject to, comparable rules of ethical conduct.
- As discussed in the Human Rights Section, we updated our Third-Party Code of Ethics in 2022 to reinforce our principles of human rights protection, more specifically as they pertain to modern slavery. Section 1.7 of our Code of Ethics was amended to add the following statement: “CGI recognizes that slavery is both illegal and unacceptable. As a services

organization in which most of our members 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, the CGI Third-Party Code of Ethics aims to provide suppliers with the appropriate guidance to make informed business decisions while working with CGI.”

- In addition, our Procurement Policy requires that:
 - Our members shall conduct procurement activities in accordance with CGI standards of business ethics.
 - CGI will only procure from third-parties that adhere to the CGI Third-Party Code of Ethics, aside from the exceptions highlighted above.
 - CGI will favor third-parties that strive to reduce their environmental footprint.

Governance

The Third-Party Risk Management Steering Committee is a committee of CGI Vice-Presidents and subject matter experts. The committee works to ensure continuous improvement of the Third-Party Supplier Portal, including third-party due diligence (including sub-processes), supplier creation, and supplier risk

management. It also works to ensure visibility at a senior level and approval of updates, challenges, and proposed changes to the portal, processes, and best practices.

We submit the objectives and action plan of our sustainable procurement strategy to the ESG Executive Steering Committee regularly to inform them of our progress.

Risk mapping

- We continue to strengthen our risk mitigation plan by focusing priority actions on 250 significant suppliers with which we have done the most business over the last three years. By 2025, we target to have 70% of these significant suppliers assessed by EcoVadis on their social and environmental performance, business ethics, and sustainable procurement performance.
- We further strengthened our risk mitigation by undertaking restricted- and denied-party screening (sanctions search) on our current active suppliers.
- In 2023 we will integrate sanctions search into our Third-Party Supplier Portal to screen all new suppliers, along with ongoing monitoring.

In 2022

58%

of our significant suppliers were evaluated by EcoVadis, which represents an increase of 14% compared to 2021.

Procurement

Evaluation procedures

We fully automated our supplier creation and due diligence processes in our Third-Party Supplier Portal. All new suppliers (some exclusions may apply) must answer a questionnaire on their ESG practices. Based on their answers, 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. Where a supplier receives a low EcoVadis score (below 40) or declines to undertake the EcoVadis Assessment, an automatic alert is sent to the internal buyer and the Global ESG Team to take appropriate action.

If a CGI client mandates an EcoVadis Assessment, the requirement is automatically triggered in the Third-Party Supplier Portal.

In addition, our Global Procurement Request For Proposal (RFP) template currently includes ESG questions. When Global Procurement generates an RFP, these questions are sent to suppliers in certain spend categories. In 2023 we will update the RFP template to match the questions in the Third-Party Supplier Portal and send these to all suppliers.

In 2023 we also plan to:

- Actively promote high-performing suppliers on environmental and social issues via our Preferred Supplier List
- Improve the ESG assessment process with dedicated questionnaires for small and medium enterprises and SBU/BU specific questions to meet local regulations
- Improve guidance to CGI members on the ESG assessment and its importance
- Review our sourcing methodology and templates to provide greater focus on ESG requirements

Mitigation actions

- We continue to train our Global Procurement Team on the topic of modern slavery. Our latest training session (September 2022) was extended to the Procurement Council, which includes members outside of the Global Procurement Team who have procurement responsibilities as part of their role.
- Our Third-Party Supplier Portal automatically alerts CGI members if an EcoVadis Assessment is required and if the supplier declines to undertake the assessment.

Decarbonization of our supply chain

We recognize the impact of procurement activities on Scope 3 CO₂e emissions. This year, an external partner began assessing the total carbon footprint of all our operations in France and the UK, including our supply chain.

At the same time, we continue to encourage the decarbonization of our supply chain by including environmental clauses in contracts with our third-parties. For example, we renegotiated the cleaning contracts for our 31 sites in France and Luxembourg emphasizing the ecological approach and social aspects of the service providers. As such, we selected partners with Platinum or Silver scores from EcoVadis, and asked them to maintain this score to continue working with us.

Based on the carbon footprint assessment project of our suppliers in France and the UK, we are considering developing a similar strategy and action plans, gradually, in our other geographies.

Procurement

Supplier diversity program

In specific geographies, we have actions in place to advance diversity, inclusion, and equity in our supplier workforce.

In the U.S., for example, our supplier diversity commitment prescribes that:

- Every employee who is delegated the responsibility to directly or indirectly commit the expenditure of corporation funds for the purchase of goods and services shall encourage meaningful engagement of diverse businesses.
- Management and technical assistance is offered where appropriate to assist diverse business concerns in becoming stronger suppliers in their area of expertise.
- In our U.S. Commercial and State Government (CSG) SBU, all key suppliers understand that they are expected to adopt similar initiatives. Overall company coordination of the process is the responsibility of the Vice-President for Diversity, Equity, and Inclusion — in partnership with the CSG Global Procurement Business Partner — but all CSG business leaders are expected to support our supplier diversity objectives.

- CSG’s supplier diversity program gained additional momentum with the creation of a Director of Supplier Diversity in 2022. This accelerates progress to increase utilization of diverse suppliers while partnering with clients to achieve their supplier diversity goals and objectives. In 2022 minority¹ and women-owned business enterprises comprised 31% of our overall procurement spending in the U.S.

In the UK, we worked in 2022 on an audit via Social Enterprise UK, which identified where we could use social enterprises in our supply chain. Social enterprises tackle social problems, improve people’s life chances, provide training and employment opportunities for those furthest from the market, support communities, and help the environment. As a result of the audit, we replaced some suppliers with social enterprises and will continue where possible to use our supply chain to support minorities and vulnerable groups.

In France, we develop partnerships with suppliers to promote the circular economy. Since 2015, CGI has entrusted ATF Gaia with the processing of its end-of-life IT equipment, with a view to its reuse. In total, nearly 18,000 pieces of equipment have been recovered and recycled by the adapted company, enabling the sustainable employment of a dozen disabled people.

Alert mechanism

As stated in the Ethics section, any third-party who witnesses, experiences, or suspects a situation that violates our Code of Ethics or may result in a breach of law can use our confidential Ethics and Compliance Reporting Hotline, among other tools, to report incidents. Such incidents may include, but are not limited to, harassment, bribery, forgery, insider trading, conflicts of interest, financial fraud, data privacy violations, intellectual property violations, and theft. Our ethics hotline is hosted by a third-party and allows third-parties to report incidents anonymously, wherever permitted by law.

¹ A Minority-Owned Business Enterprise is a business that is at least 51% owned, operated, and controlled by one or more minorities. Minority groups include African Americans, Hispanic Americans, Native Americans, Alaska Native Corporations, Indian Tribes, Native Hawaiian Organizations, Asian Pacific Americans, or Subcontinent.

Data privacy

Whether we process personal data for our clients, or do so for our own needs or third-parties, CGI is committed to providing levels of data protection aligned with industry best practices and in compliance with our legal and contractual obligations. This is a shared commitment with our members and any third-party engaged by CGI in providing goods and services to CGI (including suppliers, subcontractors, and freelancers). Such third-parties are required to take all appropriate measures to safeguard personal data in fulfilling their responsibilities.



Policy and Governance

The CGI Data Privacy Policy is 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) our members, regardless of location, and third-parties dealing with CGI. The implementation of the policy, which is derived from the highest standards set out in applicable data-protection legislation, requires all CGI legal entities, members, and any third-parties to fully comply with the policy.

Our global data protection strategy is under the responsibility of our Chief Privacy Officer (CPO), who also oversees our enterprise-wide data protection policies and procedures, as well as our data protection regulatory compliance. Additionally, we have a designated network of Privacy Business Partners who may be appointed as Data Protection Officers in accordance with applicable data protection legislation.

Compliance and risk management

Assessment of clients' projects risks and requirements

Our Data Privacy and Security Checklist allows us to assess all new engagement, services, or solutions that involve processing personal data on behalf of our clients.

CGI only processes personal data if it is strictly required to do so, and only in accordance with the written instructions of the data controller with respect to the nature, method, purpose, and duration of processing, and to the operational and technical measures required to prevent accidental or unlawful destruction, loss, alteration, disclosure, or access to personal data. Our client agreements expressly reflect all such commitments.

Third-party controls

When third-parties are engaged by CGI to process personal data, we ensure that these third-parties are able to provide appropriate safeguards aligned with applicable data protection legislation.

All third-party agreements reflect the flow of data-processor contractual commitments or other client requirements.

We conduct due diligence with all third-parties and regularly assess privacy and security risks to determine the corporate capabilities and maturity of the third-parties with respect to security and data protection.

