Building a more sustainable and inclusive world

2023 Environmental, Social and Governance Report

CGI

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, the termination, modification, delay or suspension of our contractual agreements, our expectations regarding future revenue resulting from bookings and backlog, our ability to attract and retain qualified employees, to negotiate favourable contractual terms, to deliver our services and to collect receivables, to disclose, manage and implement environmental, social and governance (ESG) initiatives and standards, and to achieve ESG commitments and targets, including without limitation, our commitment to net-zero carbon emissions, as well as the reputational and financial risks attendant to cybersecurity breaches and other incidents, 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 and quarterly Management's Discussion and Analysis and in other documents that we make public, including our filings with the Canadian Securities Administrators (on SEDAR+ at www.sedarplus.ca) and the U.S. Securities and Exchange Commission (on EDGAR at www.sec.gov). Unless otherwise stated, the forward-looking information and

statements contained in our report are made as of the date hereof and CGI disclaims any intention or obligation to publicly update or revise any forward-looking information or forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law. While we believe that our assumptions on which these forward-looking information and forward-looking statements are based were reasonable as at the date of this report, readers are cautioned not to place undue reliance on these forward-looking information or statements. Furthermore, readers are reminded that forward-looking information and statements are presented for the sole purpose of assisting investors and others in understanding our objectives, strategic priorities and business outlook as well as our anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes. Further information on the risks that could cause our actual results to differ significantly from our current expectations may be found in the section titled *Risk Environment* of CGI's Management's Discussion and Analysis for the fiscal years ended September 30, 2023 and 2022, which is incorporated by reference in this cautionary statement. We also caution readers that the risks described in the previously mentioned section, CGI's Management's Discussion and Analysis for the fiscal years ended September 30, 2023 and 2022, and our other documents and filings are not the only ones that could affect us. Additional risks and uncertainties not currently known to us or that we currently deem to be immaterial could also have a material adverse effect on our financial position, financial performance, cash flows, business or reputation.

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Cover picture

U.S., inclusive week-long STEM camp for kids at Melwood's Camp Accomplish

Letter from Our Leaders

As a professional services firm, we take great pride in helping our clients navigate a broad spectrum of opportunities and challenges they face. 2023 has been no exception, as clients experienced rapidly evolving geopolitical and economic conditions.

Through our end-to-end services, we help them harness the responsible use of technology to positively benefit the customers and citizens in their care. We use these same services to continuously advance our own Environmental, Social, and Governance (ESG) practices, which we believe are key to achieving long-term business value for each of our stakeholders, including:

- Serving as a partner and expert of choice for our **clients**
- Providing an empowering environment for our **consultants and professionals**—whom we now call CGI Partners as 85% are shareholders
- Being an investment of choice for our **shareholders**, and
- Engaging as an ethical and responsible **corporate citizen**

Our ESG commitment is rooted through our core Values, through projects delivered in collaboration with clients, and through operating practices, supply chain management, and community services projects.

For the second consecutive year, CGI achieved a Platinum rating from EcoVadis for our Sustainability Performance, placing us in the top 1% of companies within the EcoVadis network. We were pleased once again to earn EcoVadis' highest rating in recognition of the evidence-based results achieved through our sustainable business practices.

Here are highlights of our performance from the year, which are summarized in greater detail throughout this report.

Environmental

In line with our climate strategy and commitment to achieving net-zero, we continued our progress in reducing GHG emissions. From 2019 to 2023, we reduced Scope 1, 2, and 3 (business travel) emissions by 38% and reduced carbon intensity per employee by 48%, despite the growth of our workforce.

We announced our commitment to the Science Based Targets initiative (SBTi). Underpinned by science, we will set absolute reduction targets for all emissions, including through our supply chain. We will set our near-term targets, and we will define our new roadmap with net reduction targets aligned with the Paris Agreement's 1.5°C objective.

In a milestone this year, we reached our target of 100% of Scope 2 data centers powered by renewable electricity. This important progress is possible due to the strong commitment of our teams around the world. We are actively transitioning more offices to renewable energy and integrating climate impacts into all of our real estate decisions.

George D. Schindler
President and Chief Executive Officer

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

Letter from Our Leaders

Social

As a global consulting company whose people are our greatest asset, we actively support a culture that focuses on their well-being and development. Once again, we increased our investment in the training of our people, particularly in areas of innovation such as the responsible use of artificial intelligence (AI).

Guided by our core Value of Respect, our Management Foundation (which aligns our operations through common principles, processes, and frameworks), and our global and local responsibilities, we continue to grow our diversity, equity, and inclusion (DE&I) engagements and commitments. Through the combination of our DE&I strategy and the diversity of our people and geographies, we continually progress toward our quantified DE&I targets. In addition to championing digital inclusion for all, we remain committed to engaging with underrepresented groups through education initiatives to help individuals find promising careers in IT.

To continue to empower our people to make an impact in the communities where they live and work, we completed the global rollout of our CGI for Good community collaboration tool. As a result, all our consultants and professionals can more easily identify and engage in pro bono or volunteer projects.

Governance

As an industry leader operating in many geographies, we embrace our responsibility to engage in ethical business practices and comply with all applicable laws and regulations. We are committed to a high level of standards and to deploying our digital services and solutions responsibly. This includes adherence to best practices in AI, cybersecurity, data privacy, and data protection.

As a signatory to the United Nations Global Compact (UNGC), we align our ESG best practices with UNGC Principles, particularly regarding respect for human rights throughout our operations and supply chain. This year, we published our first global statement on modern slavery to reiterate our commitment to tackling forced labor, child labor, and human trafficking. We pledge to strengthen our supplier risk mitigation process, and to transparently communicate our progress.

This 2023 report illustrates and transparently demonstrates a year of ongoing progress to meet the commitments of each ESG pillar.

We would like to thank our clients, consultants and professionals, shareholders, and community partners for working together in pursuit of our ESG goals. We recognize their contributions to benefit the economic, social, and environmental well-being of our shared communities.

CGI at a glance

Insights you can act on

Founded in 1976, CGI is a leading IT and business consulting services firm. With 91,500 consultants and professionals, whom we now call CGI partners as 85% are shareholders, CGI delivers an end-to-end portfolio of capabilities, from strategic IT and business consulting to systems integration, managed IT and business process services, and intellectual property solutions. We are insights-driven and outcomes-based to help accelerate returns on our clients' investments. CGI works with clients through a local relationship model complemented by a global delivery network that helps clients digitally transform their organizations and accelerate results.

CGI by the numbers*

Founded in **1976**	**CA$ 14.3B** revenue	**400** locations
Head office: **Montréal**	**91,500** consultants and professionals	**5,500** clients benefiting from end-to-end services

Learn more in our CGI overview.

* As of September 30, 2023. In this report, all figures are in Canadian dollars. CGI reports its financial results in accordance with International Financial Reporting Standards (IFRS). Please refer to the disclosures in the Management's Discussion and Analysis and Annual Audited Consolidated Financial Statements for the fiscal years ended September 30, 2023 and 2022, which can be found at cgi.com/investors and have been filed with the Canadian Securities Regulators on SEDAR+ at www.sedarplus.ca and the U.S. Securities and Exchange Commission on EDGAR at www.sec.gov.

CGI at a glance

Strategic Business Units

CGI is managed through the following nine operating segments.

Asia Pacific Global Delivery Centers of Excellence

Primarily India and the Philippines

Canada

Finland, Poland, and Baltics

Northwest and Central-East Europe

Primarily the Netherlands, Denmark, and Czech Republic

Scandinavia and Central Europe

Germany, Sweden, and Norway

United Kingdom (UK) and Australia

United States (U.S.) Commercial and State Government

U.S. Federal

Western and Southern Europe

Primarily France, Spain, and Portugal

CGI at a glance

Recognition

TIME Magazine
CGI named one of the World's Best Companies. (2023)

Forbes
- CGI named one of the World's Best Management Consulting Firms. (2023)
- CGI listed among America's Best Management Consulting Firms for the third straight year. (2023)

International Association of Outsourcing Professionals (IAOP)
CGI ranks as a "Leader" on the 2023 Global Outsourcing 100 with "Sustained Excellence" status for ranking on the GO100 list for 17 consecutive years. CGI is listed as an "All Star Company" for customer references, awards and certifications, innovation programs, and CSR programs.

ESG indices[1]

80/100
Top 1%
Industry average score: 47/100

Dow Jones Sustainability Indices
62/100
Industry average score: 25/100

Score of B
Industry average score: C

(1)   Local awards are detailed in the Awards section.

CGI at a glance

CGI Constitution

The [CGI Constitution](#) is a reflection of our Culture. Our Constitution includes the shared Dream, Vision, Mission, and Values that drive us as a global IT and business consulting services leader. Through the frameworks and programs founded upon this Constitution, our CGI Partners[1] contribute to the life and development of CGI, which enhance client loyalty and shareholder value.

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.

Our Vision

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

Our Mission

To help our clients succeed through outstanding quality, competence, and objectivity, providing thought leadership and delivering the best services and solutions to fully satisfy client objectives in information technology, business processes, and management. In all we do, we are guided by our Dream, living by our Values to foster trusted relationships and meet our commitments now and in the future.

Our Values

- Partnership and quality
- Objectivity and integrity
- Intrapreneurship and sharing
- Respect
- Financial strength
- Corporate social responsibility
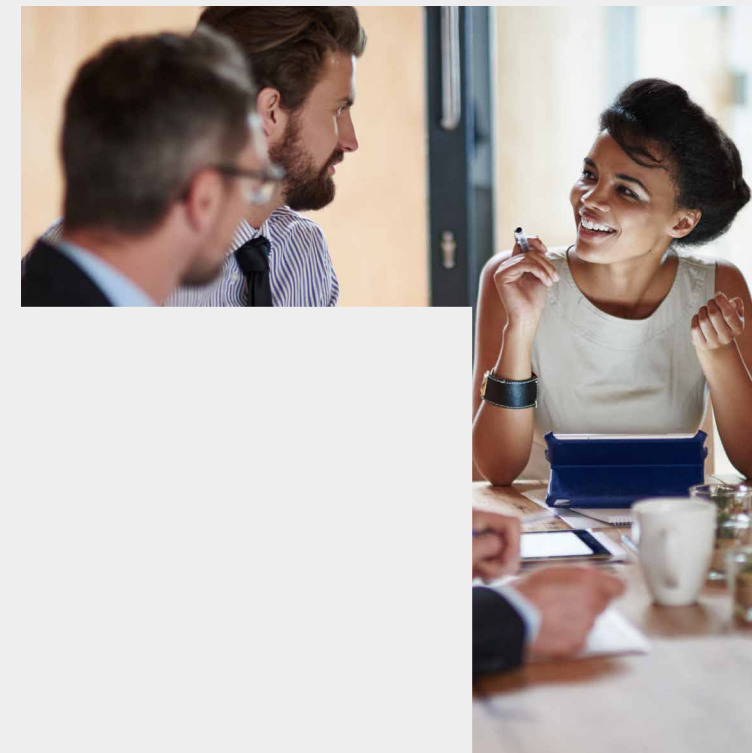
(1) ["We are CGI Partners": A designation that expresses our unique culture of ownership](#)

CGI at a glance

We pursue our Vision through six strategic goals.

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

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

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

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

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

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

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

CLIENTS

Seeking the best equilibrium

SHAREHOLDERS

MEMBERS

COMMUNITIES

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

Our ESG commitment

As a global leader in digital services employing over 91,500 consultants and professionals worldwide, we embrace our responsibilities to contribute to the continuous improvement of the economic, social, and environmental well-being of the communities where we live and work.

Fundamental to building a company we can be proud of, as captured in our Dream, we integrate our social responsibility commitment into our Values and the strategic objectives designed to support our overall Vision, as described on the previous page.

We seek to mitigate the potential negative ESG impacts of the IT industry and to capitalize on the immense positive capabilities of technological advancement. This includes delivering the best in innovation and digital inclusiveness to our clients, CGI Partners, our shareholders, and our communities.

ESG core principles

Our ESG approach follows the principles integrated into our policies, guidelines, and operating practices:

Support our Dream and our Values, and contribute to achieving our strategic goal of being recognized by our stakeholders as an engaged, ethical, and responsible citizen in our communities

Integrate ESG objectives into our operational plans at all levels to ensure a disciplined approach to sustainability in our day-to-day business practices worldwide

Contribute to building a more sustainable and inclusive world by operating as a responsible, ethical company on behalf of our stakeholders

Leverage our proximity model and expertise to increase positive impacts in the communities in which we live and work, including empowering all CGI Partners to actively engage in achieving our ESG objectives

Establish and pursue priority goals and metrics within CGI's control based on active dialogue with our stakeholders

Focus on client partnerships and collaboration with educational institutions and local organizations

Gather information and measure stakeholder satisfaction with our ESG performance through our Satisfaction Assessment Programs and local conversations

Align with the Principles of the United Nations (UN) Global Compact and UN Sustainable Development Goals

ESG dialogue

Stakeholders

Maintaining a dialogue with our three stakeholders on critical topics such as ESG is foundational to how we operate, track our performance, and cultivate strong, enduring relationships.

Our global frameworks and standardized tools facilitate these ongoing strategic discussions. Documented in our Management Foundation, these frameworks also support future action plans and build stakeholder trust.

Satisfaction Assessment Programs

Our Satisfaction Assessment Programs allow us to systematically evaluate and improve the satisfaction of our stakeholders. The program cycle starts with face-to-face meetings with the stakeholders (clients, CGI Partners, and shareholders) to foster quality dialogue. Our clients and shareholders then complete a stakeholder questionnaire, and their satisfaction assessment concludes with sign off from both the stakeholder and a CGI representative. Our consultants and professionals also complete a questionnaire, with all responses anonymous to promote open, honest feedback.

Voice of Our Stakeholders Programs

We also receive key input from our stakeholders through our annual Voice of Our Clients, Voice of Our Members, and Voice of Our Shareholders Programs. In-depth conversations with our clients inform us on the trends and priorities affecting their businesses. Our consultants and professionals share their comments on our goals and priorities. Shareholders provide feedback on our management of the company. These collective insights inform the decisions we make on our company's strategic direction and help us maintain equilibrium between the interests of our three stakeholders.

Local conversations on ESG

As a complement to our frameworks and tools, our proximity model facilitates conversations on ESG topics relative to the specific opportunities and challenges of the communities where we live and work. We also organize dedicated meetings on ESG topics with our clients and investors, while our local affinity groups offer platforms for knowledge exchange and engagement between CGI Partners.

During our Annual Tour, our CGI Partners, as owners, interact with executive leadership and gain a deeper understanding and perspective on our strategic direction, including our ESG objectives.

Launch of the campaign Voice of Our Members 2023 with Julie Godin, Co-Chair of the Board, Executive Vice-President, Strategic Planning and Corporate Development; Stéphane Bédard, Vice-President Strategic Planning and Management Foundation; and Bernard Labelle, Executive Vice-President and Chief Human Resources Officer.

ESG dialogue

Frameworks and tools for active dialogue

We designed our programs to encourage our clients, CGI Partners, and shareholders to share their observations and recommendations. We want to gather their feedback about our global ESG strategy and actions, and the extent of our implementation at the local level. As formal opportunities to discuss our work and strategies, these programs position us to take measures to act on the insights and address any issues identified.

CGI Partners

- Member Partnership Management Framework
- Member Satisfaction Assessment Program
- Voice of Our Members
- Annual Tour

Clients

- Client Partnership Management Framework
- Client Satisfaction Assessment Program
- Voice of Our Clients

Shareholders

- Shareholder Partnership Management Framework
- Shareholder Satisfaction Assessment Program
- Voice of Our Shareholders

ESG dialogue

ESG topics discussed

		CGI Partners	**Clients**	**Shareholders**
Voice of Our Stakeholders Programs	**Number of participants**	**Over 67,077** [1] **CGI Partners among 91,500 worldwide**	**1,764 executives**	**Over 350 shareholders, other investors, and analysts**
	ESG topic raised	• Volunteering opportunities • Climate action • Client involvement in ESG initiatives • Sustainable solutions for clients	• Technological and digital acceleration • Changing social demographics • Climate change	• Transparent ESG reporting • Net-zero commitment • DE&I engagement • Corporate governance
Satisfaction Assessment Programs	**Overall score**	**8.86**/10 Overall employee satisfaction **8.74/10 in 2022**	**9.43**/10 Overall client satisfaction **9.37/10 in 2022**	**8.90**/10 Overall shareholder satisfaction **8.60/10 in 2022**
	Score on ESG topics	**8.83**/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? **8.67/10 in 2022**	**9.48**/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? **9.35/10 in 2022**	**8.90**/10 Are our environmental and social practices appropriately communicated? [2] **9.20/10 in 2022**

(1) All CGI Partners are invited to participate in this survey, which is conducted during a specific period of the year; so this does not include recent acquisitions or consultants and professionals 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

We believe collaborating with our ecosystem is imperative to our long-term ESG success. We continuously engage with these parties to contribute to ESG initiatives that increase positive impacts in our communities.

