

GRI CONTENT INDEX

FY 2025

August 2026

Capgemini 



GRI 21 - Content Index

Statement of use	CAPGEMINI has reported in accordance with the up to dated version of GRI Standards for the period from January 1 st to December 31 st , 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No GRI sector standard available

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		DOCUMENT - CHAPTER/SECTION	PAGES	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	URD FY25 - 8.1 Legal information URD FY25 - Introduction URD FY25 - 6.2 Capgemini and the stock market	506 - 507 2 - 3 444 - 446			
	2-2 Entities included in the organization's sustainability reporting	URD FY25 - 4.1.7 Basis for preparation of our sustainability statement URD FY25 - note 33 List of the main consolidated companies by country	171 - 173 394 - 395			
	2-3 Reporting period, frequency and contact point	URD FY25 - 4.1.7 Basis for preparation of our sustainability statement Capgemini ESG Reporting FY25	171 - 183 Introduction			
	2-4 Restatements of information	URD FY25 - 4.1.7 Basis for preparation of our sustainability statement	171 - 173			
	2-5 External assurance	URD FY25 - Report on the certification of sustainability information and verification of the information publication requirements under Article 8 of Regulation (EU)	315 - 321			
	2-6 Activities, value chain and other business relationships	URD FY25 - 1.2.4 Partners and ecosystem of partners URD FY25 - 4.1.2 Engagement with value chain stakeholders (SBM 2)	16 - 18 151 - 153			
	2-7 Employees	URD FY25 - S1 – Own workforce	224 - 231			
	2-8 Workers who are not employees	URD FY25 - S1 – Own workforce	231			
	2-9 Governance structure and composition	URD FY25 - 2.1.2 Governance structure URD FY25 - 2.1.3 Composition of the Board of Directors	40 - 42 43 - 53			
	2-10 Nomination and selection of the highest governance body	URD FY25 - 2.1.3 Composition of the Board of Directors	43 - 53			
	2-11 Chair of the highest governance body	URD FY25 - 2.1.2 Governance structure	40 - 42			
	2-12 Role of the highest governance body in overseeing the management of impacts	URD FY25 - 4.1.6 Governance of sustainability matters	165 - 171			
	2-13 Delegation of responsibility for managing impacts	URD FY25 - 4.1.6 Governance of sustainability matters	165 - 171			
	2-14 Role of the highest governance body in sustainability reporting	URD FY25 - 4.1.6 Governance of sustainability matters	165 - 171			
	2-15 Conflicts of interest	URD FY25 - 2.1.3 Composition of the Board of Directors	52 - 53			

Capgemini GRI Content Index FY25

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		DOCUMENT - CHAPTER/SECTION	PAGES	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	URD FY25 - 4.7.4 Fair and inclusive environment (Sustainability matter n° 5)	243 - 251			
	2-17 Collective knowledge of the highest governance body	URD FY25 - 2.2.1 Organization of the Board of Directors	76 - 79			
		URD FY25 - 2.2.3 Assessment of the Board of Directors	83 - 84			
	2-18 Evaluation of the performance of the highest governance body	URD FY25 - 2.2.3 Assessment of the Board of Directors	83 - 84			
	2-19 Remuneration policies	URD FY25 - 2.3 Compensation of corporate officers	90 - 111			
	2-20 Process to determine remuneration	URD FY25 - 2.3.3 Compensation paid in 2025 or granted in respect of 2025 to Executive Corporate Officers	97 - 108			
		URD FY25 - 2.3.3 Compensation paid in 2025 or granted in respect of 2025 to Executive Corporate Officers	97 - 108			
	2-21 Annual total compensation ratio	URD FY25 - 2.3.3 Compensation paid in 2025 or granted in respect of 2025 to Executive Corporate Officers	97 - 108			
	2-22 Statement on sustainable development strategy	Annual Report FY25 - Letter from the CEO				
	2-23 Policy commitments	URD FY25 - 4.1.2.2 Taking into account our stakeholders' views and interests in our strategy and business model	152 - 153			
	2-24 Embedding policy commitments	URD FY25 - 4.1.3 Material sustainability matters and their interactions with our strategy (SMB 3)	154 - 157			
		URD FY25 - 4.1.3 Material sustainability matters and their interactions with our strategy (SBM 3)	154 - 157			
	2-25 Processes to remediate negative impacts	URD FY25 - 4.1.4.3 Phase 2: Stakeholders consultation	159			
		URD FY25 - 4.1.2.1 Leveraging the dynamics of our stakeholders through dialogue	151 - 152			
	2-26 Mechanisms for seeking advice and raising concerns	URD FY25 - 4.7.4.2 Prevention and management of harassment cases	249 - 251			
		URD FY25 - 4.10.3 Overview of corporate culture and business conduct management (G1-1)	273 - 275			
	2-27 Compliance with laws and regulations	URD FY25 - Non-compliance with laws and/or adverse changes to regulations	134			
		URD FY25 - 4.1.1.3 Our public commitments and external recognitions	149 - 150			
	2-28 Membership associations	URD FY25 - 4.1.2.1 Leveraging the dynamics of our stakeholders through dialogue	151 - 152			
		URD FY25 - 4.7.6 Social dialogue and collective bargaining (Sustainability matter n° 7)	258 - 261			
	2-29 Approach to stakeholder engagement					
	2-30 Collective bargaining agreements					