Data privacy

Binding Corporate Rules

The CGI Binding Corporate Rules (BCRs) were approved by the CNIL (French Data Protection Authority) on behalf of all European Data Protection authorities in July 2021. Considered the “gold standard” for data transfer, the BCRs are an intra-group data protection framework that allows all CGI legal entities to transfer, internationally, the personal data of data subjects who are in the European Union through a consistent standard of protection and proper safeguards. The BCRs demonstrate our advanced stage of maturity in privacy and data protection. CGI is one of very few companies to have BCRs approved both as a data controller and data processor following the adoption of the GDPR (European Union General Data Protection Regulation) in 2016.

Whenever and wherever the personal data of data subjects located in the European Union is processed by CGI, such data will benefit from a high-level standard of protection and proper safeguards approved by all European Data Protection Authorities.

Technical and organizational measures

To prevent unlawful access and unauthorized processing of personal data, we implement technical and organizational measures that are at least equivalent to those outlined in our security baseline.

Any third-party that processes personal data on our behalf is required to follow the documented instructions and apply the measures agreed to between CGI and the third-party in accordance with applicable data protection legislation. Such commitments are reflected expressly in agreements entered into between CGI and the third-party.

Member awareness and training

CGI has defined a privacy training strategy so that members are aware of the principles and procedures contained in our Global Privacy program. The trainings provide CGI members with common core knowledge regarding applicable principles when processing personal data, as well as tips to avoid incidents and to implement best practices in their daily activities.

In May 2022, we launched a new combined mandatory Security, Data Privacy, and Ethics Compliance training program. Designed to replicate real life situations, this 60-minute training helps limit risk exposure to CGI and our clients by promoting awareness of our Security, Data Privacy, and Ethics Teams’ recommended best practices. As of July 7, 2022, more than 90% of CGI members, subcontractors and freelancers have completed this training.

In November 2022, we launched an updated version of our mandatory Data Privacy Fundamentals training, which aims to:

- Meet updated legislative requirements and be more user-focused
- Allow us to validate members’, subcontractors’, and freelancers’ understanding of data privacy key principles
- Improve global privacy awareness and reiterate the importance of making data privacy an everyday priority

As of January 13, 2023, more than 95% of CGI members, subcontractors and freelancers have completed this training.

In addition, CGI members regularly receive comprehensive communications regarding our business requirements for handling personal data. This year, we took advantage of the internationally recognized Data Privacy Day on January 28, 2022, to re-emphasize to our members the importance of respecting privacy and safeguarding personal data. This included a [blog post on cgi.com](#) by our Chief Privacy Officer.

Data privacy

Secure records management

As a data-driven organization, CGI takes appropriate measures to preserve our records in order to enforce our rights and demonstrate compliance with contractual and legal obligations. The CGI Records Retention policy was updated in 2022 to make it more accessible to our members, while also integrating elements related to new procedures and regulations. This follows an update of our mandatory records retention training in November 2021.



Robust information security management system

In 2022, we continued to strengthen our existing information security management system to meet ISO/IEC 27701:2019 requirements, which relate to data protection, whether we are acting as a data processor or a data controller. Additionally, following our certification in the UK and Australia (21 sites), CGI achieved ISO 27701 certification in several other Strategic Business Units this year: 11 sites in Asia Pacific (India, Philippines, and Malaysia), 1 site in the U.S. (Global Technology Operations site) and 11 sites in France, Morocco, and Portugal. The total number of certified sites for ISO27701 is 44. We aim to continue the global rollout of this certification in 2023.

“This certification demonstrates CGI’s maturity and excellence in data protection and its commitment to protecting the data of its clients, employees and suppliers. CGI is the first IT company to obtain this certification in France, Portugal and Morocco.”

Frédéric Merkler

Intertek Lead Auditor, expert in information security and privacy certification

Remediation alert mechanism

Our mature, standards-based security incident response and management process is designed to handle all phases of a security incident. The responsibilities of members are clearly defined at all levels. Incident assessment and prioritization standards are followed to ensure appropriate engagement levels and timely resolution, and incident records are maintained and reported to senior management as required. High-priority incidents are managed through our Global Security Operations Center (SOC), where our highly trained incident-response team is available around the clock, every single day. Whenever personal data is suspected to be involved, our Data Privacy Team is engaged immediately in the incident management process.

If we reasonably believe a security breach has occurred involving the accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to personal data transmitted, stored, or otherwise processed, CGI will provide security-incident notifications and status updates to the relevant data supply chain stakeholders in accordance with applicable data protection legislation.

Likewise, if a third-party engaged by CGI identifies a personal data breach, the third-party must inform CGI as described in the relevant agreement.

Security

Our commitment

In the interest of protecting CGI, our reputation, and our stakeholders, we remain committed to implementing holistic, risk-based security and data protection practices in our day-to-day operations. This commitment is essential to creating and maintaining trust with our three stakeholders: clients, members, and shareholders. It is also critical to comply with our contractual obligations and applicable laws and regulations. Ultimately, security has become a business differentiator and provides opportunities to add value to our company and clients. Our goal is to organically embed security in all of our offerings and operations: *Bake it in, don't bolt it on.*

We address current and future cybersecurity threats and challenges on an ongoing basis at all levels, investing in the growth of our capabilities and technologies. As a result, the Global Security organization has become a trusted partner, fostering and supporting a culture of security within our business units and corporate services.

In terms of governance, our global security efforts are led by our Chief Security Officer (CSO) who reports directly to senior executive management at the global level. Reporting to the CSO,

our Centers of Excellence (CoE) support global security at the corporate level, ensuring the maintenance and ongoing improvement of our security program. Our CoEs are multidisciplinary members who act as subject matter experts on risk management, compliance and assurance, security architecture, business continuity, physical security, insider risk, training, crisis management, and workforce protection. Additionally, our dedicated Global Security Operations Center (GSOC) provides continuous monitoring of our network and critical assets in geographies where we operate as well as incident management, threat intelligence, threat management, and forensic investigation practices. The GSOC also conducts ongoing testing of our network to proactively evaluate the performance of controls against any potential cybersecurity threats.

Finally, every Strategic Business Unit (SBU) has a security leadership team in place to ensure that the program operates throughout our delivery lifecycle. These security leadership teams are the primary point of contact for global security within the SBU and are responsible for executing global security strategy at the SBU level while supporting local business objectives.

Our policy

Our holistic risk-based security program:

- Establishes protections aligned with the risk levels for information security, data privacy, physical security, people safety, intellectual property, and business continuity
- Incorporates security requirements and adjustments to address current and new threats while supporting our operations and technological advancement
- Uses industry-recognized security standards and certifications, allowing us to build and maintain trust with our clients, members, and shareholders while complying with laws and regulations

The Enterprise Security Management Framework (ESMF) is the key component of the CGI Security program. The ESMF is based on recognized industry standards (ISO 27001¹, NIST², COBIT³, CIS⁴, etc.) and is used across our global organization to protect information assets, technologies, facilities of CGI, and our clients, as well as our members and shareholders.

1 ISO/IEC 27001 is a standard for information security management systems
2 NIST is the National Institute of Standards and Technology at the U.S. Department of Commerce
3 COBIT stands for Control Objectives for Information and Related Technology
4 Center for Internet Security

Security

The ESMF is supported by the security policies, standards, and controls that comprise our Security Baseline, and it is implemented through our processes, practices, services, and solutions. Compliance with the ESMF is required for any third-party who works on behalf of CGI. The ESMF defines technical and organizational measures with a risk-based approach to address situations for which we are responsible and accountable for data processing. Our Security Baseline is the default standard applied and agreed to by both CGI and our clients. In some cases, specific risks, regulations, and other requirements may lead clients to strengthen their security level by defining additional measures within our contracted services.

A key aspect of the ESMF is the measurement of performance and effectiveness in which operational and executive dashboards are in place for ongoing tracking of assurance, risk, and performance.

The ESMF includes information security policies and standards covering a broad range of security topics aligned to industry best practices. Our Security Policies and Standards apply to information assets within CGI internal, multi-client environments, and when applicable, client-dedicated environments. These policies and standards apply to access control, data management, human resources, operations, application development and maintenance, cybersecurity controls, third-party management, physical security, business continuity, people safety, and other areas.

Our Security Policies and Standards are reviewed and revised annually or more frequently when significant changes occur. Changes are based on emerging threats, new client needs, changes in technology, evolving legal and regulatory requirements, and other security and business conditions. All changes adhere to our established governance processes for lifecycle management and are approved by executive management. 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 partners.

Risk management

The Security Risk Management Process is a core process within the ESMF, providing comprehensive visibility of cybersecurity risk exposure and ensuring its alignment with CGI risk tolerance as defined at the global level. Business unit leaders are accountable for security risk management strategies and plans to ensure protection of all information, assets, systems, resources, and facilities in alignment with our risk tolerance. Our security leadership team supports business unit leaders by assessing risks at consistent intervals and during times of significant change, including acquisitions, integration, and business development. The security leadership team also ensures effective review, implementation, and measurement of mitigation plans.