As part of our proximity model, we reach out to local community organizations (e.g., nongovernmental organizations, associations, and educational institutions) to determine beneficial ways to work together and provide our support.

Collaboration on ESG topics

Parties involved	Local community organizations	Suppliers	Industry and economic partners
	Nongovernmental organizations, associations, educational institutions	Product or service providers	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 underrepresented in IT	Ensure compliance with our Third Party Code of Ethics, Third Party Management Framework, our Report on Fighting Against Forced Labour and Child Labour (modern slavery) and help further their respective ESG commitments	Create specific programs at the country level, participate in national government programs, and advance ESG topics with clients and other companies through working group partnerships
Key ESG topics in 2023	• 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	• Commitment to specific government programs • Mapping of local laws and regulations • Addressing data disclosure challenges, new regulations, and best practices

Learn how our ESG partnerships contribute to a more inclusive and sustainable world on cgi.com.

ESG strategy

Topics identified by our stakeholders

In 2021–2022, we conducted a materiality exercise with our stakeholders that summarized the importance of the 22 ESG topics that highlight our environmental, societal, and business impact. This exercise continues to inform our ESG strategy.

We collected data through online surveys sent to our ESG Executive Steering Committee and individuals in our ESG network. We also held in-depth interviews with key external stakeholders, including clients, investors, suppliers, and representatives of communities where we live and work, including the academic world. See our ESG topics and definitions below.

In 2024, we plan to carry out a double materiality exercise to adjust our strategy to the requirements of the new European Union's Corporate Sustainability Reporting Directive.

MOST MATERIAL TOPICS		
● Data privacy and cybersecurity	• Upholding high standards in applicable data protection legislation through our Data Privacy Policy • Achieving the levels of data protection required to meet our ethical, legal, and contractual obligations, enhancing the trust of our clients, our CGI Partners, and shareholders • Applying a stringent approach across the board, whether processing personal data for our clients, for our own needs, or for third parties • Processing personal data only when strictly required to do so, and always within the boundaries of the operational and technical measures necessary to prevent accidental or unlawful destruction, loss, alteration, disclosure, or access to personal data • Implementing holistic, risk-based security and data protection practices in our day-to-day operations as a commitment essential to creating and maintaining stakeholder trust, and critical to our contractual obligations and applicable laws and regulations • Embedding security organically across our offerings and operations, and monitoring and addressing potential cybersecurity threats and challenges ongoing at all levels	Data Privacy Security
● Business ethics, values, and integrity	• Upholding and implementing high business ethics across our company's operations (e.g., fighting against corruption, fraud, bribery, counterfeiting, and anti-competitive behavior, and protecting intellectual property)	Ethics
● Responsible digital innovation	• Ensuring our responsible use of innovation and new technologies (e.g., artificial intelligence), with a focus on advances that deliver value to society and the environment	Responsible innovation

● Most material topics   ● Topics of high importance   ● Topics of medium importance

● Carbon and energy management	• Reducing environmental impacts across our own operations, business travel, and purchased goods and services, including investing in sustainable IT, energy efficiency, renewable energy, and other low carbon technologies	[Environment](#)
● Sustainable services and solutions for clients	• Developing eco-designed and energy-efficient solutions, contributing to clients' progress on ESG performance through innovative services that deliver improved ESG outcomes (e.g., opportunities related to climate change), and helping them take broader action on ESG imperatives	[Sustainability & ESG Advisory Services](#)
● Responsible leadership and governance	• Organizing, managing, and leading the company in a responsible, transparent, fair, and inclusive manner (e.g., through auditing and internal controls; the composition, independence, and assessment of our Board of Directors; executive compensation; the mandates of our Executive Chairman and Chief Executive Officer; succession planning; performance management; and representation of CGI Partners)	[Corporate governance](#)
● ESG governance and reporting	• Optimizing mechanisms and procedures for ESG issues, including internal controls, reporting, decision-making approach, and executive-level oversight • Compliance with relevant national and international environmental and socially oriented legislation, and alignment with leading voluntary environmental regulatory standards (e.g., ISO 14001, ISO 27001:2013, GRI, UNGC, OHSAS 18001/ISO 45001)	[ESG governance](#)
● Digital inclusion	• Promoting diversity in communities through supplier diversity, our diversified workforce, and partnerships • Delivering innovative and sustainable technology solutions to help reduce the digital divide, while promoting inclusion and access for underrepresented groups to education and technologies • Raising community awareness on cyber safety for children and educating youth on best practices to follow	[Our communities](#)
● Responsible supply chain/procurement	• Embedding ESG principles in our Code of Ethics and Business Conduct, Third Party Code of Ethics, and Procurement Policy • Updating our onboarding training curriculum to add specific courses related to ESG • Continuously evaluating and assisting suppliers in their compliance efforts through our Third Party Supplier Portal and EcoVadis assessments • Promoting a circular economy through partnerships developed with our suppliers	[Procurement](#)
● Waste (including e-waste) and circular economy	• Reducing any waste from business operations (including e-waste) and increasing the life cycle, recycling, and reuse of our devices	[Waste](#)
● Profitable and sustainable growth	• Working to ensure long-term profitable organic growth	[CGI at a glance](#)
● Talent attraction and retention	• Ensuring fair and efficient talent recruitment and retention through compensation, benefits, pension and social security, mobility, and parental leave	[Building a career with us](#)

● Most material topics   ● Topics of high importance   ● Topics of medium importance

TOPICS OF HIGH IMPORTANCE

● Diversity, equity, and inclusion	• Ensuring that CGI Partners at all levels across our operations receive fair treatment, without discrimination in recruitment, hiring, compensation, benefits, and career development—regardless of race, ancestry, place of origin, color, ethnic origin, citizenship, religion, sex, sexual orientation, age, pregnancy, record of offenses, marital status, social conditions, political beliefs, language, veteran status (U.S. only), family status, disability, or means used to overcome a disability • Taking proactive measures and promoting an inclusive company culture (e.g., through activities, policies, programs, and processes)	[Diversity, equity, and inclusion](#)
● CGI Partners' well-being and mental health	• Addressing multiple aspects of well-being, including mental health, physical health, social well-being, financial well-being, and psychological safety • Building flexibility and inclusiveness into our programs, processes, policies, and initiatives in a strategy that encourages a culture of belonging, supports work-life balance, furthers CGI Partners' education, and leverages technology to benefit CGI Partners' well-being • Investing in tools designed to help our CGI Partners and leaders prosper, while always looking for ways to improve the accessibility and quality of our support services • Providing meaningful work and a sense of purpose	[Health, well-being, and safety](#)
● Human rights and working conditions (including interim workers, third parties, etc.)	• Ensuring human rights are protected within our own operations and among our suppliers, partners, and other third parties (e.g., contractors, interim workers), including implementing governance and systems to identify, address, and remedy issues • Eliminating all forms of forced and compulsory labor and child labor, upholding the right of freedom of association and collective bargaining, etc. • Raising awareness through capacity building, training programs, guidance, and tools • Continuing to train our Procurement Team on the topic of modern slavery	[Human rights](#)
● CGI Partners' occupational health and safety	• Prioritizing the health, well-being, and safety of our CGI Partners through engagement at all organizational levels • Maintaining a safe, secure, and healthy working environment across the company and ensuring access to proper equipment and training • Identifying workplace trends and employee priorities to adapt to new ways of working and new challenges	[Health, well-being, and safety](#)
● Industry and business expertise	• Maintaining strong business expertise in the technology sector and the industries we serve	[CGI at a glance](#)
● Client satisfaction and collaboration	• Ensuring improved client satisfaction through the delivery of exceptional work, innovative offerings, and collaboration opportunities	[ESG dialogue](#)
● Talent development	• Promoting the career advancement of our talent through company training and professional development programs, including reskilling for a diverse and inclusive future of work	[Building a career with us](#)

● Most material topics   ● Topics of high importance   ● Topics of medium importance

TOPICS OF MEDIUM IMPORTANCE

○ Business resilience to systemic risks	• Developing strategies, processes, and tools to protect against systemic risks (e.g., natural disasters, pandemics) within our operations, along our supply chain, and in our communities	[Risk management](#)
○ Contribution to local economic development	• Contributing to and promoting local development where we live and work through fair and transparent tax contribution, local job creation, and financial and in-kind support to suppliers • Partnering with local businesses and universities to further the development of local talent and technology • Participating in training and volunteer programs to support the career growth and aspirations of local talent	[Economic prosperity](#)
○ Charitable support for social impact	• Supporting communities through local partnerships and programs • Implementing the CGI for Good tool in our nine Strategic Business Units (SBUs), with volunteering and donation options that include submissions from our consultants and professionals—offering a broader range of opportunities to get involved • Coordinating CGI Partners' fundraising and contributing donations locally and through this enterprise tool • Enabling consultants and professionals to donate or, in some geographies, participate during company hours	[Enabling our CGI Partners' contribution](#)

● Most material topics   ● Topics of high importance   ○ Topics of medium importance

ESG strategy

Plan and actions to achieve our ESG objectives

Environment (E)

- Enhance our expertise and ability to support our clients in their respective sustainability ambitions
- Integrate initiatives into all global and local action plans to reduce the environmental impact of our operations:
  - Transition our data centers to 100% renewable electricity
  - Transition our offices to renewable or low carbon energy (depending on local availability)
  - Reduce our air and ground transport emissions
  - Continue working proactively with our suppliers of goods and services to reduce impacts

Social (S)

- Provide an environment to foster talent diversity:
  - Support CGI Partners in a respectful environment as they grow and build their careers with us
  - Set quantified and transparently communicated gender diversity, equity, and inclusion (DE&I) targets
  - Offer training at all levels on DE&I topics
  - Offer health and well-being programs, including mental health as a priority
  - Ensure our education, mentoring, and partnership programs advance diversity in IT careers
  - Leverage our CGI for Good tool to support our communities and increase the impact of our pro bono and volunteer work
  - Help communities where we live and work respond to humanitarian crises and emergencies

Governance (G)

- Adapt and apply high standards of governance, as an integral part of our values
- Incorporate appropriate oversight of ESG by our Board of Directors
- Monitor key areas of enterprise risk management, including cybersecurity and data privacy, and adjust our governance practices accordingly, and ensure strict compliance with all applicable laws and regulations in our areas of operation

ESG targets and progress

ESG targets, progress, and achievements*

	Environment	Social	Social	Governance
Targets	**GHG emissions reduction** **Net-zero emissions** **100% renewable electricity** in all our data centers Set near-term **science-based emissions reduction targets** in line with SBTi criteria and recommendations within a maximum of 24 months.	**Our people** **DE&I:** Achieve the **same level of gender diversity** representation at the leadership levels as the company population as a whole **by 2025**	**Our communities** **100% of business units** to implement pro bono projects **by 2026** Reach **twice as many** participants for our education and mentoring programs as CGI Partners **by 2023**	**Board diversity** **30%:** maintain target for women Board of Directors **Supply chain** **70%** of most significant suppliers[1] assessed on environmental and social criteria **by 2025**
Progress and achievements	**38.0%** ↗ reduction of CO_2e [2] emissions from 2019[3] **46.9% in 2022** **99.5%** [4] ✔ renewable electricity in all our data centers by calendar year end 2023 **76.8% in 2022** **43.7%** ↗ of total energy from renewable sources **35.6% in 2022**	**28.6%** ↗ women in leadership[5] **27.5% in 2022** **44.4%** ↗ of SBU Presidents are women **33.3% in 2022** **35.3%** ↗ women CGI Partners overall **34.2% in 2022**	**47%** of our business units implemented pro bono projects[6] **~204,500** [7] ✔ Participants in our education and mentoring programs, representing 2.2 times the number of our CGI Partners **~502,000 in 2022** **89,837** ↗ hours of participation in pro bono and volunteering activities **45,019 in 2022**	**40%** [8] ✔ of women on the Board of Directors **31.3% in 2022** **15** [8] members of the Board of Directors living in 4 countries, multilingual, representing expertise in more than 12 vertical markets / submarkets **65%** ↗ of most significant suppliers assessed on environmental and social criteria **58% in 2022**

* As of September 30, 2023, except for progress related to footnote (7).

(1) 250 most significant suppliers with which we have done the most business over the last three years (See page 96).

(2) CO_2e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of GHGs by expressing the emissions as equivalent to carbon dioxide.

(3) Our 2023 data is presented against our new 2019 baseline year. Our previous baseline year was 2014.

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

(5) Categories: Manager and above.

(6) Change of methodology.

(7) The decrease in the number of beneficiaries is due to the termination of many online educational programs implemented during the pandemic.

(8) Information provided as at January 30, 2024.

Environment

Environment

Impact

In responding to climate change, every action matters. Like organizations worldwide, we continue to seek ways to increase our contributions as we progress in our efforts to protect the planet.

Our commitment

We understand that growth must not come at the expense of the communities where we do business or the environment in general. We are committed to minimizing our impact on the environment, climate change, and biodiversity through responsible operating practices, including robust monitoring and measuring of environmental impacts such as CO_2e emissions.

Our target

We committed under the Science Based Targets initiative (SBTi) to set a near-term target by 2025 at the latest. As our new Climate Roadmap evolves, we will integrate CO_2e emissions reduction targets aligned with the Paris Agreement's 1.5°C goal while maintaining our ambitious reduction trajectory on Scopes 1, 2, and 3 under the Greenhouse Gas (GHG) Protocol.

Measuring our progress

38.0%
CO_2e[1] emission reduction from 2019[2]

46.9% in 2022

99.5% ↗
renewable electricity in all our data centers by calendar year end 2023[3]

76.8% in 2022

41.7% ↗
of locations ISO 14001 certified

35.0% in 2022

(1) CO_2e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of GHGs by expressing the emissions as equivalent to carbon dioxide.

(2) Our 2023 data is presented against our new 2019 baseline year. Our previous baseline year was 2014.

(3) Data center emissions include Scope 2 electricity consumption only, excluding diesel emissions related to backup power. Details of renewable electricity consumption appear on page 28.

Environment
Our approach

We recognize the impact of the IT industry on climate change and the environment.

Key areas for change in the technology sector include the consumption of natural resources and energy, together with IT equipment manufacturing, use, and processing of electronic waste—all of which contribute to pollution (air, land, water), CO_2e emissions, and high water consumption.

However, innovation and technology are helping to develop solutions to mitigate environmental impacts by supporting renewable energies, waste management, and circular economies. Additionally, CGI Partners and new recruits joining the global IT workforce are influencing the sector's relationship to the environment. Highly conscious of their environmental impact, they value action, transparency, and ESG engagement.

With this in mind, we think it is important to show them how we live our values. This includes sharing our plan to mitigate climate change.

We integrate environmental responsibility into how we conduct business, manage our operations, and support ecosystems in the communities in which we live and work.

Our Strategic Business Units (SBUs) contribute through a variety of local actions and initiatives, with education and innovation driving our strategy to protect the environment and mitigate climate risk. We also seek to be a positive influence through change that advances our industry, generates new career opportunities, and brings value to our stakeholders.

We demonstrate our commitment by conducting our activities responsibly and applying environmental best practices throughout our operations. This mainly involves our office operations, data center activities, procurement of IT assets, and business travel.

Our climate strategy

Resource management	• Follow the three Rs (reduce, reuse, and recycle) targeting e-waste • Complete ISO 14001 certification of locations • Use efficient cooling to reduce data center water consumption
Energy	• Shift our data centers and offices to renewable energy based on availability • Reduce energy consumption
Travel	• Reduce car fleet and transition to electric vehicles • Reduce emissions impact of air travel • Reduce emissions impact of commuting
Supply chain	• Help reduce the carbon impact of our supply chain • Promote circular economy principles
Stakeholder collaboration	• Develop our CGI Partners' awareness, engagement, and empowerment • Support and collaborate with our clients on environmental objectives • Pursue activities with communities and organizations

Environment
Our approach

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

- Regulatory compliance
- Commitments to our clients and CGI Partners
- Energy, resource, and waste management
- Sustainable building standards
- Stakeholder communications
- Sustainable mobility and low carbon travel
- Design and development of our solutions and services (see report section Responsible innovation)

We continue to deploy the ISO 14001 standard across our geographies with new certifications in 2023. We now have environmental management systems (EMSs) in place for our operations in the Czech Republic, Denmark, Finland, France, Germany, Luxembourg, Morocco, the Netherlands, Norway, Portugal, Romania, Slovakia, Spain, Sweden, and the UK.

A total of 41.7% of our locations are covered by locally implemented EMSs, which have been externally verified and assured for these ISO 14001 operations. We intend to continue increasing this percentage through 2024.

To ensure our EMS compliance, we communicate the environmental impact of our business operations and our mitigation strategies through awareness initiatives, enhanced global environmental training, and learning channels that address various topics on sustainability.

Climate disclosure risk management

Our CGI Risk Universe integrates environmental dimensions that include external climate-related physical and transition risks, and existing and emerging environmental regulations.
(See the Risk management section of this report.)

In the UK, we published our first Task Force on Climate-related Financial Disclosures (TCFD) Report. The 2022 report describes our existing practices under each of the TCFD's four pillars and our plans for further integrating the TCFD recommendations into our governance, strategic planning, and risk management processes.