Capgemini GRI Content Index FY25

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		DOCUMENT - CHAPTER/SECTION	PAGES	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
MATERIAL TOPICS						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	URD FY25 - 4.1.3 Material sustainability matters and their interactions with our strategy (SMB 3)	154 - 157			
GRI 3: Material Topics 2021	3-2 List of material topics	URD FY25 - 4.1.3.1 Overview of Capgemini sustainability matters	154			
ECONOMIC STANDARDS						
GRI 3: Material Topics 2021	3-3 Management of material topics	URD FY25 - 4.1.3 Material sustainability matters and their interactions with our strategy (SMB 3) URD FY25 - Chapter 4 for all policies related to material topics	154 - 157			
GRI 201 : Economic performance - 2016	201-1 Direct economic value generated and distributed	URD FY25 - 1.3.1 Value creation drivers	19			
	201-2 Financial implications and other risks and opportunities due to climate change	URD FY25 - 4.2.1.1 Material impacts, risks and opportunities related to climate change	174 - 180			
	201-3 Defined benefit plan obligations and other retirement plans	URD FY25 - 4.7.3.3 Compensation and benefits (incl. S1-10 & S1-11) URD FY25 - note 25 Provisions for pensions and other post-employment benefits	237 - 240 387 - 390			
	201-4 Financial assistance received from government	URD FY25 - note 10 Income tax expense	356			
	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	URD FY25 - 4.7.3.3 Compensation and benefits (incl. S1-10 & S1-11)	237 - 240			
GRI 202 : Market Presence - 2016	202-2 Proportion of senior management hired from the local community	URD FY25 - 4.7.2.2 Presentation of our workforce	228 - 231			
GRI 203 : Indirect Economic Impacts - 2016	203-1 Infrastructure investments and services supported	Omission		Infrastructure investments and services supported	Not applicable	Capgemini is an asset light company. Capex are not material compared to Opex.
	203-2 Significant indirect economic impacts	Capgemini ESG Reporting FY25 - Materiality & value Chain				
GRI 204 : Procurement Practices - 2016	204-1 Proportion of spending on local suppliers	Capgemini ESG Reporting FY25 - Materiality & value Chain				
GRI 205 : Anti-corruption - 2016	205-1 Operations assessed for risks related to corruption	URD FY25 - 4.10.4 Corruption and Bribery (Sustainability matter n° 10)	275 - 279			
	205-2 Communication and training about anti-corruption policies and procedures	URD FY25 - 4.10.4 Corruption and Bribery (Sustainability matter n° 10)	275 - 279			
	205-3 Confirmed incidents of corruption and actions taken	URD FY25 - 4.10.4 Corruption and Bribery (Sustainability matter n° 10)	275 - 279			
GRI 206 : Anti-competitive Behavior - 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	URD FY25 - 4.11.6 Anti-competitive practices (Sustainability matter n° 12)	281 -283			
GRI 207 : Tax - 2019	207-1 Approach to tax	URD FY25 - 3.3 Group Tax Policy	143			
	207-2 Tax governance, control, and risk management	URD FY25 - 3.3 Group Tax Policy	143			
	207-3 Stakeholder engagement and management of concerns related to tax	URD FY25 - 3.3 Group Tax Policy URD FY25 - 4.1.2 Engagement with value chain stakeholders (SMB 2)	143 151 - 153			
	207-4 Country-by-country reporting	Omission		The breakdown of taxes paid by country or region	Confidentiality constraints	Capgemini does not disclose this information due to local competition constraints