The Three Lines of Defense model improves risk management by providing a framework for enhancing how we identify and address risks. The lines of defense defined by the model have clear roles and responsibilities:

- The first line of defense is the function that owns and operates the risk. For example, business units or security business partners.
- The second line of defense is the function that oversees risks and provides the framework to manage risks. For example, the Chief Security Officer or Global Security CoEs.
- The third line of defense is the function that provides independent assurance. For example, the Internal Audit function.

Security

Other stakeholders:

Governing bodies and committees

The Board of Directors, or equivalent bodies, are essential for providing overall direction and ensuring proper adherence to the Three Lines of Defense model.

External auditors

Regulators, or external bodies, that reside outside of CGI are considered an additional line of defense, because they also provide independent assurance, though typically with a limited scope.

As a key component of the ESMF, the Global Security Compliance Process verifies that security policies, standards, and processes defined by the ESMF are followed across CGI and by third-parties. Compliance Management provides mechanisms, methods, and activities to track and measure ongoing compliance, validating control effectiveness, identifying non-conformities across business units, and defining proper risk mitigation activities. Compliance Management also leverages all activities for security compliance assessment performed by other groups within CGI. Compliance and assurance activities are performed to manage and mitigate risks and involve periodic self-assessments

conducted by the first and second line of defense, audit activities and assessments, and automated scans of CGI infrastructure to identify vulnerabilities and ensure timely remediation. We also conduct comprehensive Security Maturity Assessment exercises on a periodic basis to assess global security capabilities and maturity levels. These exercises leverage the Information Security Forum and National Institute of Standards and Technology benchmarks. Combined with the result of risk assessments, these benchmarks help us to identify priorities and continuously improve our Security program.

Remediation alert mechanism in place

In addition to continuously monitoring cybersecurity risks, we collect and analyze threat intelligence across different systems. This process allows us to proactively manage threat intelligence data and prevent cybersecurity incidents.

Monitoring and response capabilities are implemented to detect cybersecurity events by analyzing critical logs. Along with continuous automated assessments of security assurance and vulnerabilities, this monitoring strengthens our global cybersecurity assurance and reduces the time needed to respond to and mitigate risks.

We are implementing an Integrated Risk Management (IRM) solution to operationalize the risk management lifecycle, increase risk visibility, improve decision making, and reduce risk exposure by identifying, assessing, prioritizing, and mitigating risks in a timely manner.

Our global security incident-management process handles all phases of security incidents. Timely resolution of incidents is ensured by clearly defining responsibilities at all levels and establishing priorities. Incident records are maintained and reported to senior management, and high-priority incidents are managed through our Incident Management Center (IMC), which coordinates with all required parties and escalates based on priority. Collection and preservation of evidence are observed throughout the process. Our incident management teams provide security-incident notification and status updates to clients, authorities, and individuals as required by local legislation that is generally applicable to IT service providers and as agreed to in the client contract. To ensure the process works as expected, we periodically perform cybersecurity incident simulation exercises.

Security

Third-party security

All CGI providers are subject to a Third-Party Due Diligence process, which performs initial triage and subsequent risk assessment, when warranted, to ensure compliance with CGI and client security requirements. Suppliers and third-parties are required to sign non-disclosure agreements (NDAs), undergo risk assessments, and commit to security obligations included in contracts and statements of work (including background and clearance checks). Security reviews are carried out depending on the nature of the work conducted by the third-party or supplier.

Programs in place

We define and prioritize security initiatives using a risk-based approach, taking into consideration client and regulatory requirements, internal insights, evolution and complexity of cyber threats, industry trends and best practices, and other factors. Priorities are focused on supporting business development and efficiency while mitigating risk and adhering to our internal framework. Our key initiatives and programs are centered around pandemic and crisis management, enhancing information protection, increasing visibility of vulnerabilities and evolving cyber threats, and strengthening security around cloud operations.

Key 2022 achievements

- Improved Infrastructure Assurance program with a centralized security posture management
- Increased visibility of cybersecurity threats
- Enhanced detection and investigation of cybersecurity threats
- Enhanced Third-Party Security Assurance and integration with existing CGI frameworks
- Combined security privacy and ethics mandatory training
- Standardized secure application development training across all Strategic Business Units
- Modernized CGI security standards
- Critical information asset identification and updated classification policies and tooling
- Phishing program enhancements
- Ukraine Crisis Management response
- Critical Incident and Vulnerability Management (log4j)
- Improved ransomware readiness
- Improved engagement risk assessment process



Security

Interview with Stanley L. Sims

Senior Vice-President and
Chief Security Officer



Stanley L. Sims

Do all of our members know about threat risks and the value of security and cybersecurity information? How do you make sure that they do?

We have a robust Security Awareness and Training program designed to strengthen our security ecosystem to protect the business by keeping all members trained and aware of current and evolving threats, including cyber threats, and by addressing the human risks introduced by members, freelancers and subcontractors in their daily activities. Lack of security awareness and by not adhering to security policies and processes places the enterprise at risk. The security of our resources is as much a human issue as a technological one. In CGI, security is a mandatory business requirement and is everyone’s responsibility. Each member needs to be security conscious regardless of their role in the company. Like all requirements in CGI, security and data privacy are part of our Management Foundation. Our members know that security must be part of everything we do and everything we deliver.

All CGI Members and subcontractors are required to take part in mandatory Security Awareness training. It is conducted on an ongoing basis with the goal of ensuring that members understand their security responsibilities, are equipped to recognize threats (including cyber threats), and are prepared to report any potential security incidents. The 2022 training included key topics such as information protection, data breaches, reporting an incident, phishing awareness, ransomware, using social media, and other security risks.

In addition, information campaigns (news articles, snippets, adverts, and so on) and simulation exercises for risks related to phishing are conducted regularly.

The CGI Global Security Awareness and Training program undergoes continual improvement to ensure it is evolving with emerging threats and risks to protect CGI, its clients, shareholders, and our partners.

Are the Executive management and Board of Directors involved in the strategy and evaluation process for information security and cybersecurity?

As a Board of Directors-appointed Chief Security Officer (CSO) reporting to executive management, I am responsible for defining the global security vision and strategy to safeguard CGI, and our three stakeholders — members, clients and shareholders — through the implementation of holistic security practices in day-to-day operations at every level. I lead the Global Security organization in developing and implementing a global risk-based Security program across the company to mitigate risks, respond to incidents, and limit exposure to liabilities in all areas of financial, cyber, physical, and personal risk to protect CGI, including our reputation and client interests, and provide opportunities to bring additional value to our clients and the company.

Security interview with S. Sims

Monthly Security Executive Review Committee (ERC) meetings are held with Senior Management and leaders from all Strategic Business Units and the CEO to review project updates, key highlights during the period, and performance indicators. The ERC serves as a continuous evaluation and review process to ensure senior management awareness and alignment and to ensure their guidance is incorporated into our program.

The Audit and Risk Committee oversees our global security program, including cybersecurity, to provide overall direction, guidance and risk mitigation strategies. The CSO updates the Audit and Risk Management Committee on a quarterly basis with details of the security programs, including updates on any critical or high severity incidents that would cause a material impact, and remediation efforts for any ongoing investigations. This process enables the Board of Directors to provide guidance and oversight of the global security program.

Lastly, to ensure continuous awareness, and a best practice, as the CSO, I provide a weekly Security Report to the CEO advising him of any significant security matters, local or global. This allows the CEO to be kept fully aware on a continuous basis, provide me direct guidance as needed, and it allows the CEO to understand first-hand where security investments are needed.

How does CGI differentiate itself on the subject of security while also following the highest industry standards?

Again, at CGI, security is a mandatory business requirement and is part of business as usual. It allows us to maintain trust and build confidence with our clients. Security has become a business differentiator and is an opportunity to bring additional value to our company and clients. Our consistent goal is to organically embed security in all of our offerings and operations. In CGI, we stress that security is *baked in, not bolted on* — it is integrated in our daily operations.

Our Enterprise Security Management Framework is based on recognized industry standards (ISO 27001, NIST, COBIT, CIS, etc.) while the Security Policies and Standards define the implementation of a holistic approach to security and business continuity to ensure CGI and our stakeholders are properly safeguarded. Constantly reviewed and updated, they adapt to address the evolving threat landscape, emerging technologies, and new business models.

Through a multi-layered approach that recognizes the protective value of both technology and the human element, we implement appropriate security practices and solutions along with investing in member awareness and training. Expanding our capabilities to identify and detect threats early increases our ability to manage vulnerabilities and respond to threats in a timely manner, to limit the risk of major incidents and breaches.