GERMANY
Tracking, monitoring, and taking action through ISO 14001 certification

In 2023, we implemented ISO 14001 certification at 4 more offices, with 84% of our locations in Germany now ISO certified. We intend to achieve 100% certification in 2024. A competitive advantage, ISO 14001 helps organizations improve their performance on relevant environmental aspects through tracking, monitoring, and taking action.

WORLD
Raising climate awareness across our global operations

We encourage our consultants and professionals worldwide to understand our ESG objectives and, through their actions, contribute to fighting climate change at work and at home. In 2023, we organized multiple activities across our geographies to inform, train, and motivate our CGI Partners to act on climate change.

At a company level, we introduced new ESG-focused training on our Academia learning platform as part of our Earth Day and Earth Month activities. Several Strategic Business Units organized awareness campaigns, offering a range of learning opportunities, including informational sessions, presentations, and pledge challenges.

At the local level, our teams sponsored a variety of activities, including designing green skills training, sponsoring "Climate Fresk" workshops, developing apps to help employees track their carbon footprint, and organizing panel discussions on sustainable lifestyle options.

⊕ Learn more

Environment

Science Based Targets initiative

We communicated our commitment to setting science-based targets (SBTs) for the company, after first implementing SBTi-verified SBTs as part of our net-zero strategy for CGI in the UK. Based on this commitment, we will formulate near-term targets by the end of 2025 at the latest that cover 95% of our Scope 1 and 2 emissions and 67% of our Scope 3 emissions.

Find us on the SBTi website

Our UK net-zero strategy

Business travel represents a major source of our organization's GHG emissions. As a global consulting firm, we continue to expand our virtual collaboration capabilities to foster teamwork and connect people wherever they are. Where travel remains necessary, we promote lower carbon choices and active travel.

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

As a signatory of the Race to Zero campaign, our UK net-zero strategy includes setting SBTs under the SBTi. We measure and track full value chain GHG emissions (Scopes 1, 2, 3—business travel and a supplier engagement target) and have set 1.5°C-aligned SBTs validated by the SBTi. We respect the SBTi Corporate Net-Zero Standard, which promotes deep decarbonization in the medium term and long-term.

Our progress in the UK in 2023 includes:

- 84% reduction in emissions across our operations from our 2019 baseline
- 19% reduction in business travel emissions from our 2019 baseline
- 23% of our suppliers by spend set their own SBTs and 15% committed to setting SBTs
- 93% of offices electricity consumed in 2023 came from renewable sources

With a portion of our current fleet now plug-in hybrids, we plan a complete transition to all-electric vehicles (EVs) or hybrids by 2025 and have installed 58 EV charging outlets at our UK sites.
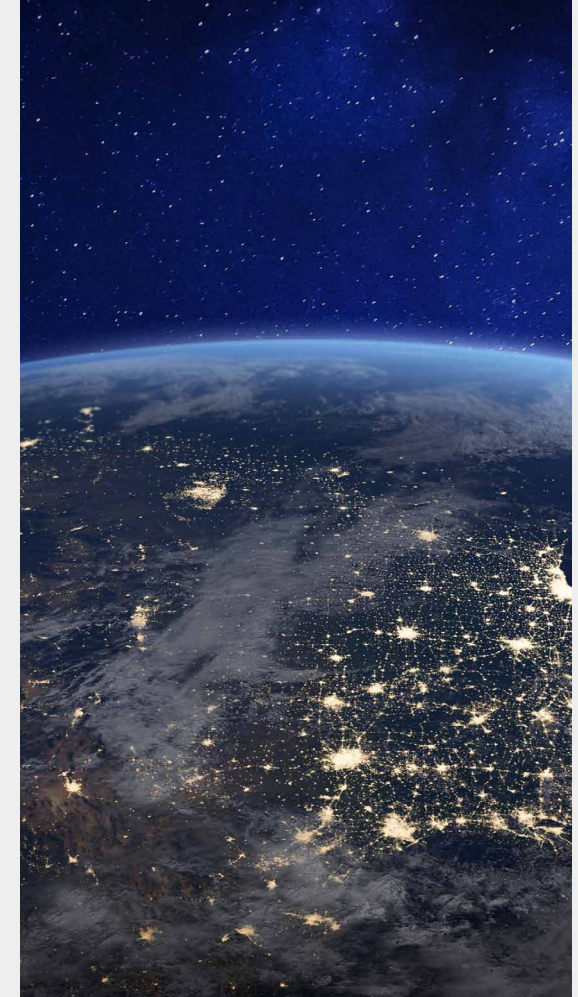
Environment
Net-zero progress

We continue to take decisive steps in our progress toward net-zero emissions under GHG Protocol Scopes 1, 2, and 3 (business travel) across our operations.

As a 2023 priority, we improved our data collection processes. To review local governance, we set up committees within each country in which we operate composed of key internal subject matter experts (e.g., real estate, business travel, and climate managers). These representatives ensured the quality and accuracy of our data. The data for each business unit and SBU, and their progress, are reviewed quarterly, along with all the company's performance indicators, by all leaders and the management team. As a consequence of the revision of our data collection processes, we have improved data quality and restated certain data going back to 2019.

We implemented market-based and location-based criteria for electricity emissions under Scope 2, increasing our compliance with the GHG Protocol. We also took initial steps to estimate more of our Scope 3 emissions.

These actions led us to submit our SBTi Commitment and will provide us with more detailed elements once our SBTi roadmap receives approval.

CANADA, FRANCE, SWEDEN
Supporting net-zero locally

In Canada, we joined the Environment and Climate Change Canada's Net-Zero Challenge in April 2023. A voluntary initiative, the Net-Zero Challenge encourages businesses to develop and implement credible, effective plans to transition their organizations to net-zero emissions by 2050. As a company with headquarters in Canada, we proudly and actively support this government-driven challenge.

In France, CGI is a signatory of the French Business Climate Pledge (in French only), through which 326 French companies commit to taking concrete action to drastically reduce GHGs.

In Sweden, CGI is also a signatory of the Race to Zero campaign through the Exponential Roadmap Initiative.

All these initiatives reinforce our global net-zero commitment.
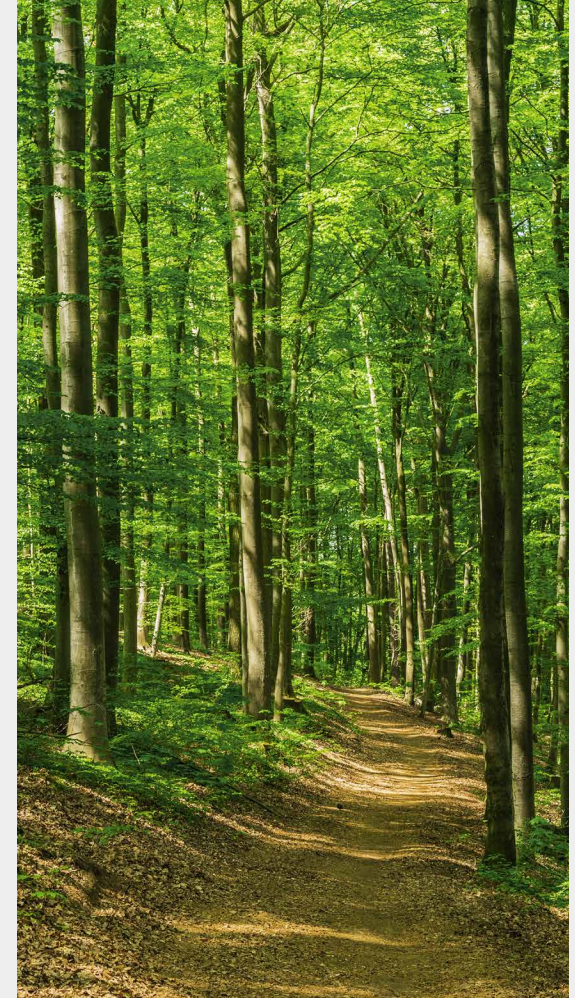
Environment

Net-zero progress

We achieved a 38.0% reduction in our total carbon emissions, including Scopes 1, 2, and 3 (business travel) between 2019 and 2023—52.4% when compared to our 2014 original baseline. We saw a 47.5% reduction in our carbon intensity per CGI Partner in 2023 compared to 2019.

Using 2019 as our new baseline, we restated our data to compare against this year.

As illustrated in the table, the years 2020–2022 have been impacted by the pandemic. The return of certain post-COVID-19 business practices contributed to an increase in emissions since 2021. However, our 2023 emissions remained well below those of 2019, despite our larger employee base.

CGI total emission and intensity per CGI Partner (tCO$_2$e)
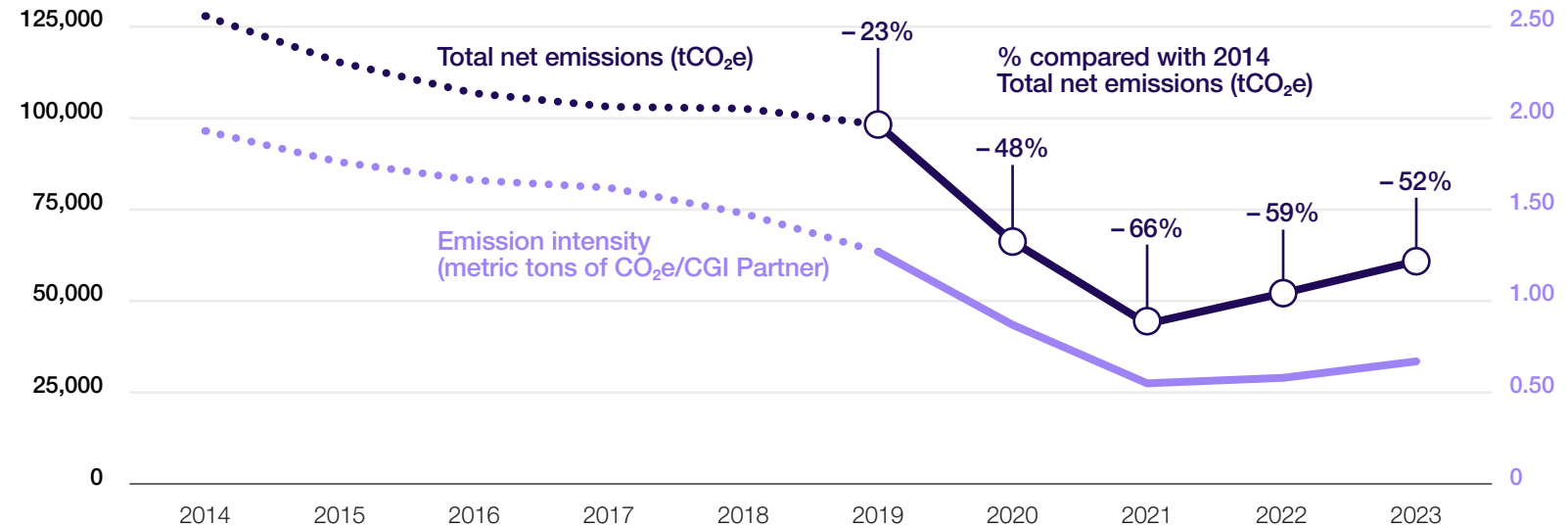
Climate performance	2019	2020	2021	2022	2023	vs 2019
Total net emissions (tCO$_2$e)	98,274	66,266	43,784	52,159	60,886	−38.0%
CGI Partners	77,500	76,000	80,000	90,000	91,500	+18.1%
Emission intensity (metric tons of CO$_2$e/CGI Partner)	1.27	0.87	0.55	0.58	0.67	−47.5%

Environment

Net-zero progress

Our commitment to achieve target net-zero emissions continues. In our year-to-year progress, we reduce the volume of carbon emissions under our direct and indirect control, as defined by Scopes 1, 2, and 3 (business travel) compared to our new 2019 baseline.

2023 greenhouse gas emissions by sources (tCO$_2$e)

Offices
20,606

Travel*
38,546

Data centers
1,734
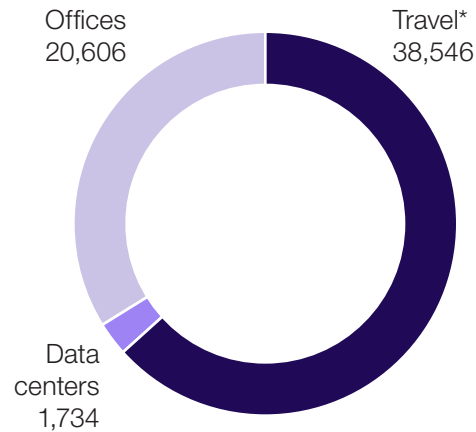
* includes business travel and company-owned and leased vehicles

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

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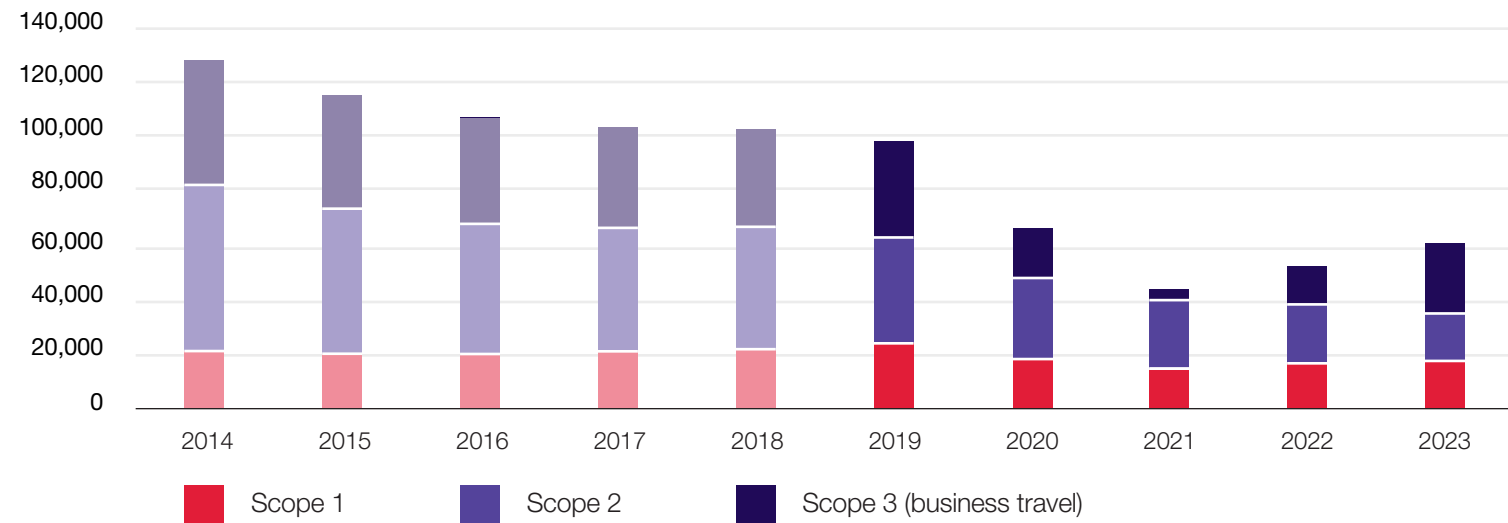
GHG Scope	Type of control	Emission sources
Scope 1	Emissions under operational control	Stationary fuel combustion, company-owned and leased vehicles
Scope 2	Indirect emissions from purchased energy	Electricity, heating, and cooling
Scope 3	Other indirect emissions	Business travel

Environment

Data centers

In accordance with the GHG Protocol, we reviewed the method of qualifying a data center under either Scope 2 (under our operational control) or Scope 3 (created by our partners) emissions. As of 2023, we report on those data centers that fall under our Scope 2 emissions.

Of the total electricity consumed by our data centers in fiscal 2023 under our Scope 2 emissions, 87.9% was sourced from renewable electricity. We achieved this renewable transition through direct energy contracts with suppliers (i.e., Renewable Energy Certificates, Guarantees of Origin, or Power Purchase Agreements). This strategy allows for better visibility and tracking of electricity sources across our data centers, enabling us to meet our target of all data centers under Scope 2 to be powered by renewable electricity by calendar year end 2023.

In 2023

99.5%

of renewable electricity by calendar year end 2023

Energy usage for data centers in fiscal 2023

Total consumption	Net emissions	Renewable electricity
72,005	**1,734**	**87.9%**[1]
MWh	tCO_2e	of electricity from renewable sources
−5.1% vs. 2022	**−49.5%** vs. 2022	**+11.1%** vs. 2022
−31.0% vs. 2019	**−80.6%** vs. 2019	**+23.6%** vs. 2019

Achieving 100% renewable electricity at our Canadian data centers

In 2018, CGI in Canada operated five data centers across the country. Based on a five-year investment and innovation roadmap, we identified the actions required to improve and modernize these centers. The plan involved closing three centers and revolutionizing the remaining two, with the purchase of Renewable Energy Certificates to cover any remaining nonrenewable electricity.