Capgemini GRI Content Index FY25

GRI STANDARD / OTHER SOURCE		DISCLOSURE	LOCATION		OMISSION		
			DOCUMENT - CHAPTER/SECTION	PAGES	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
ENVIRONMENTAL STANDARDS							
GRI 101 : Biodiversity - 2024			Omission		All	Not applicable	This information is not material for Capgemini with regards to its business
GRI 3: Material Topics 2021	3-3 Management of material topics	URD FY25 - 4.1.3 Material sustainability matters and their interactions with our strategy (SMB 3)	154 - 157				
		URD FY25 - Chapter 4 for all policies related to material topics					
GRI 301 : Materials - 2016	301-1 Materials used by weight or volume	URD FY25 - 4.3 E5 – Circular economy and resources	206 - 211				
	301-2 Recycled input materials used	URD FY25 - 4.3 E5 – Circular economy and resources	206 - 211				
	301-3 Reclaimed products and their packaging materials	URD FY25 - 4.3 E5 – Circular economy and resources	206 - 211				
	302-1 Energy consumption within the organization	URD FY25 - 4.2.2 Climate Change Mitigation (Sustainability matter n° 1)	182 - 200				
GRI 302 : Energy - 2016	302-2 Energy consumption outside of the organization	URD FY25 - 4.2.2 Climate Change Mitigation (Sustainability matter n° 1)	182 - 200				
	302-3 Energy intensity	URD FY25 - 4.2.2 Climate Change Mitigation (Sustainability matter n° 1)	182 - 200				
	302-4 Reduction of energy consumption	URD FY25 - 4.2.2 Climate Change Mitigation (Sustainability matter n° 1)	182 - 200				
	302-5 Reductions in energy requirements of products and services	Omission		Reduction in energy requirements of the products and services sold	Information unavailable/incomplete		
	303-1 Interactions with water as a shared resource	URD FY25 - 4.4 Other environmental topics	212 - 214				
GRI 303 : Water and Effluents - 2018	303-2 Management of water discharge-related impacts	URD FY25 - 4.4 Other environmental topics	212 - 214				
	303-3 Water withdrawal	URD FY25 - 4.4 Other environmental topics	212 - 214				
	303-4 Water discharge	URD FY25 - 4.4 Other environmental topics	212 - 214				
	303-5 Water consumption	URD FY25 - 4.4 Other environmental topics	212 - 214				

Capgemini GRI Content Index FY25

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		DOCUMENT - CHAPTER/SECTION	PAGES	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 305 : Emissions - 2016	305-1 Direct (Scope 1) GHG emissions	URD FY25 - 4.2.2.4 Metrics related to our net zero program	194 - 200			
	305-2 Energy indirect (Scope 2) GHG emissions	URD FY25 - 4.2.2.4 Metrics related to our net zero program	194 - 200			
	305-3 Other indirect (Scope 3) GHG emissions	URD FY25 - 4.2.2.4 Metrics related to our net zero program	194 - 200			
	305-4 GHG emissions intensity	URD FY25 - 4.2.2.4 Metrics related to our net zero program	194 - 200			
	305-5 Reduction of GHG emissions	URD FY25 - 4.2.2.4 Metrics related to our net zero program	194 - 200			
	305-6 Emissions of ozone-depleting substances (ODS)	Omission		Emissions of ozone-depleting substances (ODS)	Not applicable	Not used at Capgemini
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Omission		Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Not applicable	Not used at Capgemini
GRI 306 : Waste - 2020	306-1 Waste generation and significant waste-related impacts	URD FY25 - 4.3 E5 – Circular economy and resources	206 - 211			
	306-2 Management of significant waste-related impacts	URD FY25 - 4.3 E5 – Circular economy and resources	206 - 211			
	306-3 Waste generated	URD FY25 - 4.3 E5 – Circular economy and resources	206 - 211			
	306-4 Waste diverted from disposal	URD FY25 - 4.3 E5 – Circular economy and resources	206 - 211			
	306-5 Waste directed to disposal	URD FY25 - 4.3 E5 – Circular economy and resources	206 - 211			
GRI 308 : Supplier Environmental Assessment - 2016	308-1 New suppliers that were screened using environmental criteria	URD FY25 - 4.101.7 Responsible procurement	282 - 283			
	308-2 Negative environmental impacts in the supply chain and actions taken	URD FY25 - 4.2.2.3 Our Road to Net Zero / Supply Chain	187			