Taxation

Compliance

We are committed to complying with all tax laws and regulations applicable to the countries in which we operate. Beyond legal compliance, this commitment is consistent with our values and our adherence to 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.

Governance

The Chief Financial Officer is responsible for the CGI Tax Department, which brings together experts from our headquarters in Montréal and our Strategic Business Units, taking the unique characteristics of each geography into consideration. Our tax specialists oversee tax compliance and changes in tax laws in all jurisdictions where we operate. The Tax Department also receives support from external consultants to ensure compliance when required.

Risk management

Our global presence makes CGI subject to many tax laws that are complex and evolving and may expose us to risk. To reduce our risk level, we give special attention to procedures and processes that may impact compliance with our tax responsibilities. Additionally, in the context of the acquisition and integration of acquired companies, we have processes in place for internal tax due diligence.

Transparency

In terms of country-by-country reporting (CBC) and transfer pricing documentation, we meet our obligations by following applicable laws and OECD guidelines. We also commit to following the EU directives on cross-border tax arrangements (DAC6).

Sustainability services and solutions

Across industries and geographies, we help our clients embed sustainability in everything they do, and use the power of data to advance their climate goals and deliver value to stakeholders.

As clients accelerate their digital transformation journeys, integrating sustainability throughout their value chains is a top priority. We partner with them to accelerate sustainability progress through innovation, ecosystem collaboration, enabling technologies and relevant data, and move from aspiration to action.

Our sustainability framework helps clients address the core dimensions needed to meet regulatory requirements, operate sustainably and remain agile in the face of constantly changing demands.



Journey toward sustainability

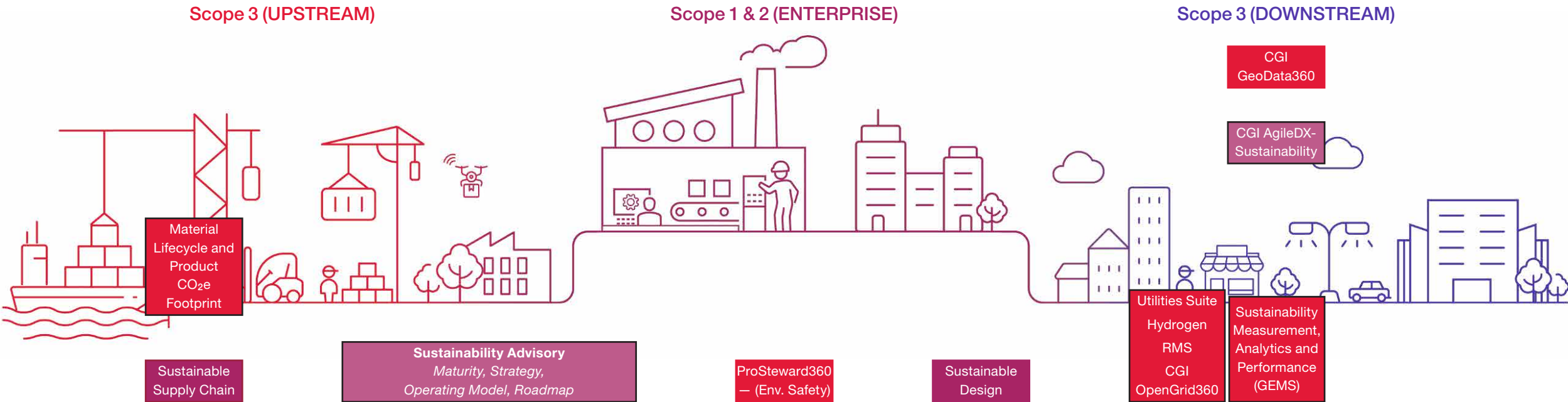
Becoming a sustainable business demands changes across the entire enterprise and value chain. This includes governance, business and operating models, as well as collaboration methods, products and services, processes, information and systems.

CGI Sustainability Offering Suite

Service

Solution/IP

New



CGI SUSTAINABILITY FRAMEWORK														
Holistic Business System	Suppliers & Partners (Supply Chain)	Regulations, Policy & Government	Leadership & Organization	Governance & Performance	Operating Model	Finance, Funding & Investment	Employees	Finance (Expense, Cash, Capital)	Product & Service Design	Production & Service Delivery	Data Management, Reporting and Exchange	Customers & Consumption (use)	Communities	Multi-Stakeholder Management

Sustainability consulting services

Wherever our clients are on their sustainability journey, we adapt our advisory services to their unique needs to stimulate innovation in their business and operating models. Our sustainability services include:

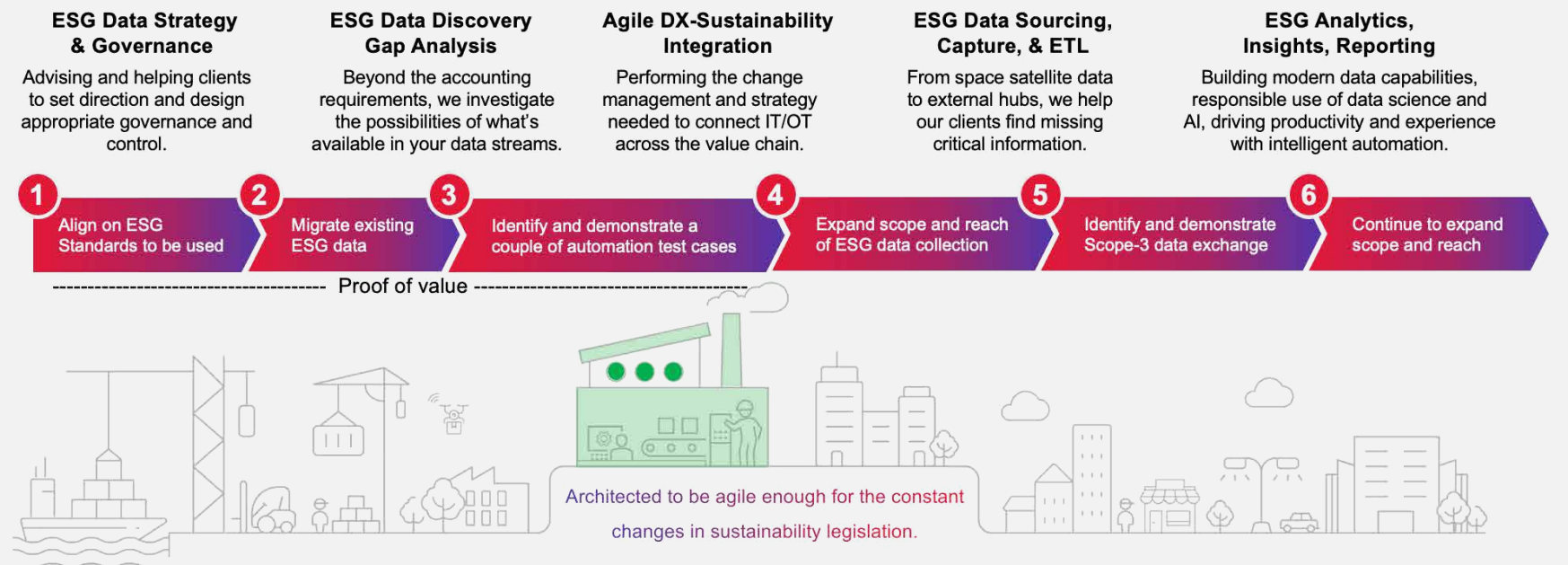
Assessing your sustainability maturity

To provide an actionable assessment of a client's sustainability maturity, we conduct a fit-gap analysis of their current and to-be states. We then examine 18 factors — from regulation and risks to technology readiness and ROI requirements — to provide a readiness report on how to reach their goals.

Building your sustainability roadmap

Using our robust framework and methodology, our sustainability and industry experts help map out the client's complete sustainability journey. The result is a comprehensive roadmap for embedding sustainability across their culture, strategy, planning and operational DNA.

Supported by experience



Sustainability consulting services

Implementing sustainability measurement and performance

Data is the key enabler for measuring sustainability-related factors, from energy and resource use to supply chain performance.

Drawing upon our deep expertise in data-driven decision-making, we help clients make data the foundation for informed and innovative decisions. This results in more transparent, traceable and accurate data to report their sustainability performance.

Developing your net-zero and ESG strategies

With more than 2,000 ESG indicators and 1,000 ESG reporting solutions on the market, determining the most fit-for-purpose and effective strategy for activating net-zero pledges is complex. We start by establishing a client's emissions baseline, then collaborate with the business and technology sides of their organization to determine the practices and solutions required to achieve net-zero goals.

Creating a sustainability leadership culture

Becoming a sustainable business requires leading with a sustainability mindset. Introducing and modifying governance, business and operating models, products and services, processes, and information systems requires strong and aligned leadership. Our human-centered design and change management experts help client leadership teams gain enterprise buy-in and create adaptive organizations to chart their path toward positive change.