The modernization of our data centers involved multiple year-to-year improvements, including the decommission and cleanup of underutilized equipment, installation of hot and cold aisles for an improved and more efficient cooling system, replacement of R22 cooling units with dual-cooling air-conditioning (reducing energy consumption by 30%), and recycling of office space heating. As of May 2023, CGI in Canada's data centers run on 100% renewable electricity.

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

Environment

Offices

We increased the number of renewable energy contracts for our offices in 2023. We also continued to explore renewable energy systems for heating and cooling as additional opportunities to meet our interim targets.

We pursued our strategy of reducing office space through hybrid working and improved the energy efficiency of our global real estate. We reduced total energy consumption at our offices by 25.7% compared to 2019, while our renewable electricity consumption increased by 21.2%.

We sourced 51.6% of our electricity consumption, the equivalent of 39,882 megawatt hours (MWh), from renewable electricity. Going forward, we aim to increase the percentage of renewable energy usage at sites where an economically viable renewable electricity supply is available.

Energy usage for offices

Total consumption	Net emissions	Renewable electricity
112,341	**20,606**	**51.6%**
MWh	tCO$_2$e	of electricity from renewable sources
−0.6% vs. 2022	**−12.8%** vs. 2022	**+17.7%** vs. 2022
−25.7% vs. 2019	**−41.7%** vs. 2019	**+21.2%** vs. 2019

Environment

Travel

We believe that in-person interactions contribute to effective stakeholder meetings and strengthen interpersonal relationships, particularly enhancing networking, collaboration, and the overall human experience of connecting with one another.

As business travel[1] rebounded from its pandemic lows, our business-related travel emissions increased accordingly. For our 2023 Leadership Conference, our Vice-Presidents and above met together in Montréal. To reduce the level of emissions associated with their air travel, we recommended all international travelers to book economy or premium economy flights. We collaborated with Coop Carbone, a solidarity cooperative in Quebec whose user members implement GHG reduction projects in the region, to acquire 1,603 tons of CO_2e carbon credits in the Canadian voluntary carbon market[2].

In 2023, we continued the deployment of electric and hybrid vehicles across our geographies. At more than 2,600,000 kilowatt hours (kWh), our electricity consumption for this fiscal year multiplied nearly thirteenfold compared to our 2019 baseline of approximately 200,000 kWh.

In the Netherlands, these actions include managing our use of air travel and the introduction of a new policy to increase the number of leased EVs in our fleet to 100% by 2030.

Travel

Total consumption of fuel of our global car fleet	Total distance of all business travel	Net emissions
4,627	**262,078**	**38,546**
thousand liters	thousand passenger km	tCO_2e
+10.4% vs. 2022	**+46.6%** vs. 2022	**+53.6%** vs. 2022
−36.2% vs. 2019	**−37.9%** vs. 2019	**−28.6%** vs. 2019

In 2023, we committed to transitioning our company fleet in the UK to full EVs or plug-in hybrids by 2025 to join the several hybrids in our current fleet. We also installed charging points at our UK sites, totaling 58 EV charging outlets. This follows our 2022 introduction of carbon budgets for business travel at both the business unit and department levels, an action that emphasizes the importance of measuring and managing our business travel emissions down to the sector.

On a global level, we reduce our environmental impact associated with workforce commuting through green mobility programs in the many countries in which we operate. We consider these programs to be essential to our climate goals and a priority in our global net-zero strategy.

(1) Air travel, car, public transportation: We are looking at making additional reductions by incorporating EVs in our global car fleets.
(2) These emissions are not removed from our air travel emissions indicated in the performance table.

Environment

Travel

FINLAND, FRANCE, GERMANY, NETHERLANDS, UK

Promoting sustainable mobility choices

Through activities in multiple countries, we advocate for sustainable mobility. We offer incentives to our CGI Partners in certain countries where we operate, and lead by example in our commitments to transition to low carbon travel.

Nearly 300 of our consultants and professionals in Finland have taken advantage of our tax-free bicycle benefit, which began in the spring of 2022. In the Netherlands, some are offered free railway cards for business use.

We invited our CGI Partners in France to take on the 2023 "Challenge mai à vélo," creating "private" community cycling challenges for both our company and our business units to develop friendly competition. The annual event raises awareness of the importance of commuting choices in carbon emissions reduction, while encouraging everyone to experience the many advantages of cycling.

Working with two different providers, we offer a bicycle lease program for our CGI Partners in Germany. In the latter part of 2023, we surveyed these consultants and professionals to determine their interest in using bikes for commuting and plan to identify potential actions from the results.

We participated in events organized by the Coalitie Anders Reizen in Germany and the Netherlands to urge major employers to promote train travel as a sustainable and attractive commuting option by offering incentives to their workers. As a long-standing member of the coalition, we joined other major Dutch companies in the pledge to halve our CO_2e emissions from business travel by 2030. Media coverage for the events featured CGI among the organizations taking action to encourage workers to travel more sustainably.

Waste

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

We require our local operations to treat all waste in compliance with global and local regulations. We return the majority of our e-waste to suppliers certified in information security and e-waste treatment, including refurbishing, recycling, and energy recovery.

In collaboration with our partners and our facility owners, we launched several local initiatives over the last few years to reduce waste at our facilities worldwide. We also pursue ISO 14001 certification of our locations as a critical component of our waste reduction strategy and are pleased to report 41.7% completion in our certification status, with a total of 118 offices worldwide certified as of 2023.

In 2023, we began collecting more detailed information on the life cycle of our e-waste, now including incineration with or without energy recovery.

**E-waste generated
by disposal type**

Recycled
68%

Reused
17%

Sent to landfill
1%

Incinerated with energy recovery
8%

Incinerated without energy recovery
1%

Unspecified
5%
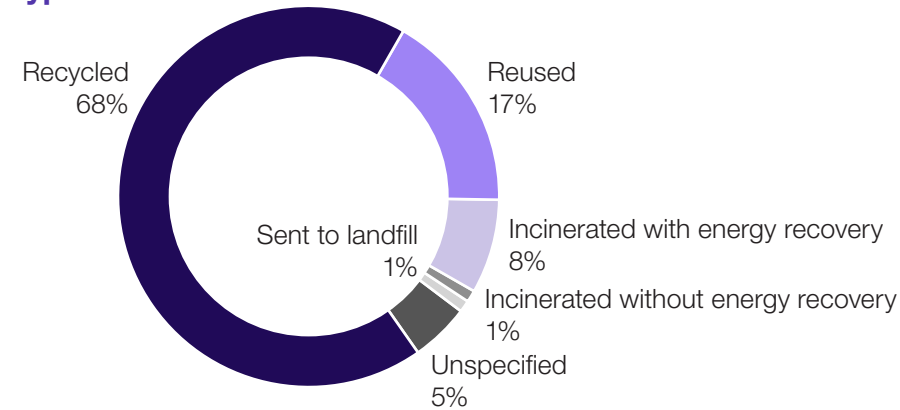
"By participating in the circular economy solution through the promotion of reuse, CGI is able to support local charitable initiatives, but more importantly reduce their carbon footprint, and achieve CGI's bold commitment to achieve net-zero emissions."

Jeff Glover
Vice President, Business Development
CO$_2$Neutral™ (Canada)

Environment

Water

Climate concerns, combined with unprecedented growth of the technology sector, bring water to the forefront as an increasingly important resource to manage consciously and carefully.

Our direct water usage comes from three areas:

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

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

Environment

Nature and biodiversity

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

We understand our role in protecting and restoring the planet by reducing our own negative impacts on biodiversity and nature and creating IT solutions to solve environmental problems.

Our ESG Policy reinforces our commitment to reduce the usage of single-use plastic and plastic water bottles in our facilities.

During the United Nations (UN) Association of Canada Youth and Community Engagement Festival, held in conjunction with the UN Biodiversity Conference in Montréal, youth leadership joined community groups, local and national organizations, and leading corporations from across the country to discuss the future of biodiversity in Canada. As a main sponsor, CGI's Vice-President, Consulting, Andrew Donaher in his keynote address shared information on the opportunities for successful careers in sustainability and biodiversity.

CANADA

Geospatial app helps Alberta Fish and Wildlife promote sustainable fishing practices

In the Canadian province of Alberta, the Fish and Wildlife Stewardship Branch of the Environment and Protected Areas ministry provides information on sport fishing regulations and the status and sustainable management of fish populations and fisheries in the province. Over time, providing current information on complex and ever-changing regulations became quite challenging due to several factors. For example, guidance varies across the province's many lakes, rivers and streams, and information was published in separate PDF files.

CGI implemented an enterprise-wide geospatial platform that included a major deployment of the ArcGIS Enterprise portal from Esri. Our experts deployed a responsive new app for mobile devices and desktop web browsers that allows anglers to view regulations, including location-specific catch and fish size limits, in real time. An advanced search tool provides information about individual lakes and rivers. The application also gives the ministry access to robust reporting on end-user behavior. Overall, the geospatial app has significantly accelerated communication of fishing regulations and improved ease of use for both anglers and government personnel.

⊕ Learn more

FRANCE

Using satellite monitoring to protect Madagascar's mangroves

Madagascar's mangrove forests are ecosystems rich in biodiversity, helping to slow coastal erosion and meet the country's food and economic needs. Unfortunately, human activity and climatic pressures have led to their degradation and heavy deforestation.

The nongovernmental organization Planète Urgence called on CGI to help based on our strong expertise in the space domain. Our mandate for this pro bono project was to quantify the evolution of the country's mangrove reserve, analyze its vulnerability, and provide results for use by all stakeholders.

Planète Urgence's objectives for this diagnostic study included understanding the evolution of Madagascar's mangrove forests and supporting sustainable territorial management.

Using CGI Earth Observation Solutions for Vegetation (CEOS-VEG), we collected and analyzed satellite data over the past decade to develop yearly land cover maps. Through a machine-learning algorithm and a unique set of vegetation indices, we could track mangrove changes, quantifying mangrove losses and gains in vulnerable areas across Madagascar. Our classification model was also adjusted to identify land cover layers such as crops, buildings, savannahs, and forests, enabling a comprehensive analysis of mangrove vulnerability to human and natural pressures.

⊕ Learn more

Environment
Nature and biodiversity

ACTION AND IMPACT STORY
Project Seagrass

Protecting and conserving seagrass ecosystems are critical to mitigate the impacts of climate change. The first step? Identifying their locations.

In the latest evolution of a partnership formed in 2021, CGI in the UK and Project Seagrass developed an open-source algorithm designed to pinpoint and quantify seagrass meadows from space. The launch coincided with the United Nation's first-ever World Seagrass Day, March 1, 2023.

The algorithm uses CGI GeoData360 to deliver insights, leveraging data from the European Space Agency's Copernicus Satellite Earth Observation Mission. The algorithm will support academic and government projection efforts, and help mitigate climate change.

Our consultants and professionals, often joined by family members, volunteer for a variety of Project Seagrass activities, including hands-on measuring, grinding, and cleaning of seagrass samples to identify the health of seagrass meadows.

The CGI STEM from Home pack teaches children about the crucial role seagrass plays in supporting a sustainable future.

We are pleased to contribute our IT and business consulting expertise to this pro bono project, which generates awareness, advocates for environmental sustainability, and reinforces our net-zero commitment.

⊕ Learn more

KEY TAKEAWAYS

According to research published in the scientific journal "Frontiers in Ecology and the Environment," seagrass ecosystems globally can consume carbon up to 35 times faster than rainforests.

Often termed "ecosystem engineers," seagrass also acts as a nursery for young fish and other animals, increasing the biodiversity and food supply of coastal waters. Yet, they are under threat from coastal development, pollution, and damage from human activity.

As projects evolve, partnerships deepen. Teams acquire additional understanding and knowledge, which lead to new insights and opportunities.

The release of the open-source algorithm represents an important milestone for CGI. We hope to continue to make enhancements in collaboration with open-source communities, academia, and government.

Through their involvement as volunteers, our consultants and professionals, and their families take our engagement as a company to another level, and show how by working together, we make a difference.

"By working in partnership with CGI, we've been able to make good progress on mapping at a local level. We are pleased to now open-source our work and look forward to the collaboration this release stimulates, as well as input from others to help enhance the algorithm and ensure the data is correct."

Dr. Richard Unsworth
Chief Scientific Officer & Co-Founder, Project Seagrass

Social

Our people

Impact

We actively support a collaborative, inclusive culture committed to the well-being and growth of our consultants and professionals. We do this by investing in their personal and professional development and advancing diversity, equity, and inclusion (DE&I).

Our DE&I commitment

Anchored in our values, inherent in our business, and built into our Management Foundation, the depth of our DE&I commitment continues to grow with our evolving strategy. Our 91,500 CGI Partners bring unique profiles and talents to our organization. Working across more than 400 metro markets globally leads to a rich set of experiences and needs.

Our targets

Over the next 5–7 years:

- Be in the top quartile of diversity representation within our industry
- Achieve the same level of gender diversity representation at the leadership level and across the company as a whole before 2025
- Achieve a score higher than 9 on our Member Satisfaction Assessment Program (MSAP) question that relates to being treated with respect, one of our 6 core Values

Measuring our progress

35.3% ↗

of our workforce are women

34.2% in 2022

28.6% ↗

of leadership[1] positions are held by women

27.5% in 2022
44.4% of our SBU Presidents are women

9.11/10 ↗

score for the level of respect CGI Partners feel at work

9.04/10 in 2022
2023 initial target was 9/10[2]

(1)   Categories: Manager and above.
(2)   We set a high bar regarding the respect CGI Partners feel at work and we intend to maintain this standard.

Our people

Our approach

Life at CGI is rooted in ownership, teamwork, respect, and belonging. Our distinctive culture empowers our consultants and professionals to make a difference for the benefit of our clients, our colleagues, and our communities.

Our CGI Partners participate as owners of our company, which means they benefit from the rewards of our collective success and contribute to actively shaping our strategy and direction.

For our clients, our consultants and professionals help drive meaningful and sustainable value through our end-to-end services. These offerings include business and strategic IT consulting, systems integration, managed IT and business process services, and intellectual property solutions.

To address C-level priorities specifically, we help clients drive sustainable value in critical consulting areas, including strategy, organization and change management, core operations, and technology. Within each of these areas, our consultants also deliver a broad range of business offerings to address clients' ESG priorities, including sustainability and ESG advisory, sustainable supply chain management, responsible use of artificial intelligence (AI), and mergers and acquisitions advisory, for example.

CGI has received high-profile recognition (see page 6) as a top IT and business consulting firm and best workplace by Forbes.

Several strategic priorities support our Vision to be a world-class, end-to-end IT and business consulting services leader helping our clients succeed. Among these is to be recognized by our CGI Partners as providing an empowering environment in which to build a career and create a company we can be proud of. This means promoting a respectful and inclusive leadership culture where diverse talent can develop their skills, share their insights, and reach their full potential.

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

Our Dream

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

Our people

Diversity, equity, and inclusion

IT continues to transform the world, including how individuals live and work.

As a global company, with a broad footprint and strong proximity model, we recognize our far-reaching social impact, both in how we apply our IT expertise and how we champion DE&I in the workplace and our communities.

We value the unique perspectives and exceptional minds our CGI Partners bring to our organization. The richness and diversity of their experiences enable us to help our clients respond to today's complex business challenges. We encourage collaboration among our consultants and professionals, external partners, and communities as the best way to develop inclusive, equitable opportunities and solutions that bring positive change.

Our common DE&I approach provides a strong foundation, uniting our collective efforts to cultivate a culture that prioritizes diversity in thought and representation, celebrates differences, and models the real world.

DE&I in our practices and our actions

Our CGI Values, particularly our core Value of Respect, shape our DE&I programs.

We believe providing an inclusive and enjoyable work experience does not conform to a one-size-fits-all mindset. We encourage our consultants and professionals to bring their authentic selves to work, fostering a culture of trust, empowerment, and allyship. In this environment, our CGI Partners thrive. In turn, their diverse talents and mindsets contribute to our performance, and to our reputation as an employer of choice.

As IT solution providers, the value of diverse talents and mindsets extends to the end users of our offerings. We ensure diversity in team composition (in terms of gender identity, social background, life experience, cultural origin, disability, and more), which positions us to better meet end user needs.

Keys to our success

- To encourage and sustain concrete diversity at all levels and functions, we reinforce conscious engagement. This requires awareness of cognitive bias through training, human resources (HR) processes, and data assessments that target all levels of the company.

- Inclusion by and for all CGI Partners means seeking to understand one another's individual identities and lived experiences to ensure a climate of respect, responsibility, and well-being at work.

- Equity must exist for any inclusion ambition to succeed. Per our Code of Ethics and Business Conduct, illegal or unethical behaviors have no place in our organization. We embed equity in treatment in our work environment, processes, and teams.

Our people

Diversity, equity, and inclusion

Inclusive culture of belonging

Under our global DE&I strategy, we pursue our inclusive ambition:

- To value cultures and local differences, together with the experiences, knowledge, and advances shared by our nine Strategic Business Units (SBUs)
- To align our organizational efforts in a clear direction
  - Identify the talent who will meet our clients' needs and embody our culture
  - Offer a work environment in which our CGI Partners will grow and flourish
  - Develop innovative, adaptive client solutions that meet their criteria of what is equitable, inclusive, and beneficial

As part of our annual strategic business planning process, our SBUs identify specific priorities and actions that reflect the input of their consultants and professionals and respect the cultural and legal contexts of their countries. Sponsored by local steering committees, these DE&I strategies undergo approval from our global steering committees and Executive Committee.