Capgemini GRI Content Index FY25

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		DOCUMENT - CHAPTER/SECTION	PAGES	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
SOCIAL STANDARDS						
GRI 3: Material Topics 2021	3-3 Management of material topics	URD FY25 - 4.1.3 Material sustainability matters and their interactions with our strategy (SMB 3) URD FY25 - Chapter 4 for all policies related to material topics	154 - 157			
	401-1 New employee hires and employee turnover	URD FY25 - 4.7.2.2 Presentation of our workforce (S1-6 & S1-7) Capgemini ESG Reporting - Human Capital	228 - 231			
GRI 401 : Employment - 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	URD FY25 - 4.7.3.3 Compensation and benefits (incl. S1-10 & S1-11) / b) Actions related to compensation and benefits (S1-4)	239			
	401-3 Parental leave	URD FY25 - 4.7.3.3 Compensation and benefits (incl. S1-10 & S1-11) / b) Actions related to compensation and benefits (S1-4)	239			
GRI 402 : Labor/Management Relations - 2016	402-1 Minimum notice periods regarding operational changes	URD FY25 - 4.7.6.2 Actions related to social dialogue and collective bargaining (S1-4)	260 - 261			
GRI 403 : Occupational Health and Safety - 2018	403-1 Occupational health and safety management system	URD FY25 - 4.7.5 Health and safety (Sustainability matter n° 6)	251 - 258			
	403-2 Hazard identification, risk assessment, and incident investigation	URD FY25 - 4.7.5 Health and safety (Sustainability matter n° 6)	251 - 258			
	403-3 Occupational health services	URD FY25 - 4.7.5 Health and safety (Sustainability matter n° 6)	251 - 258			
	403-4 Worker participation, consultation, and communication on occupational health and safety	URD FY25 - 4.7.5 Health and safety (Sustainability matter n° 6)	251 - 258			
	403-5 Worker training on occupational health and safety	URD FY25 - 4.7.5 Health and safety (Sustainability matter n° 6)	251 - 258			
	403-6 Promotion of worker health	URD FY25 - 4.7.5 Health and safety (Sustainability matter n° 6) URD FY25 - 4.7.3.4 Work-life balance and well-being	251 - 258 240 - 242			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	URD FY25 - 4.7.5 Health and safety (Sustainability matter n° 6)	251 - 258			
	403-8 Workers covered by an occupational health and safety management system	URD FY25 - 4.7.5 Health and safety (Sustainability matter n° 6)	251 - 258			
	403-9 Work-related injuries	URD FY25 - 4.7.5 Health and safety (Sustainability matter n° 6)	251 - 258			
	409-10 Work-related ill health	URD FY25 - 4.7.5 Health and safety (Sustainability matter n° 6)	251 - 258			
GRI 404 : Training and Education - 2016	404-1 Average hours of training per year per employee	URD FY25 - 4.7.3.2 Training and skills development	233 - 237			
	404-2 Programs for upgrading employee skills and transition assistance programs	URD FY25 - 4.7.3.2 Training and skills development	233 - 237			
	404-3 Percentage of employees receiving regular performance and career development reviews	URD FY25 - 4.7.3.2 Training and skills development	233 - 237			