Sustainability business solutions

From managing renewable energy assets to using Earth observation data to environmental changes, we tailor our built-for-purpose solutions to our clients' priorities. Here are just a few examples:

Increasing efficiency in using Earth observation and geospatial data

[CGI GeoData360](#) enables production workflows that consume Earth observation and geospatial data to produce valuable business information and run cost efficiently at scale.

Promoting more sustainable travel decisions

Our [SmartTravel](#) solution combines digital technologies such as mobility, gamification, big data analytics and travel mode detection to influence and reward driver behavior, include more sustainable choices.

Assessing risks and damage from natural events

[CGI EnvironmentMonitor360](#) uses space data to help assess risks and damage from natural events such as hurricanes, floods and storms.

Managing food waste to reduce CO₂e

CGI Waste Manager, [CGI Aromi's](#) food waste management module, uses real-time data to enable clients to better track and manage accumulated waste. This drives greater efficiencies, saves cost and reduces CO₂e emissions.

Supporting hydrogen ecosystems

A data exchange platform built to support effective collaboration within hydrogen ecosystems, [CGI AgileDX-Hydrogen](#) provides a centralized view of data and processes, promotes full transparency and auditability, and enables seamless internal and external communication.

Enabling smart energy grids

To limit power grid imbalances, we developed a [Central Energy Management System](#) (CEMS) for smart grids. Consumers can use the information provided by CEMS to make better choices with regard to their energy consumption.

Improving renewable asset management

Our [Renewables Management System \(RMS\)](#) enables the proactive and efficient management of renewable assets by providing greater insight into operations and analyzing key performance indicators and their evolution.



Sustainability business solutions

CASE STUDY

Dashboards and action plans help reduce energy firm’s carbon footprint

A major energy player wanted to develop an integrated approach to decarbonize its supply chain and generate competitive advantage that would create long-term value.

We partnered with the client to define new objectives and action plans to reduce their logistic downstream flow’s carbon footprint and greenhouse gas emissions (GHG). This included coordinating inbound and outbound planning and improving the visibility of every partner in their supply chain.

We developed an end-to-end process that includes: smart data capture, artificial intelligence and machine learning to build forecasts via a planning and scheduling tool, a transport management system (TMS) to generate GHG dashboards, and an action plan designed to reduce GHG emissions from the truck fleet.

Value delivered

- Reduced carbon footprint of the downstream truck fleet
- More accurate sales and logistics data through an Advanced Planning and Scheduling tool (APS)
- Focused action plans based on the TMS dashboard analysis
- Improved communication and change leadership
- Trained 100+ people in more sustainable processes
- Identified potential new markets and segments

CASE STUDY

Helping a global automaker track, report and reduce GHG emissions

For 15+ years, we have supported a global car manufacturer in their efforts to track, monitor and report greenhouse gas (GHG) emissions for over 70 manufacturing sites across the world.

Our co-created global emissions monitoring system (GEMS) tracks their Scope 1 and 2 activities and is now being upgraded to track the scope 3 activities. The solution is integrated into their technical architecture, and its powerful emissions algorithm engine allows the client to manage a portfolio of emission allowances under multiple emission trading regimes and allowance types.

It can also be integrated with smart metering tools and enterprise resource planning (ERP) systems.

Value delivered

- Reduced worldwide GHG emissions by 25% since 2019
- Improved the client’s ability to manage global and regional climate regulations and deliver on their sustainability goals
- Created a single data management and compliance tool with global reporting capabilities
- Visibility into overall carbon emissions data enables the client to trade allowances and take advantage of global and regional incentives

Sustainability business solutions

CASE STUDY

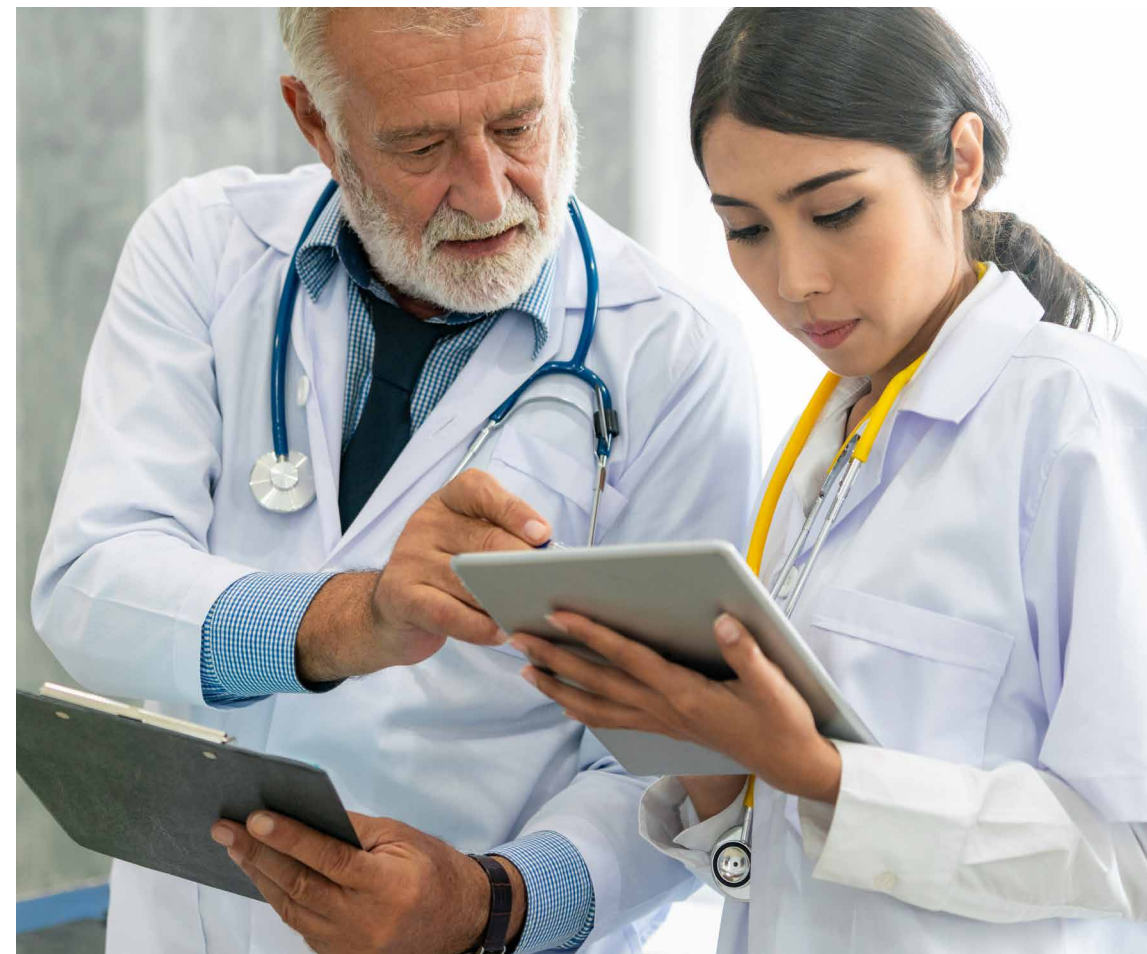
Helping University Hospitals Plymouth NHS Trust attain a more sustainable future

University Hospitals Plymouth NHS Trust (the Trust) found that dealing with resource shortages, conflicting advice and cumbersome data sets made sustainability initiatives a challenge. Without accurate measurements, it was impossible to manage greenhouse gas (GHG) emissions or assess the success of any sustainability initiatives.

The Trust turned to us for assistance in developing a workable and effective baseline to underpin their sustainability strategy. We began our partnership with the Trust by helping them gather appropriate data sets and emission factors. From here, we helped the Trust establish a roadmap to net zero for the directly controlled emissions and additional relevant Scope 3 emissions.

Value delivered

- Improved governance of sustainability data
- Improved data quality
- Greater confidence in GHG assertions
- Implementation of processes around GHG reporting
- Better understanding of Scope 3 emissions
- Confidence in addressing the right areas of sustainability
- Better understanding of performance against peer group organizations



Performance



Global recognition

Indices



78/100

Top 1%

Industry average score: 45/100

Dow Jones Sustainability Indices

62/100

Industry average score: 25/100



Score of C

Industry average score: C

Partnerships and certifications



We are committed to the UN Global Compact corporate sustainability initiative and its principles in the areas of human rights, labor, environment, and anti-corruption.



CGI partnered with COP27 Presidency in Egypt from November 6 to 18, 2022.



Our operations in Czech Republic, Denmark, Finland, France, Germany, Luxembourg, Morocco, Netherlands, Norway, Portugal, Slovakia, Spain, Sweden, and the United Kingdom are ISO 14001 certified for an effective environmental management system (EMS).