Our broader community of dedicated HR teams and affinity groups amplifies the reach of our DE&I activities and increases engagement. Our proximity model empowers our consultants and professionals, ensures our policies reflect their needs, and encourages allyship.

In 2023

71

voluntary affinity groups worldwide

71 in 2022

Allyship

Allyship concerns all our CGI Partners as part of DE&I. It is the ability to listen and learn from the lived experiences of others. It mitigates unconscious bias and creates safe and inclusive spaces in which diversity can thrive. We promote allyship and advocacy as a condition of our success.

Allies cultivate growth, common ground, and a level playing field in the workplace. By working to reduce barriers and bringing empathy, understanding, and respect to the wider organization, allies contribute to an environment in which everyone feels welcome, safe, and supported.

Affinity groups

Our affinity groups worldwide empower CGI Partners with a common background, interest, or purpose by raising awareness, promoting understanding, and celebrating our differences. These groups also engage individuals who, as allies, further the affinity groups' influence as one of our most effective drivers of change.

As incubators for DE&I innovation, these groups identify opportunities for our consultants and professionals to share personal experiences, opinions, and ideas for a more diverse and inclusive CGI. CGI Partner-driven, they also provide opportunities for internal leadership and talent development.

Each group has a dedicated executive sponsor and receives support from our leadership and DE&I teams. Our 71 affinity groups reflect the diversity of our consultants and professionals and geographies.

"More than ever, we believe IT will be at the heart of many changes in the world; let's choose to make it diverse, inclusive, and fair."

Magali Fabre
Global DE&I Director, CGI

Our people
Diversity, equity, and inclusion

DE&I in action

Diversity covers the vast spectrum of what makes every individual unique through attributes that include those not readily seen. The IT industry requires a broad range of competencies and mindsets, while offering equally varied career opportunities.

IT-centered environments support ongoing learning and apprenticeship, often attracting individuals with a wide variety of profiles and backgrounds, whom we encourage to pursue opportunities with us to learn and grow.

As a company, we recognize that everyone has their own experiences of discrimination and oppression. We also understand that being in more than one category (such as race, class, and gender) adds to the complexity of inequities people may face.

We are conscious that societies may approach diversity differently, given their histories, cultures, and beliefs. For this reason, we put in place dedicated actions to ensure local awareness and inclusive leadership practices. This includes acknowledging and dismantling stereotypes to promote equal opportunities and inclusion.

Gender

We commit to have the same level of diversity representation at the leadership level and across the company overall by ensuring equitable career progression for women at CGI.

Recognizing that gender extends beyond the binary of people identifying themselves as man or woman, we also seek to cultivate a workplace where all gender identities feel welcome.

Canada, in-person women's coaching event in Montréal, organized by les EssenTIelles

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In 2023

35.3% ↗
of our workforce
are women

34.2% in 2022

44.4% ↗
of our SBU Presidents
are women

33.3% in 2022

28.6% ↗
of leadership positions
are held by women
(Manager and above)

27.5% in 2022

40% ↗
of our Board of Directors
are women

31.3% in 2022

Our people
Diversity, equity, and inclusion

We use different approaches, depending on local challenges and cultures, to address gender stereotypes. Globally, our gender inclusion strategy is based on:

- Ensuring fair and inclusive practices in our campus recruitment and related partner programs (see page 49)
- Taking concrete actions to encourage empowerment and gender equality at all levels
- Monitoring and measuring the effectiveness of HR processes to ensure representation of women at all levels
- Training sessions (e.g., CGI Academia's "Forging New Paths: Women's Advancement in Life and Work")
- Clearly communicating our gender inclusion ambition internally and externally
- Supporting STEM[1] education for girls (see Empowerment through learning section)

Each of our nine SBUs furthers the professional development of women through formal networks, (e.g., Women of CGI | UK, Women of CGI | U.S., and Frauen bei CGI | Germany).

These regional networks address women's representation in IT, as well as opportunities for career development and mentoring. They also offer our CGI Partners worldwide the ability to meet and learn from each other through global events such as International Women's Day.

INDIA
Empowering women to rejoin the workforce after maternity leave

Enabling the seamless integration of women into the workforce after maternity leave is crucial to fostering greater gender equality and supporting economic progress. In India, our Career Relaunch (CaRe) Maternity program empowers women who have been on maternity leave to reenter the workplace in a meaningful way that manages the professional, psychological and practical aspects of the transition.

CaRe Maternity starts with a post-maternity transition program available via our global learning platform, CGI Academia. The program includes training on topics such as work-life integration and prioritization, personal productivity, domain and technology training, and proactive networking plans.

The curriculum is tailored to help our consultants and professionals find a balance between managing their work responsibilities and acquiring new skills to advance their careers with the demands of caring for a newborn. More than 100 women registered for our CaRe Maternity program in the first year.

We also offer CaRe Outreach, a program that invites all women IT professionals in India who aspire to return to work after a career break to join CGI.

⊕ Learn more

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

Our people
Diversity, equity, and inclusion

Race and ethnicity

We seek to foster a workplace that honors, recognizes, and celebrates the rich racial and cultural tapestry of our CGI Partners, communities, clients, and external partners.

Our affinity groups offer a safe environment for listening, learning, and educating each other on historic events and current matters that impact various ethnicities.

We also equip our consultants and professionals through:

- Report on Fighting Against Forced Labour and Child Labour (modern slavery)
- Peer-to-peer networks and cultural and educational activities that increase awareness and the exchange of best practices
- Training that develops inclusiveness in our management, our recruitment, and our CGI Partners' development

Our SBUs also have local initiatives such as:

- Leveraging metrics in the U.S. to track diversity progress within our leadership and overall workforce, and insights into the intersection of race, ethnicity, and gender to advance equity and diversity in our strategies and programs
- Signatories that include the UN Global Compact and the UK Race at Work Charter

U.S.
Expanding the talent pipeline

Through a partnership with Per Scholas, our consultants and professionals in the U.S. volunteer for formal workforce development initiatives and facilitate workshops on the technical skills necessary for the careers of tomorrow.

Per Scholas shares our commitment to economic empowerment by recruiting diverse talent and creating life-changing opportunities for underrepresented groups.

As a signature partner, our involvement at both a national and local level contributes to expanding the talent pipeline of underrepresented minority professionals in the IT sector.

The U.S.-based organization, which operates in 40 locations nationwide, shared the following metrics:

- 85% of learners are people of color, 56% of which are Black and Hispanic
- 40% of learners are women
- 80% of graduates find employment within a year of graduation, with a 320% increase in post-training income for learners
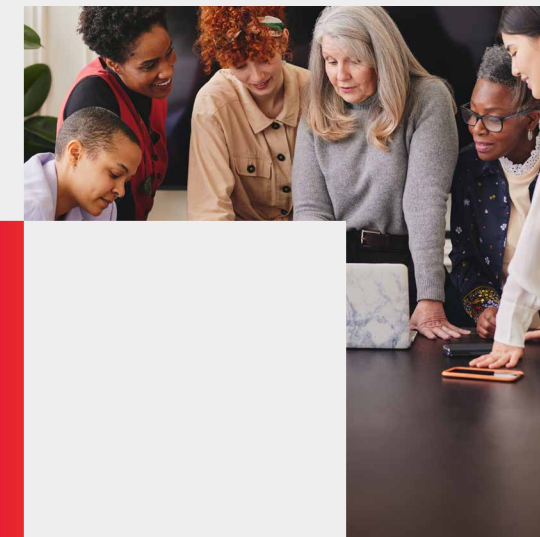
Our people

Diversity, equity, and inclusion

Indigenous peoples in Canada

As part of an essential move toward reconciliation with Indigenous peoples, over the past few years, the Canadian government has put in place public commemorations and actions aimed at recalling the tragic history of the residential school system of mandatory boarding schools for Indigenous peoples and the lasting effects on these communities.

At CGI, we initiated a number of measures this year to create links between Indigenous and non-Indigenous peoples, and to develop opportunities for inclusion within our organization.

For example, we participated in the National Day of Truth and Reconciliation, held every September 30, to commemorate the history and heritage of Indigenous peoples. We invited all our consultants and professionals to a roundtable discussion entitled, "Action Toward Truth and Reconciliation." This discussion aimed to foster constructive dialogue and generate concrete ideas on how we as an organization can work with Indigenous communities to collaborate and move forward in a spirit of reconciliation.

Visual of the Canadian's National Day of Truth and Reconciliation

In partnership with First Nations University of Canada, we provided our CGI Partners with the "4 Seasons of Reconciliation" course to improve awareness and understanding of the historical and contemporary relationship between Indigenous peoples and those who settled on their lands in Canada. As a central objective, this training aims to educate our consultants and professionals on understanding the Indigenous perspectives and how to promote reconciliation as a business and/or as an individual.

Our involvement in this initiative comes as a direct response to the Truth and Reconciliation Commission of Canada's 94 Calls to Action, which identify workplace and classroom education as a priority. This course aligns with our company's anti-racism, diversity, and inclusion objectives.

Through our partnership with Indspire, we provide post-secondary Indigenous students pursuing STEM degrees with financial support to complete their education and achieve their highest potential.

Our people
Diversity, equity, and inclusion

Disabilities

We continue to build a welcoming and accessible workplace for people with disabilities, including visible and invisible disabilities[1]. We are also committed to supporting every individual by offering an accommodating work environment.

Employing people with disabilities gives us new perspectives and insights into IT. By embedding accessibility in our day-to-day interactions and business offerings, we expand our global capabilities.

Promoting disability inclusive and neuroinclusive management practices increases engagement, trust, and pride, giving everyone agency and opportunity for authentic relationships based on cooperation and acceptance.

To support disability inclusion in the workplace, we offer:

- Working conditions adapted to needs
- Inclusive health and well-being programs to involve and support CGI Partners of all abilities
- Skills and competencies training and coaching for CGI Partners with disabilities
- Work environment adaptation training for HR Business Partners (HRBPs) and managers
- Awareness sessions on disability and neurodiversity at work for CGI Partners and clients
- Affinity groups to support and get feedback from all consultants and professionals affected by visible or invisible disabilities, long-term health conditions, or caring responsibilities

These beneficial interventions and learning opportunities encourage allyship and a culture of respect and belonging in line with our core Values.

FRANCE
Uniting around the values of sport, diversity, and inclusion

In context of the 2024 Olympic and Paralympic Summer Games in Paris, CGI in France set up a team of 10 disabled athletes in 2022 to unite their ecosystem around the values of sport, diversity, and inclusion.

Led by Cécile Hernandez, Paralympic snowboard cross champion and para-surfer, CGI's Paralympic Athletes Team promotes awareness and our CGI Partners' engagement, while supporting the recruitment of candidates who appreciate our human-centered approach.

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

Our people
Diversity, equity, and inclusion

All UK CGI Partners complete a mandatory annual workplace adjustment to ensure optimal conditions in their work environment, at home, and in the office. By addressing any barriers to comfort and performance, our Workplace Adjustment Programme helps our consultants and professionals unlock their full potential.

Our UK Neurodiverse Network, run by our UK Disability Network, is a vibrant and inclusive community that fosters understanding and empowerment for our neurodivergent consultants and professionals. The network hosts events, facilitates discussions, and offers support to those who need it.

During the Inspire Series "Resilience Unlocked" panel discussion, sponsored by our Asia Pacific DE&I Team, our CGI Partners in India shared their individual journeys to overcome challenges, find acceptance, and become independent.

In France, where our teams have been committed to disability issues since 2006, we are recognized as one of the most innovative IT companies. Launched in 2020, our Atypique@CGI program offers our CGI Partners in France professional, anonymous, and free cognitive assessments of autism spectrum disorder and attention deficit disorder with or without hyperactivity.

The CGI U.S. Disability & Neurodiversity Advocates affinity group, whose membership grew by 66% in 2023, created an Inclusive Meeting Guide to raise awareness of how to plan and conduct meetings so that all CGI Partners can perceive and understand the information being discussed. The group also organized and/or supported numerous monthly training and/or listening events for consultants and professionals, as well as an inclusive weeklong STEM camp for kids at Melwood's Camp Accomplish in collaboration with the STEM@CGI team.

This capsule view of the many initiatives underway across our SBUs reflects the varying context and opportunities available to groups underrepresented in IT from country to country.

CGI UK's consultants and professionals explain how the Neuroverse Network supports them by fostering understanding and empowerment.

Our people

Diversity, equity, and inclusion

LGBTQ+

Our LGBTQ+ affinity groups work closely with our HR and DE&I Teams, and other business functions as needed, to ensure the policies, recruitment processes, and confidential support mechanisms in place allow for a truly inclusive workplace culture.

Concrete measures include:

- Use of gender-neutral titles in our MSAP and the option to add preferred gender pronouns in our email signature templates
- Local HR processes to manage the impact of gender transitioning
- LGBTQ+ initiatives worldwide with formal charters and activities to promote employee participation awareness and a culture of allyship

Our LGBQT+ & Allies Network in the UK organized its first march, a Pride Parade in Wales. The Allies Network also participated in a lunch and learn session, "Moving from Bystander to Upstander," and a DE&I panel discussion at the UK Senior Leadership Conference.

In Canada, over 50 CGI Partners ran, walked, and volunteered for the CGI-sponsored Pride and Remembrance Run to raise money for the Pride and Remembrance Foundation. Other donation initiatives included The 519 community center and the Sunshine Centres for Seniors Rainbow programs in Ontario.

Canada's LGBTQ+ affinity group also held a panel discussion on their vision, strategy, and mission, and shared information on gender and pronouns.

In 2023

3rd year

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

Wales, LGBTQ+ Network's first march in a Pride Parade

Diversity, equity, and inclusion

Diverse, fair, and inclusive recruitment

We consider diverse, fair, and inclusive hiring practices crucial to our recruitment strategy and aligned with our DE&I ambition.

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

Our local partnerships also contribute to our strategy of diversity, with team composition representative of the communities in which we live and work.

We communicate our DE&I-driven practices on our Careers webpages and our social media channels.

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

Work with the DiverCEEty program in Germany ensures our job postings and candidate communications are inclusive, particularly regarding women. In 2023, we initiated a project to increase diversity of representation on our interview panels.

We also introduced inclusive recruitment training in Europe, completed by 91 recruiters in our Talent Acquisition Team. As we continue to expand our resources, programs, and partnerships linked to DE&I, we intend to create more opportunities to further diversity and inclusion in our training, processes, and metrics.

Partner programs and campus recruitment

Our partnerships with organizations, academic institutions, and training/reskilling programs worldwide enrich our commitment to DE&I in our workplace and communities.

These programs, together with activities led by our global Campus Recruitment Team, encourage women, minorities, neurodiverse talent, military veterans, and people with disabilities to submit applications to work with us.

Best represented in our global and regional Careers sites, the depth and range of our engagement reflect our wide-reaching DE&I objectives.

Championing the career journey of women at CGI

We offer and participate in programs worldwide to promote IT and CGI career opportunities for women. The three initiatives highlighted below exemplify the different ways we support women in their career journeys.

- We sponsor the WomanITy competition in Finland, Poland, and the Baltics to promote CGI and careers in IT.
- Our EmpowHer mentoring and coaching program in Germany, the Netherlands, Sweden, and Finland fosters leadership potential and helps women expand professional networks and develop their careers.
- In Canada and France, the Ambition Challenge organized by the A Effect accelerates the development of women leaders at CGI.

Our people

Building a career with us

Our career development principles center on ownership, the dynamic involvement of our consultants and professionals, and transparency. We foster an environment of trust and promote mutual respect between our team members and their leaders by facilitating continuous communication. This dialogue serves to offer guidance, feedback, coaching, and recognition.

Together, as owners, let's turn meaningful insights into action.

In all we do, we strive to serve as a consultative partner to our clients and to one another. To do this, we must be active listeners by asking questions to uncover unmet expectations, then proactively share our point of view. Being a CGI Partner is more than just what we say; it is part of who we are. Our collaborative working style extends to creating a positive partnership foundation with clients, and this continues to be a strong differentiator for how we attract and retain the best talent.

Over the past year, we conducted internal and external research into the attributes that our consultants and professionals and candidates view as most important for CGI to have and to communicate. These include our culture of ownership, a friendly and collaborative environment, leadership who support career growth, a respectful workplace, and active support for health and well-being.

From this research, we developed a talent tagline that summarizes our promise to our CGI Partners and the new candidates who join us: "Together, as owners, let's turn meaningful insights into action".

Member Partnership Management Framework

As a key facilitator of this strategy, CGI's Member Partnership Management Framework (MPMF) gives us insight into the life cycle of our CGI Partners. Their input helps us identify recruitment, career growth, and day-to-day development opportunities. Our consultants and professionals also influence ownership initiatives, such as our Share Purchase Plan, as detailed in the Health, well-being, and safety section of this report.