Capgemini GRI Content Index FY25

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		DOCUMENT - CHAPTER/SECTION	PAGES	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 405 : Diversity and Equal Opportunity - 2016	405-1 Diversity of governance bodies and employees	URD FY25 - 4.7.4 Fair and inclusive environment (Sustainability matter n° 5) URD FY25 - 2.1.3 Composition of the Board of Directors	243 - 251 43 - 53			
	405-2 Ratio of basic salary and remuneration of women to men	URD FY25 - 4.7.4 Fair and inclusive environment (Sustainability matter n° 5) / 2. Focus on pay gaps and total compensation ratio	248 - 249			
GRI 406 : Non-discrimination - 2016	406-1 Incidents of discrimination and corrective actions taken	URD FY25 - 4.7.4.2 d) Specific metrics about discrimination and harassment incidents (S1-17)	251			
		URD FY25 - 4.7.4.2 Prevention and management of harassment cases	249 - 251			
GRI 407 : Freedom of Association and Collective Bargaining - 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	URD FY25 - 4.7.6 Social dialogue and collective bargaining	258 - 261			
		URD FY25 - 4.11.7 Responsible procurement	282 - 283			
GRI 408 : Child Labor - 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	URD FY25 - 4.8.2 Policies to prevent human rights violations in our supply chain (S2-1)	263			
GRI 409 : Forced or Compulsory Labor - 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	URD FY25 - 4.8.2 Policies to prevent human rights violations in our supply chain (S2-1)	263			
GRI 410 : Security Practices - 2016	410-1 Security personnel trained in human rights policies or procedures	Omission		Security personnel who have received formal training in the organization's specific human rights policies or procedures and their security implementation	Not applicable	Capgemini does not employ directly security personnels. Suppliers are requested to follow the Supplier Code of Conduct including Human rights policies
GRI 411 : Rights of Indigenous Peoples - 2016	411-1 Incidents of violations involving rights of indigenous peoples	URD FY25 - 4.9 S3 – Communities (Sustainability matter n° 9)	266 - 271			
GRI 412 : Human Rights Assessment - 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	URD FY25 - Duty of Vigilance – Vigilance plan	327 - 332			
		URD FY25 - 4.6.2.1 Human Rights approach in our operations and supply chain (S1-1 & S2-1)	221 - 222			
		URD FY25 - 4.7.4.2 Prevention and management of harassment cases	249 - 251			
GRI 413 : Local Communities - 2016	413-2 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	URD FY25 - Duty of Vigilance – Vigilance plan	327 - 332			
		URD FY25 - 4.9 S3 – Communities (Sustainability matter n° 9)	266 - 271			
		URD FY25 - 4.9 S3 – Communities (Sustainability matter n° 9)	266 - 271			
GRI 414 : Supplier Social Assessment - 2016	414-1 New suppliers that were screened using social criteria	URD FY25 - Duty of Vigilance – Vigilance plan	327 - 332			
	414-2 Negative social impacts in the supply chain and actions taken	URD FY25 - Duty of Vigilance – Vigilance plan	327 - 332			
GRI 415 : Public Policy - 2016	415-1 Political contributions	URD FY25 - 4.10.4 Corruption and Bribery (Sustainability matter n° 10)	275 - 279			

Capgemini GRI Content Index FY25

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		DOCUMENT - CHAPTER/SECTION	PAGES	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 416 : Customer Health and Safety - 2016	416-1 Assessment of the health and safety impacts of product and service categories	Omission		Assessment of the health and safety impacts of product and service categories	Not applicable	Not material for Capgemini as a BtoB IT services company
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Omission		The total number of incidents of non-compliance concerning the health and safety impacts of products and services	Not applicable	Not material for Capgemini as a BtoB IT services company
GRI 417 : Marketing and Labeling - 2016	417-1 Requirements for product and service information and labeling	Omission		Requirements for product and service information and labeling	Not applicable	Not material for Capgemini as a BtoB IT services company
	417-2 Incidents of non-compliance concerning product and service information and labeling	URD FY25 - 4.11.2 Cybersecurity and Data Protection (Sustainability Matter n° 13 & n° 14)	285 - 291			
	417-3 Incidents of non-compliance concerning marketing communications	Omission		The total number of incidents of non-compliance with regulations and/or voluntary codes regarding marketing communications, including advertising, promotion and sponsorship, is missing	Not applicable	Not material for Capgemini as a BtoB IT services company
GRI 418 : Customer Privacy - 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	URD FY25 - 4.11.2 Cybersecurity and Data Protection (Sustainability Matter n° 13 & n° 14)	285 - 291			
GRI 419 : Socioeconomic Compliance - 2016	419-1 Non-compliance with laws and regulations in the social and economic area	URD FY25 - Non-compliance with laws and/or adverse changes to regulations	134			
		URD FY25 -Duty of Vigilance – Vigilance plan	327 - 332			

About Capgemini

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

The Group reported 2025 global revenues of €22.5 billion.

Make it real. | www.capgemini.com

For more details, contact:

Fabienne Philippot

Group ESG Lead

fabienne.philippot@capgemini.com

Vincent Biraud

Investor Relations

vincent.biraud@capgemini.com

Patrick Massoni

Investor Relations

patrick.massoni@capgemini.com