Awards

People

Career

- *Forbes’* World’s Best Employers and America’s Best Employers for New Grads recognition Top Workplace in the U.S. and in the states of Connecticut, Ohio, Pennsylvania, South Carolina, Tennessee, Texas, and Virginia
- Great Place to Work in India, the Philippines, and Canada
- Best Workplace in Tech in the UK

Education & training

- Brandon Hall Excellence Awards: Bronze medal in the “Best Program for Upskilling Employees” category; Silver medal in the “Best Results of a Learning Program” category
- Scottish Cyber Awards (shortlisted for “Best Cyber Education Programme” in the UK)

Diversity, Equity & Inclusion

- Best Workplace for Women in Canada
- Women in Tech Employer in the UK
- Top Workplace for Diversity, Equity & Inclusion Practices in the U.S.
- One of Canada’s Best Diversity Employers by Forbes
- Top ranking on Gender Equality Index (Nyckeltalsinstitutet) in Sweden
- Best Places to Work for LGBTQ+ in the U.S.
- Employer of People with Disability at the National Learning Disability & Autism Awards 2022 in the UK
- Plena Inclusión Madrid award (for promoting inclusion for people with intellectual and developmental disabilities in Spain)
- Guldnappen award for Most Parent-Friendly Company in Sweden

Health and well-being

- Healthy Working Wales Workplace in the UK

Communities

- India Leaders for Social Change
- Digital Companies Trophy (ESN & ICT Trophies) for our CGI for Good tool in France

Climate

- “Sustainable IT” label in France
- Global Good Award for Climate Action in the UK (for our UK net-zero program)
- Business Green Leaders award in the “Best Nature-based Project” category (for our volunteer work on the Seagrass Project in the UK)

Responsible Business

- Recognized as a “Leader” in Canadian security services by IDC Market Scape in Canada
- First digital services company to obtain ISO 27701 certification in France

Sustainable development goals (SDGs)

CGI has been a signatory member of the United Nations Global Compact (UNGC) since 2020. We are committed to the UN Guiding Principles in the areas of human rights, labor, environment, and anti-corruption, and sustainable development goals.



Goals we directly affect

3

GOOD HEALTH AND WELL-BEING

4

QUALITY EDUCATION

5

GENDER EQUALITY

10

REDUCED INEQUALITIES

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

13

CLIMATE ACTION

Goals we indirectly affect

8

DECENT WORK AND ECONOMIC GROWTH

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

11

SUSTAINABLE CITIES AND COMMUNITIES

17

PARTNERSHIPS FOR THE GOALS

OUR MOST RELEVANT SDGS

	OUR PROGRAMS AND CONTRIBUTION	TARGETS	PROGRESS 2022	PILLARS
3 GOOD HEALTH AND WELL-BEING	We provide our members with a safe work environment and undertake specific prevention and mitigation measures to avoid negative effects on their physical and psychological health and occupational safety. In the context of remote and hybrid work, we understand the importance of giving our members and leaders the tools to navigate evolving workplace realities. Key initiatives include programs to foster member engagement, social connectedness, a sense of belonging, and overall well-being.	Overall member satisfaction 8.5/10	Overall member satisfaction 8.74/10	People Communities
4 QUALITY EDUCATION	Our educational programs focus on developing a diverse and robust future IT talent base. While many complex social barriers stand in the way of upward socio-economic mobility, education is undoubtedly a key to reducing inequalities, reaching gender equity, and preventing populations from being left behind in the digital world. Through our educational programs, we share our core expertise with both young people and adults, including the most disadvantaged. By removing barriers at CGI, and equipping underrepresented communities, we seek to cultivate a more successful future for those most at risk. We help advance our members’ careers through training, reskilling or upskilling technical and soft-skills, and supporting their professional journey.	Reach twice as many participants for our education and mentoring programs as CGI members by 2023	1,202 STEM¹ and educational programs delivered ~502,000 STEM and educational programs beneficiaries, representing 5.6 times the number of our members	People Communities
5 GENDER EQUALITY	We drive positive cultural change by increasing diversity, equity and inclusion in all aspects of our workforce. We embrace differences in race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, and disability status. Moreover, we recognize that everyone has the right to work in an environment free of sexual, psychological, and racial harassment. We ensure that our members at all levels are treated fairly, with respect, and without discrimination in recruitment, compensation and benefits, and career development. We put in place DE&I programs in all our geographies and support member resource groups to give all members a voice and encourage allyship.	Achieve the same level of diversity representation at the leadership levels as the company as a whole by 2025	34.2% of women members overall 27.5% of women in leadership² 33.3% of women are Strategic Business Unit Presidents	People
10 REDUCED INEQUALITIES	We know that a constantly changing digital world can be a factor in creating new inequalities. To counter this, we help people build new skills and experiences that empower digital inclusion, especially for those most at risk. We seek to direct our aid efforts to communities and local organizations to ensure that all individuals can benefit from the digital world and can fully participate in our society, democracy, and economy.	100% of business units to implement pro bono projects by 2026	58% of our business units implemented pro bono projects 45,019 hours of participation in pro bono and volunteering activities	Communities

1 STEM: science, technology, engineering and mathematics

2 Job Categories: Manager, Director, VP and Senior Vice-President

OUR MOST
RELEVANT
SDGS

	OUR PROGRAMS AND CONTRIBUTION	TARGETS	PROGRESS 2022	PILLARS
	We actively promote suppliers that perform well on environmental and social issues. Third-party assessments are a key component of our ESG strategy. We continuously evaluate and assist significant suppliers in their efforts to be compliant on environmental and social issues through a dedicated assessment that we improve every year.	70% of significant suppliers assessed on environmental and social criteria by 2025	58% of significant suppliers assessed on environmental and social criteria	Climate Communities
	Carbon neutrality is one of the most important ESG topics as a key strategy for addressing climate change. We are committed to achieving net-zero carbon emissions by 2030 as defined by Scopes 1 and 2 and business travel in Scope 3. Our climate strategy is focused on reducing our own impact as well as the impact of our clients and partners by delivering sustainable IT services and solutions. We also provide clients with consulting services and solutions to help them achieve their own sustainability goals.	Net-zero by 2030 100% renewable electricity in all our data centers by 2023	65% total CO ₂ e reduction in 2021, since 2014 76.1% of data center electricity from renewable sources	Climate
	We are committed to an ESG strategy built through clear and effective engagement with our three stakeholders — members, clients, and shareholders — as well as our ESG partners and supplier ecosystem. We foster collaboration and transparency by continuously seeking honest feedback from our stakeholders, integrating that feedback into the decisions we make. We build partnerships to reach our sustainability goals in all our geographies and contribute to the development of ESG best practices by engaging with the scientific community and think tanks, and by sharing knowledge in forums and publications.	Expand partnerships with our clients in both the public and private sectors and other stakeholders in our communities	Participating in the development of several reference documents in Sustainable IT in France: GR491: Handbook of Sustainable Design of Digital Services. Participation in the working group that wrote the reference guide for eco-designing digital services driven by AFNOR, Paris Dauphine — CGI has joined forces with Paris-Dauphine to call for a “Grenelle du Numérique”. Our global health and well-being center of expertise is involved with Global-Watch Network, an international collaborative platform that promotes turning science into action, and Think Factory by EH, the first think tank dedicated to the mental health of employees. The majority of our numerous educational initiatives are organized in partnership with schools, universities, associations, NGOs, and governmental instances. All of our community work is organized in partnership with local organizations in the communities where we live and work..	Climate People Communities

Performance data tables 2022

The 2022 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 website to access our [GRI-SASB table](#).

CGI AT A GLANCE	F2019	F2020	F2021	F2022
Revenue	\$12.11B	\$12.16B	\$12.13B	\$12.87B
Operating expenses	\$10.28B	\$10.30B	\$10.18B	\$10.78B

ENVIRONMENT

CLIMATE	F2019	F2020	F2021	F2022
Change in total carbon emission compared to F2014 baseline	−27%	−52%	−70%	−65%
Total net emissions (tCO ₂ e)	93,545	61,815	38,054	45,402
Emission intensity (metric tons of CO ₂ e/employees)	1.21	0.81	0.48	0.50
Energy intensity (total energy gigajoule/employees)	12	10	8	7
Operational sites with environmental management system certified to ISO 14001	32%	33%	31%	35%
Operational sites for which an environmental risk assessment has been conducted	—	—	31%	35%
GREENHOUSE GAS EMISSIONS BY SOURCES	METRIC TONS OF CO ₂ e			
Business travel	52,896	30,461	12,325	22,285
Offices	32,359	24,477	21,066	20,221
Data centers	8,290	6,877	4,663	2,896
GREENHOUSE GAS EMISSIONS BY SCOPE	METRIC TONS OF CO ₂ e			
Scope 1 ¹	21,816	16,259	11,952	14,036
Scope 2 ²	36,769	27,901	22,694	19,836
Scope 3 ³	34,960	17,655	3,408	11,530

1 Scope 1: CO₂e direct emissions in metric ton of CO₂e.

2 Scope 2: CO₂e indirect emissions from purchased electricity metric tons of CO₂e.

3 Scope 3: Other indirect (Scope 3) GHG emissions Gross other indirect (Scope 3) GHG emissions in metric tons of CO₂e equivalent. Only includes air travel.