Onboarding

New CGI Partners experience our culture of belonging from day one. Our universal onboarding process supports faster integration into CGI and a consistent approach to orientation across our organization.

HRBPs, designated mentors, and direct managers each play fundamental roles in welcoming new consultants and professionals and helping them navigate the company in their new roles.

In 2023

11

CGI Builders

58,179 ↗

Applauds

55,924 in 2022

Recognition programs and awards

We consider acknowledgment of individual and team contributions as essential. From annual programs that celebrate service milestones and "builders" of the company, to an "Applaud" application that sends real-time messages of appreciation to colleagues and their managers, we value recognition as part of everything we do.

Our recognition programs and awards enhance working relationships, CGI Partner engagement, and development. Within each geography, global and local HR recognition programs regularly acknowledge and reward the contributions of our fellow colleagues.

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

Our CGI Builders Award, a global recognition program, celebrates CGI Partners who have made an outstanding contribution to the growth and success of CGI. During our annual Leadership Conference, we celebrate this select group of leaders. Nominated by their peers, Builders Award recipients exhibit leadership competencies, embody our Values, and bring our Dream to life. Of the 11 builders recognized this year, 6 were women.

Additionally, our SBUs sponsor numerous country-specific awards that celebrate the exceptional achievements of our consultants and professionals in various ESG areas; for example, the CGI Women of Influence Award (Canada), Inclusive Leadership Award introduced in 2023 (Canada), and CGI Sustainability Award (the Netherlands).

Our people

Building a career with us

Performance management and career planning

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

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

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

Personal Development Plan

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

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

In 2023, we added quarterly CGI Partner-leader PDP conversations to allow for more frequent check-ins and real-time feedback.

Employee rotation

Our CGI Partners also use a portal to identify new opportunities across our business units that align with their personal and professional growth objectives.

By first matching their skills to open roles, CGI Partners then take ownership of their careers by determining the training required for their next assignment or potential promotion.

The platform gives CGI Partners insight into the various CGI roles and tools to support them in navigating potential career paths. This information helps them create a long-term development plan suited to their career aspirations.

CGI in Health and Care: Why we do things different

CGI

Dr. Simon Berman, Deputy Chair Health and Care Technology Assurance Group for CGI in the UK & Australia, explains how a personal tragedy inspired him to bring his technology expertise into the health and care sector with CGI.

Our people
Building a career with us

Developing future-ready skills and capabilities

CGI Academia

Our global online learning platform CGI Academia empowers our consultants and professionals to build competencies, skills, and expertise through targeted learning paths and multiple on-demand learning modalities.

Skills benchmarking assessments help CGI Partners identify skill gaps and build personalized learning paths. To encourage new and returning users, we continually enhance the user experience by adding new features monthly.

We continually expand the content library with new skills training, interactive courses, learning laboratories, and curated journeys for topics such as AI and other emerging and leading technologies, to address growth roles and other priorities.

CGI Academia remains central to our global CGI Partner development, particularly in technology. In 2023, our consultants, professionals, and leaders completed virtual instructor-led classroom programs to strengthen their professional skills in client service, collaboration, consulting, design thinking, meeting management, production support, service delivery, and structured communications.

Our CGI Academia Consultant and Senior Consultant learning journeys help new consultants and professionals hone the essential skills for successful consulting engagements.

In some countries, such as Canada and Finland, we offer our CGI Partners local language courses to support the integration of immigrants (i.e., new CGI Partners or transfers).

CGI Partners can access a wide array of resources and training paths to improve their language skills. These tools prove especially useful for our SBUs in situations where language creates a barrier or needs to be considered as a lever for inclusion.

Acquiring or improving knowledge of a foreign language supports developmental growth, bridges cultures, and creates connections. These language skills become a valuable asset for our consultants and professionals and a vital capability for our global organization.

In 2023

862,778 ↗
courses completed on CGI Academia
503,070 in 2022

485,951 ↗
Digital badges earned
174,000 in 2022

71% ↗
of all CGI Partners are actively leveraging the online learning channels
63% in 2022
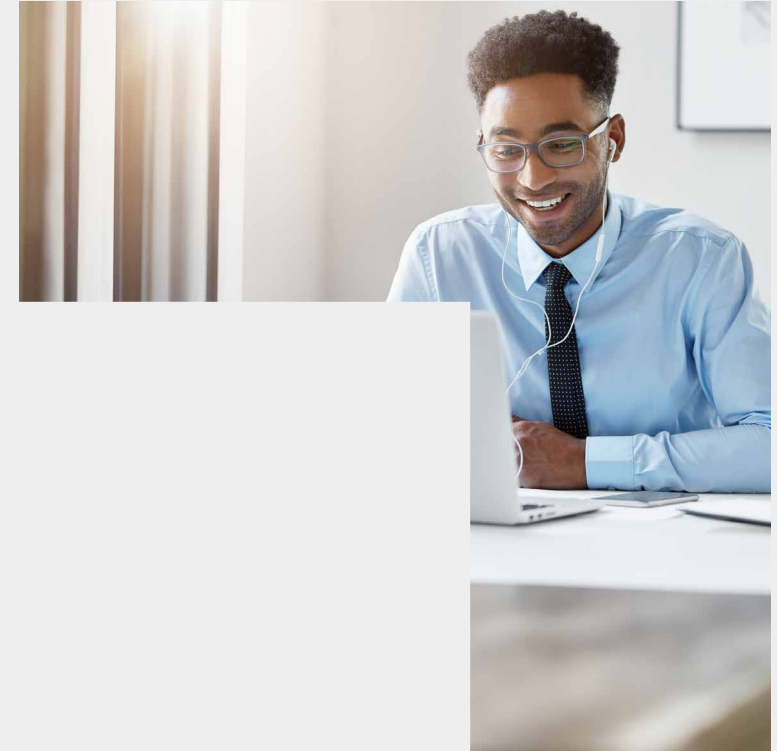
Our people
Building a career with us

Mentoring

CGI invests in mentoring programs across the globe to grow our diverse talent pool and cultivate the next generation of leaders. Our mentees are given networking opportunities, career development guidance, and coaching. Local mentoring programs in each SBU cultivate more targeted connections for each geography.

CGI Academia provides courses, books, and videos on mentoring. Some examples are: "CGI: Coaching and Mentoring," "Fostering Mentoring Relationships," and "Expert Insights on Mentoring."

Internships and scholarships

We provide learning opportunities on our CGI Academia platform and the opportunity to participate in our mentorship program. This program matches interns with a CGI mentor based on their areas of interest. Interns can also participate in workshops, networking events, and career fairs. Our program also includes a Professional Presence workshop to help guide their post-university transition to a corporate environment.

For information related to our external internship and scholarship activities, see Empowerment through learning in the Communities section.

U.S.

Mentor*Mosaic* provides growth opportunities for underrepresented groups

Investing in mentorship programs across the globe is key to growing our diverse talent pool and cultivating the next generation of leaders. Mentor*Mosaic* is a mentorship program launched by our DE&I Team in CGI's U.S. Commercial and State Government SBU. The six-month program is focused on providing our consultants and professionals from underrepresented groups, including women, access to new opportunities.

Mentor*Mosaic* supports small group mentorship and aims to help build the skills necessary for successful client engagement and career advancement. The program consists of various "tracks" focused on helping build a consultative mindset, accelerating leadership behaviors and achieving technical certifications. The benefits for participants include new skills, development, learning badges, skills benchmarking, and certifications.

Our debut program, held from July to December 2023, comprised 96 mentees and 16 mentors. In 2024, Mentor*Mosaic* will expand to include the previously offered accelerators, as well as Microsoft, data engineering (Python, PySpark, Databricks, PowerBI, and Snowflake), and other industry offerings.

⊕ Learn more

Our people
Building a career with us

Leadership development

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

Leader development journey

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

Leadership Institute

CGI's Leadership Institute, in place for 22 years, reinforces leadership best practices to ensure effective application and ongoing advancement of quality practices. Our Leadership Institute sponsors learning programs and resources for both new and developing Directors and above.

As its primary focus, the Institute:

- Develops and strengthens leadership capabilities to achieve operational excellence and meet stakeholders' expectations
- Develops CGI Management Competencies and Leadership Behaviors in leaders and fosters a continuous learning culture
- Engages our leaders through shared leadership to promote strong collaboration and sharing of best practices

CGI Leadership 101 (CGI 101)

We require all new leaders (Directors and above) to complete CGI 101, our leadership development transition program, within six months of starting their role. This Leadership Institute program provides:

- A deep dive into CGI's Mission, Vision, Values, strategy, and business objectives
- An opportunity to dialogue with our executives
- An opportunity to network with other CGI leaders
- Knowledge of the CGI Management Foundation in managing and leading

We added a specific session in the agenda dedicated to health and well-being and building resilience, entitled "Health & Well-being is everyone's business," to increase awareness and educate our new leaders on how to take care of their own well-being and the well-being of their teams.
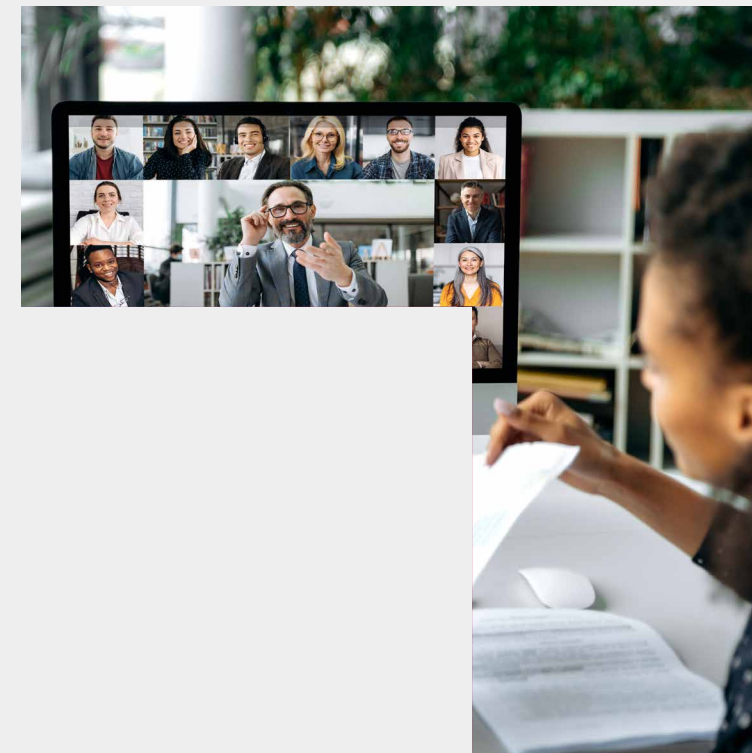
In 2023

1,888 ↗

leaders completed CGI 101

941 in 2022

These new leaders continue their development through additional CGI Leadership Institute programs, which include the business unit Leader Integration Program for new business unit leaders and the Global Vice-President Integration Program to accelerate their transition into their new roles.

Our people
Building a career with us

Working conditions

Working conditions are set at the country level based on business needs, local legislation, competitive practices, and the type of job performed.

They include time off and leave programs, and may also include other forms of compensation such as overtime, on-call premiums, and shift premiums.

Equal Employment Opportunity

We are committed to treating all people fairly and equitably, without discrimination. We have established a program to ensure that groups that are often subject to discrimination are equitably represented within CGI and to eliminate any employment rules and practices that could be discriminatory. CGI regards diversity among our CGI Partners as a priceless resource and one that enables us to work harmoniously with clients around the world.

Labor relations

We are part of the European Works Council and keep an open dialogue with works councils in countries where we operate. In countries with no councils, our CGI Partners can participate in social dialogue[1] through the MSAP and affinity groups.

Additionally, our Respectful Workplace Policy states that we maintain clear and accessible reporting processes for CGI Partners to voice a concern regarding workplace conduct. Our consultants and professionals can also voice any concern at any time through multiple reporting channels, including our independently managed Ethics and Compliance Reporting Hotline.

In 15 European countries[2], we align with the country's social dialogue policy. In Belgium, our CGI Partners are represented by a works council, composed of both consultants and professionals and employer representatives, and a Protection and Prevention at Work Committee. CGI Partners representatives are also involved in health and safety matters through a Joint Health and Safety Committee.

Pay equity

We publish gender pay gap reports in Australia, Germany, and the UK. We also publish an ethnicity pay gap report in the UK and an annual Professional Equality Index (in french) in France that details an action plan for gender equality. In Sweden, we hold an annual pay monitoring meeting with labor unions.

Compensation

Base salary is the foundation of CGI's compensation structure and reflects an employee's:

- Level of responsibility
- Skills and behaviors
- Sustained performance
- Potential for growth

We review base salary levels annually according to:

- Local market conditions
- Salary competitiveness
- Internal equity
- Operational budget

Living wage

As a Living Wage accredited employer in the UK since 2019, we are proud to ensure that no employee in the UK is paid below the Real Living Wage level set by the Living Wage Foundation.

In September 2022, the Foundation announced an increase in the Real Living Wage, with a May 2023 deadline for new rate implementation. We activated the rate increase in January to optimize the benefit received by more than 500 CGI Partners, which include apprentices and students.

Benefits

Intrapreneurship is central to our culture of ownership and is made possible within our numerous ownership initiatives, such as the Share Purchase Plan, Profit Participation Plan, and Long-Term Incentive Program. Each program is developed to ensure that every CGI Partner participates in CGI's achievements.

At CGI, our compensation and benefits framework is strategically designed to offer our consultants and professionals financial security and ensure their health and well-being. Our framework undergoes annual evaluation. Adjustments are made in accordance with applicable local laws and regulations and take into account each CGI Partner's level of responsibility.

Related information appears in the Health, well-being, and safety section.

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

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

Our people

Health, well-being, and safety

We prioritize the health, well-being, and safety of our consultants and professionals through engagement at all organizational levels, from visibility at the Board of Directors (Board), in particular the advisory role of the Board's Human Resources Committee, to the central role of our senior leadership, to ongoing conversations with our CGI Partners on how we can best meet their needs.

Multiple internal and external sources inform our strategy, including the annual Voice of Our Members (VOM) survey and our MSAP. Our approach helps us identify workplace trends and our CGI Partners' priorities so we can adapt to new ways of working and new challenges. Our ownership culture acts as a driver for how we all take responsibility for our work environment and work experience.

Anxiety about the future, concerns about physical and mental well-being, financial stress, and the need to reinforce social connection all have been further heightened in a society feeling the lingering effects of a global crisis. Notably, climate change and environmental impact awareness also top the list of workforce preoccupations trending worldwide. Our response includes building flexibility and inclusiveness into our programs, processes, policies, and initiatives. Our strategy encourages a culture of belonging, supports work-life balance, furthers our CGI Partners' education, and leverages technology to benefit their well-being.

- Our MSAP scores reflect an engaging CGI Partner experience, with year-over-year increases, including:
  - 9.12/10 score for the level of respect CGI Partners feel at work (0.11 increase)
  - 8.79/10 score for CGI Partners' belief that we offer a work environment to build a career (0.13 increase)
- In our VOM survey, CGI Partners' rating of the following diversity statement increased from 8.3/10 in 2022 to 8.4/10 in 2023: *As a global company, we recognize the richness that diversity brings to the company and welcome this diversity while embracing the overall CGI Culture.*

Our health and well-being commitment

As integral to our Management Foundation and our culture, the health and well-being of our consultants and professionals factor into everything we do.

We are committed to fostering an inclusive culture focused on health and well-being where all our CGI Partners can thrive personally and professionally, in a safe and respectful workplace. This engagement is essential to the success of our consultants and professionals and our organization.

We invest in resources designed to help our CGI Partners and leaders prosper, while always looking for ways to improve the accessibility and quality of our support services.

With a strong foundation of 20 years of dedicated health and well-being programs, we engage with the scientific community to contribute to research and best practices. This includes our involvement with Global-Watch Network, an international collaborative platform that promotes turning science into action.

Taking a leading role

We consider our leaders as central to the success of our health and well-being strategy and programs. We encourage them to start with self-care, nurturing their personal mental and physical health to then contribute to the well-being of their teams and families.

Equipping our leaders to adopt healthy leadership practices remains a key priority. In 2023, we added a session focused on health and well-being for all our new leaders as part of the CGI 101 program.

Our senior leaders are also engaged in multiple initiatives, including our global Well-being Around the World campaign and Mental Well-being Month.
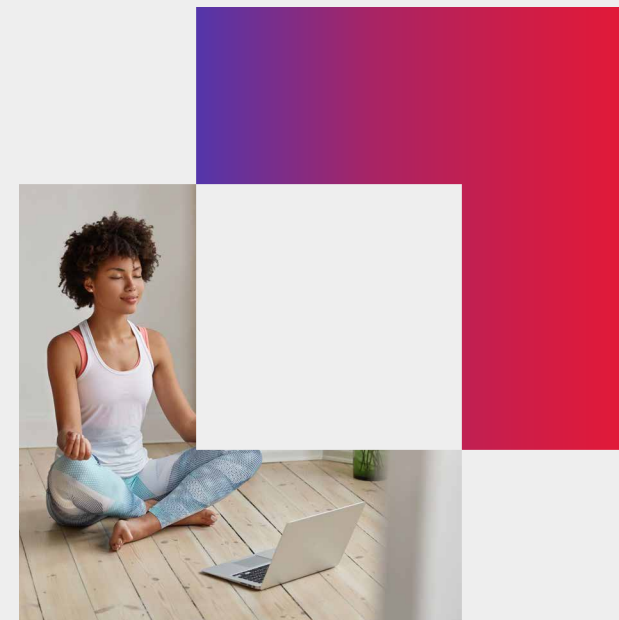
Our people

Health, well-being, and safety

Oxygen

Oxygen, our health and well-being center of expertise, consists of a global, multidisciplinary team of experts.

As part of our HR Department, this team contributes to our annual strategic planning in consultation with senior leadership and to other mandates throughout the year.

These experts oversee the integration of health and well-being best practices into our processes, environment, and initiatives. They tailor services and resources to meet the health and well-being needs of our diverse CGI Partners across our 400 locations worldwide. Local committees support this internal team in our objective to meet the specific needs and requirements of our consultants and professionals.

Our integrated and holistic approach to our CGI Partners' mental, social, physical, and financial health covers all aspects of the health continuum—from prevention and education to risk identification and intervention. We offer programs and initiatives at both the individual and organizational level.

Along with our Member Assistance Program (MAP), interactive Oxygen portal, online learning channels, educational newsletters, and internal Mental Health Ambassadors network, resources available to CGI Partners extend to many other global, regional, and local initiatives.

Our CGI Partners' feedback

In 2023, we added questions to our annual VOM survey related to health and well-being to measure trends, assess the impact of our actions at the global and local level, and inform our strategies for the following year.

Among the findings, CGI Partners rated at 8.3/10 our commitment to a health and well-being culture and our effectiveness in promoting CGI Partners' health and well-being through global and local programs.

We also introduced a health and well-being survey for leaders completed by 30% of our senior management (Vice-Presidents and above) to reveal challenges and insights. Post-survey, focus groups with senior leaders discussed the results to identify potential solutions and drive positive changes.

Mental well-being

We value the mental well-being of our CGI Partners and encourage a culture of psychological safety, openness, and peer-to-peer support in the workplace. We also believe that understanding the meaning of their work and the value they bring to our organization heightens their engagement.

Acknowledgment of the importance of mental health matters. Fatigue, burnout, and stress remain global workplace issues. Health and well-being strategies must reinforce the importance of offering flexibility and workplace accommodations to address all individual needs.

We consult best practices in our health and well-being efforts, including ISO 45003, a global standard giving practical guidance on managing psychological health in the workplace. This standard serves as a benchmark to identify the strengths and weaknesses of our strategy.

We continue to leverage our global Mental Health Ambassadors network, consisting of volunteers at all levels from across our global operations who are trained to support their colleagues. Comprised of 680 CGI Partners, this peer-to-peer network reinforces our culture of respect and openness.

Disconnecting from work

To encourage and support our consultants and professionals in creating a healthy and fulfilling work-life balance, we are adopting guidelines and policies on disconnecting from work that include best workplace practices on communication and the use of CGI digital tools beyond working hours.

Our people
Health, well-being, and safety

Physical well-being

We offer our consultants and professionals inclusive and varied opportunities to participate in personal health initiatives and take advantage of resources that contribute to healthy behaviors, lifestyle habits, and positive mental well-being (e.g., nutrition, physical activity, sleep).

True to the spirit of the many sports activities underway in each of our geographies, the Step to It Challenge and May Activity Challenge unite our CGI Partners in the fun of movement, whatever their level of activity or experience.

Our Step to It Challenge invites UK consultants and professionals to set and achieve an individual goal, or reach a shared goal of 100 million steps, over a 6-week annual event. In 2023, we achieved a notable 73% rise in engagement over the previous year, with more than 177 million steps taken by 600 consultants and professionals.

In our Scandinavia and Central Europe SBU, more than 1,700 CGI Partners participated in our May Activity Challenge. They shared the goal of exercising regularly during the month, each selecting their activity of choice. Our consultants and professionals contributed to their business unit's total active minutes, sharing photos, stories, and tips with their colleagues.

FRANCE
Signature of Cancer@Work Charter

In October, in France, we signed the Cancer@Work Charter (in French), reaffirming our organization's commitment to the inclusion of people affected by cancer and chronic illnesses.

By signing the Charter, we aim to raise awareness and provide relevant information to our consultants and professionals. We plan to highlight existing measures that help individuals affected by cancer to stay at home or return to work, according to their situations.

Our CGI Partners' perceptions and expectations on this subject remain vital, and we will conduct an annual barometer of opinion to advance our policies in this area. To contribute to disease prevention, we will organize special events throughout the year to improve our CGI Partners' screening and treatment reflexes, and raise awareness of healthy lifestyle habits to counteract main risk factors.

As a new member of the first organization of companies in France dedicated to the subject of cancer, we will further deepen our involvement and knowledge to benefit our consultants and professionals through activities that include solidarity initiatives and sharing best practices with other companies.

France, signature of Cancer@Work Charter with CGI's Caroline de Grandmaison, President, France and Luxembourg (left) and Anne-Sophie Tuszynsik, Founder of Cancer@Work (right).

Our people

Health, well-being, and safety

Social well-being

As organizations continue to adjust to new ways of working, "social connectedness" takes on new meaning and importance for many.

To alleviate feelings of isolation and loneliness that can accompany evolving workforce realities, we offer our consultants and professionals tools and resources to develop meaningful relationships and increase their sense of community and belonging.

Our MPMF grounds every aspect of our CGI Partners' experience in open communication and ongoing dialogue. The MPMF strengthens our culture of trust, building meaningful connections between us and our consultants and professionals, and among colleagues.

Financial well-being

We consider financial well-being a core pillar of our holistic well-being approach. To help our consultants and professionals enhance their financial resilience and reduce finance-related stress, we have improved our benefits plans in several countries and offer useful resources in a financial well-being toolbox on our Oxygen portal. We also supply financial and legal support through our MAP providers.

Under a new initiative in Canada, more than 1,000 CGI Partners took part in our Financial Well-being Challenge. Through this opportunity to promote financial knowledge and preparedness, we highlighted the importance of financial health as a key component of overall well-being. In the U.S., our financial well-being program helps our CGI Partners alleviate stress and anxiety surrounding financial management.
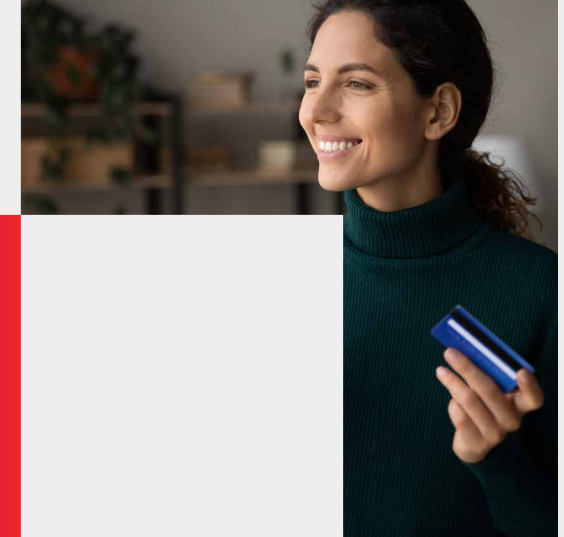
Our people

Health, well-being, and safety

ACTION AND IMPACT STORY

Global campaigns focus on CGI Partners' mental well-being and social connectedness

Health and well-being are crucial to the success of our CGI Partners and our organization. In 2023, we organized two global campaigns to reiterate the importance of mental well-being and social connectedness.

Both campaigns engaged our consultants and professionals through activities that encouraged open dialogue and participation and promoted awareness of the available support and resources.

The theme for our annual **Well-being Around the World** campaign, "We're better together," shone a spotlight on the benefits of social connection on overall health and well-being.

The two-week campaign in February encouraged our consultants and professionals to participate in local activities that stimulate and foster a sense of belonging at work and within their communities.

We developed social and environmental well-being toolboxes to address eco-anxiety and highlighted opportunities to create meaningful connections within our communities through CGI for Good, our digital volunteering platform.

In May, we launched the first global edition of **Mental Well-being Month** to raise awareness, break the stigma around mental health, and support our consultants and professionals in prioritizing their diverse mental well-being needs.

Activities held over the month-long campaign ranged from inspirational conferences, panel discussions, webinars, and workshops with psychologists to physical challenges, volunteer events, peer-to-peer support, and certificates of recognition.

To reaffirm our commitment to prioritizing the mental well-being of our consultants and professionals worldwide, we also signed the Leadership Pledge with Global Business Collaboration for Better Workplace Mental Health.

⊕ Learn more

KEY TAKEAWAYS

Social well-being and "eco-emotions" (emotional responses related to climate change) are emerging well-being topics that significantly impact mental health.

Organizations have a role in creating opportunities to foster social connectedness and alleviating the sense of loneliness and isolation that can accompany today's evolving reality.

Being conscious of external trends in well-being helped inform us, while actively listening to our CGI Partners ensured we focused on what was most important to them.

Input from internal surveys provided inspiration and direction while ensuring a practical and effective approach that contributed to the success of both campaigns.

CGI Partners' engagement took on different forms, from local activities organized in various countries to consultants and professionals worldwide sharing stories of how they took positive steps toward leading happier, healthier, and more balanced lives.

Local and global campaigns each offer unique benefits while being complementary. Local initiatives leverage the powerful impact of community and culture, while global campaigns unite individuals worldwide around a single, shared objective that contributes to a collective sense of belonging.

Campaigns offer leaders an additional opportunity to take proactive steps to create a workplace that nurtures both professional and personal development.

"I have a strong need to connect with others, but I also listen inwards to what I need and make room for activities and alone time to recharge. Volunteering helps me act on issues that are close to my heart. This is what inspired me to help a team of like-minded colleagues create the CGI for Good platform."

Roxane Leib
CGI Partner, France

Our people

Health, well-being, and safety

Occupational health and safety

As both a responsible business practice and in compliance with applicable laws and regulations, we commit to providing our CGI Partners a work environment safe from physical injury. This includes ensuring access to proper equipment and training.

We encourage our consultants and professionals to report safety incidents and threats, guaranteeing confidentiality and zero tolerance for retaliation against anyone who reports incidents in good faith. Our formal processes to identify and assess health and safety risks include our annual Enterprise Risk Management Assessment and MSAP survey.

Occupational health and safety are governed at a global level. We focus on prevention and have implemented specific mitigation measures to avoid adverse effects on our CGI Partners' health and occupational safety.

To address physical conditions related to the environment, working conditions, and contagions, our mitigation measures include our Global Safety Policy, Facilities and Physical Security Policy, Security Incident Management Policy, and Business Continuity Plan. We translate our policies and procedures into all major languages. Key areas addressed include personal protective equipment, remote work accommodations, and appropriate handling of chemicals or hazardous substances. Additionally, our Crisis Management Team takes an active role in global risk mitigation.

Our Global Safety Policy addresses all internal and external threats, and covers CGI Partners, subcontractors, clients, and site visitors. We prioritize prevention and proper management of incidents that may occur to minimize injuries and other forms of loss.

Our Facilities and Physical Security Policy sets minimum security controls based on ISO 27001 and includes standards for fire and life safety, physical security operating, and data center physical security. These controls and standards establish baseline physical security requirements that help us deter, detect, delay, and minimize the impact of undesirable events that may threaten our consultants and professionals, visitors, information, physical assets, or continuity of operations.

Additional prevention and mitigation measures to address stress, workload, and work-life harmony include our Respectful Workplace Policy, MPMF, MAP, and targeted action plans at the organizational level, with the support of our Oxygen health and well-being center of expertise.

At the local level, our SBUs respect and follow applicable requirements, regulations, and standards specific to the local geography in which we operate. Our SBUs also manage and govern our local health and safety policies, following local regulations and standards where applicable.

For example, we renewed our UK and Australia SBU ISO 45001:2018 certification for another year and continued to promote a proactive occupational safety culture through risk identification and mitigation, competency training, and use of personal protective equipment.

As part of our investments in health services to encourage and promote CGI Partner safety and well-being, for example:

- In our UK offices, we added automated external defibrillators, providing our consultants and professionals the necessary training materials and promoting discussion among all potential users
- In Australia, we partnered with vaccination services nurses to offer free flu vaccines in our Melbourne and Sydney offices

Psychological safety

We consider psychological safety in the workplace as important as physical safety in ensuring our CGI Partners and teams reach their full potential. We are committed to providing a safe and empowering environment where our consultants and professionals feel respected and comfortable to bring their whole selves to work.

Our Respectful Workplace Policy cultivates an environment of respect and dignity, recognizing that each of our CGI Partners adds unique value to our organization.

In our annual VOM survey, we asked our consultants and professionals how safe they feel with their leaders and their teams. They rated the support received from their leaders at 8.6/10. This finding aligned with 80% of CGI Partners in agreement (a rating of 8 or higher) that they can have an open conversation with their leaders. We continue our efforts to foster a culture of psychological safety and to equip our leaders at all levels to recognize early signs of concerns, encourage open dialogue, and refer team members to the appropriate support resources.

Our communities

Philippines, CGI volunteer preparing rescue food meals for the community

Impact

We seek to drive positive change in the world, setting a high standard for responsible business practices and community engagement.

Our commitment

Our commitment starts with ensuring everyone, including those most disadvantaged, benefits from the digital world to fully participate in society and the economy.

Our aid and efforts include giving our CGI Partners the time and resources to make a difference in the communities where we live and work. As a company, and through our consultants and professionals, we also mobilize to support global humanitarian causes.

Our targets

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

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

Measuring our progress

47%
of business units implemented pro bono projects[1]

89,837 ↗
Pro bono and volunteer hours

45,019 in 2022

~204,500[2]
Participants in our education and mentoring programs, representing 2.2 times the number of our CGI Partners

~502,000 in 2022

(1) The calculation methodology was reviewed as part of the implementation of our global CGI for Good tool.
(2) The decrease in the number of beneficiaries is due to the termination of many online educational programs implemented during the pandemic.

Our communities

Our approach

With our global reach and technological expertise come a profound responsibility to contribute to the wider well-being of society. We foster strong relationships with local communities by creating positive social impact, contributing to their economies, and addressing broader environmental issues.

As a company in operation for 47 years, with hundreds of offices and 91,500 CGI Partners worldwide, we are in a position to create lasting change via long-term partnerships that reach thousands of beneficiaries in communities around the globe.

Our programs support digital inclusion by providing tools, knowledge, and opportunities to underserved and underrepresented groups to help them thrive in the digital age. Our impact extends beyond direct engagement to the digital technologies we develop on behalf of our clients. As such we are committed to responsible and ethical technological development that respects the rights, values, and well-being of everyone in our society.

We work to increase local biodiversity and environmental sustainability to increase long-term environmental benefits. We also support communities in crisis, contributing to causes through donations and fundraising.

Through these positive impacts, we seek to foster ethical, responsible, and socially sustainable business practices and community engagement for generations to come.

Germany, STEM course of Scratch for children

Our communities

Empowerment through learning

Access to quality education is fundamental to constructing robust and thriving societies. Education empowers people, reduces inequalities, and helps close the opportunity gap, especially in a rapidly changing world where digital technology increases learning and career opportunities.

We proudly support education initiatives in the communities where we live and work through programs targeted to the specific needs of local geographies. Our educational programs share three main objectives: promote gender equity and diversity in the talent pipeline, reduce inequalities through digital inclusion, and stimulate local economic growth through collaboration.

We aim to engage with often-overlooked groups, sharing our IT expertise with a wide range of populations, including women and girls, visible minorities, Indigenous people, individuals with disabilities, and those facing unemployment or other economic challenges.

Our programs empower our volunteers to engage responsibly in their communities, while providing students a secure environment to register for programs and acquire knowledge.

Education programs: our three main objectives

Promote gender equity and diversity in talent pipeline

We integrate diversity and inclusion into every facet of our educational programs. We direct our efforts toward addressing the needs of underrepresented and marginalized groups.

Reduce inequalities through digital inclusion

We strive to foster digital inclusion for all in the communities in which we live and work, including remote regions. By doing so, we actively bridge talent and diversity gaps in IT and STEM[1] education while cultivating future workforces.

Stimulate local economic growth through collaborations

Through our collaborations with schools, universities, organizations, and associations, we offer training, mentoring, and career change support. By helping students build careers, we contribute to the economic growth of our communities.

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

Our communities

Empowerment through learning

Delivering on our objectives

By focusing on training, quality education offerings, and upskilling, we commit to reducing inequalities to bring greater inclusiveness and diversity to the future IT workforce.

Our Strategic Business Units (SBUs) contribute by investing in education through research, donations, sponsorships, and scholarships. As the cornerstone of these efforts, our CGI Partners volunteer their professional skills, particularly related to introductory programs, mentoring, and early career educational programs.

Local best practices are shared regularly and at the global level to improve processes, policies, and reporting tools.