CLIMATE	F2019	F2020	F2021	F2022
ENERGY				
Total energy Usage (MWh)	250,020	202,666	181,444	179,417
Total energy usage (gigajoule)	900,071	729,599	653,198	645,903
Renewable energy	41%	44%	44%	47%
Grid electricity	59%	56%	56%	53%
Total fuel consumption from non-renewable sources, in joules	19,691	18,388	16,620	18,327
Energy use at offices (MWh)	145,113	111,642	101,629	103,199
Energy use at data centers (MWh)	104,907	91,025	79,815	76,218
Electricity consumption (Offices and data centers) (grid + renewable) (MWh)	239,125	193,681	171,426	168,931
Heating consumption (Offices and data centers) (grid + renewable) (MWh)	8,490	7,464	8,651	8,720
Cooling consumption (Offices and data centers) (grid + renewable) (MWh)	2,405	1,521	1,367	1,766
TOTAL VOLUME OF MATERIAL USED	METRIC TONS			
Volume of paper purchased	139	101	63	25
DATA CENTERS				
Electricity from renewable sources ¹	64.0%	65.6%	69.5%	76.1%
Average power usage effectiveness (PUE)	1.61	1.52	1.50	1.51
ELECTRONIC WASTE	METRIC TONS			
Total e-waste generated	194	113	116	109
E-waste reused/recycled	82%	93%	90%	90%
TOTAL WATER CONSUMPTION	MILLION CUBIC METERS			
Total water used	0.197	0.147	0.129	0.107

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

SOCIAL

PEOPLE	F2019	F2020	F2021	F2022
MEMBERS				
Global population ¹	77,500	76,000	80,000	90,000
Permanent members	96.5%	96.9%	96.6%	96.6%
Permanent members by region				
Australia	—	—	—	0.3%
Belgium	—	—	—	0.2%
Bulgaria	—	—	—	<0.1%
Canada	—	—	—	13.9%
Colombia	—	—	—	0.2%
Czech Republic	—	—	—	0.9%
Denmark	—	—	—	0.4%
Estonia	—	—	—	0.2%
Finland	—	—	—	4.0%
France	—	—	—	15.0%
Germany	—	—	—	4.9%
Hungary	—	—	—	<0.1%
India	—	—	—	19.8%
Italy	—	—	—	0.1%
Latvia	—	—	—	0.1%
Lithuania	—	—	—	0.2%
Luxembourg	—	—	—	0.2%
Malaysia	—	—	—	0.1%
Morocco	—	—	—	1.5%
Netherlands	—	—	—	2.6%
Norway	—	—	—	0.6%

1 Permanent full-time and part-time, fixed-term, temporary, and trainee members.



PEOPLE	F2019	F2020	F2021	F2022
Philippines	—	—	—	1.7%
Poland	—	—	—	0.2%
Portugal	—	—	—	1.6%
Romania	—	—	—	0.1%
Singapore	—	—	—	<0.1%
Slovakia	—	—	—	0.1%
South Africa	—	—	—	<0.1%
Spain	—	—	—	1.7%
Sweden	—	—	—	3.9%
Switzerland				<0.1%
United Kingdom	—	—	—	6.8%
United States	—	—	—	15.3%
Permanent members by gender ^{1, 2}				
Female	—	—	—	34.0%
Male	—	—	—	66.0%

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.



PEOPLE	F2019	F2020	F2021	F2022
Full-time members ¹				83,472
Full-time members by region				
Australia	—	—	—	0.3%
Belgium	—	—	—	0.2%
Bulgaria	—	—	—	<0.1%
Canada	—	—	—	14.7%
Colombia	—	—	—	0.3%
Czech Republic	—	—	—	0.9%
Denmark	—	—	—	0.4%
Estonia	—	—	—	0.2%
Finland	—	—	—	4.2%
France	—	—	—	13.5%
Germany	—	—	—	4.9%
Hungary	—	—	—	<0.1%
India	—	—	—	21.5%
Italy	—	—	—	0.1%
Latvia	—	—	—	0.1%
Lithuania	—	—	—	0.2%
Luxembourg	—	—	—	0.2%
Malaysia	—	—	—	0.1%
Morocco	—	—	—	1.1%
Netherlands	—	—	—	2.3%
Norway	—	—	—	0.6%
Philippines	—	—	—	1.9%
Poland	—	—	—	0.3%
Portugal	—	—	—	2.4%

1 Not taking into account ongoing integrations from mergers and acquisitions.



PEOPLE	F2019	F2020	F2021	F2022
Romania	—	—	—	0.2%
Singapore	—	—	—	<0.1%
Slovakia	—	—	—	0.2%
South Africa	—	—	—	<0.1%
Spain	—	—	—	1.7%
Sweden	—	—	—	4.1%
United Kingdom	—	—	—	7.2%
United States	—	—	—	16.4%
Full-time members by gender ¹				
Female	—	—	—	33.3%
Male	—	—	—	66.7%
Offshore members ²	—	—	22.0%	22.3%
Hires from member referrals ¹	29.4%	27.0%	30.6%	30.6%
Average tenure in years ¹	6.9	7.3	7.3	7.0
Members in the Ownership Program SPP ^{1, 3}	85.0%	85.9%	85.0%	83.6%
Members covered by works council	—	—	37.5%	41.1%

1 Not taking into account ongoing integrations from mergers and acquisitions.
2 Include members from India, Malaysia, Philippines, Morocco and Columbia.
3 SPP: Share Purchase Plan.

PEOPLE	F2019	F2020	F2021	F2022
DIVERSITY, EQUITY, AND INCLUSION ¹				
Women members overall	33.2%	33.1%	33.4%	34.2%
Women in leadership ²	13.6%	17.4%	26.1%	27.5%
Women SBU presidents	13.0%	22.2%	33.3%	33.3%
Members with disabilities ³	—	—	2.6%	3.4%
Members age group breakdown ¹				
<30 years old	—	—	24.3%	26.9%
30–50 years old	—	—	53.7%	53.4%
>50 years old	—	—	22.0%	19.7%
Overall ethnicity breakdown in the U.S. ⁴				
American Indian	—	—	—	<0.2%
Asian	—	—	—	25.1%
Black	—	—	—	13.4%
Hawaiian	—	—	—	0.2%
Hispanic	—	—	—	6.9%
Two or more	—	—	—	2.3%
White	—	—	—	52.0%
Leadership ethnicity breakdown (including managers, directors, VP, Senior VP positions) in the U.S. ⁵				
American Indian	—	—	—	0.1%
Asian	—	—	—	27.1%
Black	—	—	—	5.1%
Hawaiian	—	—	—	0.2%

1 Not taking into account ongoing integrations from mergers and acquisitions.

2 Job Categories: Manager, Director, Vice-President and Senior Vice-President.

3 For Brazil, France, Germany, India, Philippines, U.S., Canada. This information is obtained through voluntary declarations.

4 Demographic data from U.S. only. This demographic data is a combination of self-reported information provided by members through CGI's HR Service Center and compliance data collected to meet mandated federal and state legal reporting requirements as an employer and government contractor in the U.S.

5 Demographic data from U.S. only. Combination of self-reported information provided by members and compliance data collected to meet mandated federal and state legal reporting requirements as an employer and government contractor in the U.S. 76.2% of leaders responded.

PEOPLE	F2019	F2020	F2021	F2022
Hispanic	—	—	—	3.1%
Two or more	—	—	—	1.5%
White	—	—	—	68.3%
Federal Employment Equity Program in Canada – Overall population ¹				
Visible Minority	—	—	—	31.0%
Indigenous	—	—	—	0.7%
Federal Employment Equity Program in Canada – Leadership population ¹				
Visible Minority	—	—	—	23.0%
Indigenous	—	—	—	0.5%
Number of voluntary member resource groups ²	—	—	45	71

PEOPLE	F2019	F2020	F2021	F2022
TRAINING AND DEVELOPMENT ³				
Average hours per member for training and development	49.2	50.2	50.1	63.9
Members who received an annual regular performance and career development reviews ⁴	—	—	—	96.0%
Members who received career or skill-related training on our learning platform Academia ⁵	—	—	—	63.0%
Members who received an annual Privacy, Security and Ethics (including Human Rights) Mandatory Compliance Training (Members & Subcontractors & freelancers) ⁶	—	—	—	90.1%
New members who received training on Ethics ^{6, 7}	—	—	—	80.6%
New members who received training on Information Privacy ^{6, 7}	—	—	—	84.9%
New members who received training on Security Awareness ^{6, 7}	—	—	—	86.4%
New members who received training on Anti-Corruption ⁶	—	—	—	87.2%
CGI 101 graduates	—	—	1,389	941

1 Categories are determined through the Federal Employment Equity Program. This report analyzes data provided voluntarily by our members. Approximately 70% of Canadians members responded to that survey.

2 See details and description [page 44](#).

3 Not taking into account ongoing integrations from mergers and acquisitions.

4 Mandatory process for all members, excluding members on leave, and those who have not completed it by September 30, 2022.

5 All members have access to Academia. Does not include career and skill related training available on other platforms. Mandatory Compliance Trainings are not included in this percentage.

6 Mandatory process for all members, excluding those who have not yet completed within 90 days of their start date, as of September 30, 2022.

7 Members complete this course once when onboarding. This topic is also covered in the new Combined Legal Annual training for all members.

PEOPLE	F2019	F2020	F2021	F2022
MEMBERS SATISFACTION ASSESSMENT ¹	SCORE (SCALE OF 10)			
Overall members satisfaction	8.15	8.39	8.58	8.74
Working environment in which to build a career	7.90	8.20	8.44	8.70
Training and development	7.77	8.06	8.31	8.60
Being treated with respect	8.36	8.62	8.83	9.04
HEALTH AND WELL-BEING ¹				
Members using Oxygen Portal	51,738	47,784	46,859	60,422
Members using our health and well-being resources on a monthly basis	—	—	63.0%	65.0%
Number of Applauds (peer-to-peer recognition program)	24,989	44,029	54,526	55,924
Permanent employees with healthcare coverage facilitated by CGI	100%	100%	100%	100%
Number of Mental Health Ambassadors ²	—	300	497	732
Sites with employee health & safety risk assessment	—	—	—	100%
EDUCATIONAL INITIATIVES				
Beneficiaries	7,864	44,664	111,692	501,868
Volunteer instructors	339	716	1,253	5,958
Initiatives delivered	74	205	460	1,202
COMMUNITIES	F2019	F2020	F2021	F2022
Business units with pro bono projects implemented	—	—	55%	58%
Hours of participation in paid/unpaid volunteering	16,450	22,797	48,220	45,019
Members participating in pro bono programs and volunteering	1,603	5,811	11,732	16,724
Members in community activities	1.8%	7.6%	14.5%	18.5%
Beneficiaries	997,427	1,740,98	919,204	1,229,417

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. The network consists of volunteers across our global operations who are trained to support their colleagues. They are equipped with the skills to recognize when a peer may be struggling and guide them to the right resources and support. This is a voluntary, empathetic approach that does not replace the advice of a healthcare professional.



GOVERNANCE

CORPORATE RESPONSIBILITY AND GOVERNANCE	F2019	F2020	F2021	F2022
CORPORATE GOVERNANCE ¹				
Attendance rate at Board meetings	100%	98%	99%	97%
Women on the Board	25.0%	31.3%	29.4%	31.3%
Independent Board directors	69%	75%	76%	75%
Board members who reside outside of Canada	31%	31%	35%	38%
Average age of the Board of Directors	—	—	—	64.8
Average tenure of Board members in years	10.7	10.9	11.2	11.7
ETHICS				
Members that annually re-confirmed Code of Ethics acknowledgement ²	—	—	—	91%
New members acknowledging our Code of Ethics	—	—	—	100%
Number of material confirmed incidents with third-parties related to corruption	—	—	0	0
Operational sites for which an internal audit/risk assessment concerning business ethics issues has been conducted	—	—	—	100%
DATA PRIVACY AND SECURITY				
Number of material complaints regarding breaches of customer privacy and losses of customer data resulting in judicial action	—	—	0	0
Operational sites with an information security management system certified to ISO 27001	70%	75%	75%	75%
SUPPLY CHAIN				
Significant 250 suppliers assessed by EcoVadis on environmental and social criteria	—	—	51%	58%
Suppliers with whom CGI place purchase orders acknowledging our Third-Party Code of Ethics ³	—	—	—	99%
Global procurement business partners who received training on human rights	—	—	100%	100%

1 Information for F2022 is provided as at September 30, 2022.

2 Mandatory process for all members, excluding members on leave, and those who have not completed it by September 30, 2022.

3 Change of methodology: Every CGI purchase order includes now a requirement for the supplier to comply with our Third-Party Code of Ethics.

About this report

Our annual Environmental, Social and Governance (ESG) report shares our commitments, progress, and performance across global operations of CGI Inc.¹ during the fiscal year 2022 (October 1, 2021 to September 30, 2022) unless otherwise noted.

Accountability and transparency are integral to the foundation on which we build trust with our clients, members, 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. We conducted a materiality assessment with the help of an external partner to inform our ESG strategy and approach for this year’s report.

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. Visit our website to access our [GRI-SASB 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 2022, and 2022 Proxy Circular.

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 covers the legal entity CGI Sverige AB (including all holding companies), which is a part of CGI Inc.

Appendices

Environmental emissions methodology

This report was compiled by following the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and using the relevant DEFRA, IEA, EPA, and Canada NIR conversion factors for company reporting. Scopes were defined by following the operational control approach in the Greenhouse Gas Protocol.

Natural gas and electricity consumption were sourced from utility bills. Any missing months were extrapolated using invoices for other months of the year or estimated based on invoiced cost or building floor space if primary consumption data was unavailable.

Emissions on a market basis reflect the contractual characteristics of our electricity purchases and usage. For example, electricity is considered very low or zero-emission on a market basis when it is purchased from an energy supplier whose electricity is from 100% renewable sources and backed by guarantees of origin and renewable energy certificates. On a location basis, electricity purchases are converted to emissions based on the national grid average carbon intensity. In the absence of a tariff or supplier-specific factor, a residual mix factor was used.

Business-travel emissions from member-owned cars were based on the business-related mileage claimed in member expense reports, assuming an average car and fuel source.

Lease car emissions were reported based on the type and quantity of fuel consumed. Fuel data was sourced from lease car company reports, fuel card company reports, expense reports or invoices shared directly by Strategic Business Units. When fuel consumption data was unavailable, kilometer reports from lease car companies or internal travel reimbursement reports were used. Kilometer values were then converted into liters of fuel by applying the standardized kilometer-to-fuel conversion ratios per fuel type for different countries. This enabled us to use fuel volumes as a consistent basis for carbon conversions. Average fuel economy is sourced from the International Energy Agency fuel economy report.

Air-travel emissions were calculated considering cabin class and distance traveled, using conversion factors without radiative forcing.

For public rail transportation travel emissions, in Europe we applied the UK’s DEFRA/DECC greenhouse gas conversion factors. For North America and other geographies, emissions were calculated by applying greenhouse gas protocol conversion factors.



Appendices

Glossary

APAC Asia Pacific

BAME Network Black, Asian, Minority Ethnic network

BCR Binding Corporate Rules

BWBF British Wireless for the Blind Fund

CSAP Client Satisfaction Assessment Program

CaRe Career Relaunch program

CCTV Closed-circuit surveillance

CEMS Central Energy Management System

CEO Chief Executive Officer

CNRS Centre national de la recherche scientifique

CO_{2e} Carbon dioxide equivalents, based on the GHG protocol

CSO Chief Security Officer

DE&I Diversity, equity and inclusion

EMS Environmental Management Systems

ERM Engagement Risk Management

ERP enterprise resource planning

ESG Environmental, social and governance

ESMF Enterprise Security Management Framework

GDPR General Data Protection Regulation

GEMS global emissions monitoring system

GHG Greenhouse gas

GRI Global Reporting Initiative

GSOC Global Security Operations Center

KAP Key Achiever program

KWP kilowatt ‘peak’

LGBTQ+ lesbian, gay, bisexual, transgender, queer, plus

MPMF Member Partnership Management Framework

MRGs Member Resource Groups

MSAP Member Satisfaction Assessment Program

MWh megawatt hours

NGO Non-governmental organization

OECD Organization for Economic Co-operation and Development

PUE Power Usage Effectiveness

RFP Request For Proposal

RMS Renewables Management System

ROI return on investment

SASB Sustainability Accountability Standards Board

SBTi Science Based Targets Initiative

SBU Strategic Business Unit

SDGs Sustainable Development Goals

SSAP Shareholder Satisfaction Assessment Program

STEM Science, technology, engineering and mathematics

tCO_{2e} tons of carbon dioxide equivalents, based on the GHG protocol

TMS transport management system

UN United Nations

UNGC United Nations Global Compact

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