We are aware that inspiring and cultivating future talent begins at a young age. Our commitment extends to nurturing the confidence and aspirations of young girls by breaking down barriers to ensure that they recognize their potential to succeed in historically male-dominated fields.

Our programs for students provide the necessary tools and hands-on learning experiences to make informed decisions about their future careers.

We follow a proximity model in our partnerships with clients, educational institutions, and community organizations. This helps us identify target groups (demographics) based on local needs, focusing on marginalized communities, gender equity, and equal opportunity. Our program design, including STEM activities, promotes inclusion for all.

A new solution to manage STEM events

In Canada, our new Automated Registration Solution provides CGI volunteers the opportunity to manage the entire life cycle of a STEM event for the benefit of students, their parents, and our education partners.

Our development programs

Through our educational programs, we target sustainable community development centered on enhancing access to learning. Our programs focus on four key developmental areas: introductory programs, mentoring, early career programs, and investment.

Our introductory programs, mentoring, and early career programs provide awareness of available opportunities and support for starting careers and making career choices. Our education investment programs fund academic research, scholarships, donations, and sponsorships. Additionally, our funding of hardware and goods supports equitable access to essential technologies.

We monitor outcomes to ensure ongoing positive effects and measure the impact of our programs on career orientation. All our SBUs participate in various programs, tailoring their focus based on the needs of the local communities.

India, STEM exhibit in Bangalore

U.S., 2023 High School Intern program

Our communities

Empowerment through learning

Overview of our 2023 educational programs

Programs/objectives	Components	Focus and activities	Beneficiaries
INTRODUCTORY PROGRAMS **Objective:** Generate interest and create awareness of potential career opportunities available in IT- and STEM-related professions. Ultimately, develop a strong talent pipeline for the future.	• STEM • ESG and business literacy • Career and STEM fairs • e-Learning and digital portals	Offers opportunities to youth and adults for an introduction to and training in STEM fields and our business domains. These activities, designed to engage diverse audiences **periodically**, over **short durations**, or during career fairs, serve as catalysts for promoting, motivating, and cultivating an environment conducive to **attracting** and **inspiring** talent.	Classrooms, community centers, online learners, students, career fair participants, our CGI Partners' children
MENTORING PROGRAMS **Objective:** Facilitate knowledge transfer to empower mentees with valuable insights and practical expertise, ultimately guiding them in the process of making informed career decisions.	• Hackathons or challenges • Internships • CGI business outreach	Provides a **mentor-mentee journey** characterized by ongoing coaching of students over an **extended duration**, with a specific emphasis on either nurturing soft and technical skills within a particular domain or providing foundational insights into a role. This journey culminates in the formation of successful teams, the attainment of specific goals, and a seamless transition for students to **resume their academic studies**.	Students (middle school, high school, college, and university) and interns
EARLY CAREER PROGRAMS **Objective:** Promote the professional growth and skill development of individuals who are in the early stages of their careers or want to change paths.	• Apprenticeships • Academies • Upskilling	Facilitates the process of knowledge exchange by allowing our CGI Partners to share their **professional expertise with adult learners** through coaching and comprehensive training over an extended timeframe. This collaborative journey aims to optimize learning, foster the acquisition of new skills, provide valuable work experience, and **prepare individuals** for successful entry into the workforce. The culmination of this journey is marked by the **attainment** of **certifications** and, ideally, **employment opportunities**.	Adults, apprentices, university students, veterans, refugees, individuals returning to workforce or seeking new careers
INVEST IN EDUCATION PROGRAMS **Objective:** Use responsible investment to create synergy between business value and social benefits.	• Research work • Hardware and goods • Scholarships • Donations • Sponsorships	Enhances access to equitable educational opportunities, facilitates **access** to **essential technologies**, supports **research initiatives** within higher education institutions, and drives our strategic financial investment in education.	Higher education students, educational institutions, governmental organizations

Our communities

Empowerment through learning

GLOBAL

Reaching local communities through STEM@CGI

Introductory programs

We are committed to improving access to technology and business education through various local initiatives. Under our global STEM@CGI program, our nine SBUs organize initiatives in local communities to inspire young people underrepresented in technology fields to pursue careers in STEM.

Leveraging our well-established network and proximity model across geographies, STEM@CGI teams partner with clients, local schools, government bodies, nonprofits, and community organizations. Initiatives range from our flagship STEM camps in the U.S. to robotics competitions for children in France to a technology lab for the blind in India. Collaborations often lead to mentorships and may also include apprenticeships, internships, and scholarships.

In 2023, our STEM@CGI program reached over 200,000 students worldwide, supported by 6,300 CGI Partners who volunteered more than 35,000 hours. Our global digital volunteering platform, CGI for Good, offers our consultants and professionals a wide range of opportunities to support this program.

A fulfilling experience for participants and volunteers, STEM@CGI benefits local communities and helps nurture the next generation of diverse technology professionals.

⊕ Learn more

GERMANY

Supporting students with hearing disabilities

Introductory program

People with hearing disabilities face not only the challenge of social isolation, but also limited academic and professional opportunities due to communication barriers.

As an organization that values inclusion and innovation, CGI is collaborating with Schule am Sommerhoffpark (SamS), a special needs school in Germany, on three projects that provide deaf and hearing-impaired children with both learning and communication tools, as well as social participation opportunities.

We have formed a robotics team, for example, which inspires SamS students to learn IT by teaching basic robotic programming. The project aims to enable children to recognize their IT talents at an early stage.

We also collaborated with SamS to develop a sign language tool that translates spoken language into sign language in real time and visualizes it through an avatar. This project aims to bridge the gap between hearing people and people with hearing disabilities through artificial intelligence.

In a third project, we refurbished 50 laptops and donated these to SamS students to help them improve their IT skills in 2023.

⊕ Learn more

U.S.

STEM@CGI Bridge Program helps close the opportunity gap

Mentoring program

Addressing diversity challenges in the IT sector requires concerted efforts to foster inclusivity and create equal opportunities for individuals from all backgrounds. Our U.S. STEM@CGI program focuses on introducing, inspiring, and mentoring students 18 and under who are part of groups underrepresented in STEM.

As an extension of this program, we launched the STEM@CGI Bridge Program to engage these same students during their early university years. This program gives students access to mentorship, learning opportunities, career development training, and industry experience. They also receive competitive remuneration.

In early 2023, CGI welcomed six STEM@CGI Bridge interns to work on various CGI projects for eight weeks. Some of their work included making an inventory application for our STEM@CGI team, creating an ESG answer repository, and an agile environment for better project management. The Bridge Internship is a powerful tool that helps keep CGI connected to students we have mentored through our STEM@CGI program, and advances our goal of building a diverse workforce.

⊕ Learn more

Our communities

Empowerment through learning

MOROCCO — U'DEV

Early careers program

After the success of the first cohort of our U'DEV Developer School in Fez, we launched the second cohort. U'DEV allows young people facing difficulties entering the job market to benefit from a high-quality, paid diploma program. Initially launched in 2017 by CGI in France, U'Dev is an innovative training program that combines work-study training. Hundreds of people have been trained and recruited by CGI as a direct result.

Canada, winner of the AVENIR Sciences et technologies category at the 25th Anniversary Forces AVENIR University Gala, sponsored by CGI

FRANCE
Equipping job seekers with specialized training

Early careers program

For adults looking to advance their careers or return to the workforce after a break, we have specific programs and partnerships for them to acquire relevant skills.

In our France operations, we collaborate with L'Ecole Business Apps, a co-educational, inclusive school to offer job seekers access to training in Microsoft technologies, specifically customer relationship management tools. The school is a partnership between Microsoft France; WebForce3, a network of training schools; and Social Builder, an organization that specializes in helping women enter digital professions.

As part of our collaboration, trainees selected by CGI and Social Builder attend an intensive 3-month course, then work with various CGI teams as part of a work-study program. They are then offered a permanent employment contract.

To date, in total 27 individuals have benefited from this reskilling program. In 2022, 16 trainees were inducted into the course, 64% of which were women. CGI hired 13 of the job seekers.

GLOBAL
Scholarship programs support equitable, inclusive education

Invest in education programs

In partnership with academic institutions and nonprofit organizations, CGI funds numerous educational scholarship programs worldwide. These programs embody our Values and support our Mission to contribute to a more equitable and inclusive world.

In India, our Reaching Hand Scholarship provides financial aid to 500 students, primarily girls from low-income backgrounds, to help them complete their education. We also sponsor other scholarships through Ashwini Charitable Trust, Shanti Bhavan Education Trust and Surabhi Foundation in India to help students in need.

In the U.S., our Diversity Scholarship and Empowerment Scholarship reflect our commitment to advancing racial and gender equity, diversity, and inclusion in academia and the IT workforce. As part of the GI I.T. Girl Challenge, teams of high-school girls partner with CGI mentors to develop a smartphone app. The winning team receives college scholarship funds.

In Canada, we offer the Scholarship for Advancement of Black Women in Engineering and award scholarships to Indigenous students pursuing STEM degrees.

Through these and several other scholarships, we seek to provide underrepresented groups access to quality education and help build a more equitable society where every individual can unlock their potential through learning.

Our communities

Environmental stewardship

Our CGI Partners take pride in our global commitment to achieve net-zero GHG emissions. To increase our positive impact in our communities, we encourage consultants and professionals and ESG Leads to identify local opportunities to improve the environment.

Throughout the year, we invest in community projects and participate in pro bono and volunteer activities to promote environmental sustainability.

These efforts enable our consultants and professionals to connect with their communities and promote environmental stewardship, while facilitating social networking and mental well-being.

CGI Partners in many geographies participate in tree planting and litter cleanup activities in parks, beaches, and other natural areas. For example, in Portugal, our ESG Team organized a Geocaching Trash Busters initiative where CGI consultants and professionals, and their families and friends, gathered at a Lisbon public garden to collect waste. Through a donation to the Arbor Day Foundation, CGI Federal planted 7,000 trees at North Carolina's Umstead Research Farm to honor each of its U.S. CGI Partners.

Canada, park and waterfront cleanup

Estonia, tree planting

Philippines, tree planting

INDIA
Delivering impactful and sustainable benefits to local communities

As part of our commitment to environmental stewardship, we have invested in the long-term sustainability of several local communities in India. To address community waste management challenges in Bengaluru and Chennai, we partnered with Saahas, a not-for-profit, to establish biogas plants in both cities with a total capacity of processing 3 tons per day (TPD) of food waste. The project has eliminated the disposal of 1,000 tons of food waste into landfills annually. In addition, the biogas generated from the food waste is shared with nearby community organizations, helping to promote circularity.

We also collaborated with an NGO called SayTrees to fund the revival of Suddukunte Lake in the Kolar district of Karnataka. The goal was to restore 1.5 kilometers of water channels to farmlands for irrigation. The project employed 20 local women for 30 days, helping them generate income to support their families while enabling local farmers to restart cultivation.

⊕ Learn more

CZECH REPUBLIC
Improving ecosystem integrity through satellite data

Vast forests and agricultural areas in the Czech Republic continue to experience land degradation, biodiversity loss and increased vulnerability due to extreme weather events.

In 2021, CGI embarked on a long-term partnership with the NGO, People in Need (PiN), to establish a robust methodology for evaluating regional ecosystem integrity, and to better understand the health and vulnerability of landscapes in the Czech Republic and Slovakia.

Our Earth Observation experts in the Czech Republic collaborated with PiN to assess regional ecosystem integrity using environmental indices. We developed an automated tool for processing and aggregating satellite images. Through satellite remote sensing and image analysis, FAIR data (findability, accessibility, interoperability, and reuse of digital assets) was generated to quantitatively evaluate ecosystem integrity across diverse regions.

This pro bono project aligns with the broader objective of addressing environmental challenges that have been exacerbated by climate change. It also helps local leaders create better-informed environmental policies, sustainable agricultural programs, and improved urban planning practices that strengthen climate resilience.

⊕ Learn more

Our communities

Supporting youth safety online

Given the prevalence of technology, we recognize the importance of educating youth on cyber safety and raising awareness of best practices to follow.

Our programs promote responsible Internet use and digital literacy through online games, hands-on workshops, awareness campaigns, and a reality escape room.

In 2023, we delivered a wide range of tools, resources, and expertise to help young people safely navigate the online world and make informed decisions about their digital presence.

To help students understand and prepare for cyberattacks, our UK Cyber Security Team developed "CGI Cyber Escape." This fun physical cyber awareness training tasks small teams with uncovering clues and solving puzzles in a race against the clock. The experience delivers essential lessons on protecting privacy, creating strong passwords, navigating social media, and developing other critical skills. Over 1,000 students completed CGI Cyber Escape in 2023.

In India, we partnered with Learning Space Foundation to sponsor a walkathon to raise awareness of the importance of cyber safety for children. More than 2,000 people participated, including students and CGI Partners. Adults were encouraged to pledge to promote cyber safety awareness in their social circles.

CGI Cyber Escape

Our communities

Supporting youth safety online

ACTION AND IMPACT STORY

Using gamification to teach children cybersecurity skills and practices

Recognizing that young children are among the most vulnerable to cyber threats, our CGI Partners in Finland developed a free, fun, and educational interactive mobile game in 2019 for children between the ages of 7 and 12.

Today, "Spoofy" is available in multiple geographies and languages, and its fifth iteration, released in October 2023, extends the target age group to 15-year-olds.

Through gamification, children learn basic practices to protect themselves from cyberbullying and scams, as well as digital security skills related to passwords, privacy, and Internet usage, in a fun and interactive way. The app also provides helpful tips on how parents, caregivers, and teachers can talk with children about online safety.

The Spoofy team of dedicated, passionate CGI Partners collaborate with external partners from public, private, and nongovernmental sectors who contribute in different ways, including funding, research, game design, and software development.

Our business units provide the majority of project funding, which encompasses volunteer activities and contributions from our ESG and cybersecurity teams, web developers, and other experts, as needed.

The innovative learning tool reflects our deep commitment to protecting children from online security threats through information and education.

⊕ Learn more

KEY TAKEAWAYS

Spoofy addresses a specific demographic that can benefit from access to more robust cybersecurity education resources.

Despite the general global acknowledgment that children accessing digital technology need support, more action is required.

Efforts to help protect children from cyber threats also need to include parents, caregivers, and educators. They can reinforce awareness and secure practices, encourage peer-to-peer conversations on cybersecurity issues, and become trusted resources for children.

Available in several languages and played by children from different geographies, Spoofy's recognized positive impact is helping drive its expansion to other countries.

Spoofy is the perfect example of innovative collaboration. Our game achieves the best results in countries where the public and private sectors and nonprofit organizations work together on the project.

"When playing Spoofy, the children started to think right away about their friends and how they behave online. They found during almost every activity that they knew someone who should play the game because it would teach them to behave correctly in the digital world."

Hele
Parent and education expert

Our communities

Enabling our CGI Partners' contribution

Our company's heritage includes a steadfast commitment to improving the well-being of communities where we live and work. Our CGI Partners have the opportunity to support important causes, both locally and globally, helping communities in need.

The CGI for Good tool

CGI for Good, our global volunteering digital tool, empowers our consultants and professionals and ESG Leads to propose local community groups that need support. These volunteering and fundraising opportunities can then be shared with everyone in our organization.

Through this exposure, we engage with a larger variety of causes and offer our CGI Partners more ways to get involved. Our consultants and professionals donate their personal time or, in some geographies, participate during company hours.

We use the tool's awareness modules to support global campaigns such as Earth Day, to promote environmental responsibility, and our Well-being Around the World initiative, to raise awareness of the importance of self-care.

In 2023, we progressively implemented the CGI for Good tool in our nine SBUs. We also activated new volunteering and donation options at the end of the fiscal year.

The tool includes CGI Partner-organized volunteering and fundraising activities as well as opportunities through our partnerships with nonprofit organizations. Volunteering events bring together hundreds of our consultants and professionals to support worthy causes. Examples include blood drives; food and goods donations in the U.S., Spain, France, and the Netherlands; and reading programs for children in Germany.

Many events align with national or international events. For instance, during Christmas, our CGI Partners in the Czech Republic donated gifts to 90 children in shelters and from socially excluded localities throughout the country.

Donation programs

As a global organization, we adapt our approach to donations to the distinct cultures and environments of the locations in which we operate. These programs enable us to engage with local charitable organizations to have the most impact. To facilitate our support of CGI Partners-nominated charities, our consultants and professionals in the UK, U.S., and Denmark, established local charitable councils to manage donations from CGI Partners to registered charities that align with our Values and policies. By welcoming requests from our CGI Partners, we allow them to champion causes close to their hearts, with positive outcomes and recognition for their community involvement, thus empowering them to make a difference.

Portugal, CGI Partners gathering for a solidarity Christmas dinner

"We are delighted to rely on CGI's expertise and the performance of its CEOS-VEG solution. The solution has enabled the detailed analysis essential for sustainable territorial management with local stakeholders."

Amandine Hersant,
General Manager, Planète Urgence

Learn more about this pro bono project on page 34.

Our communities

Humanitarian actions

We establish local partnerships and programs to make a hands-on difference in support of global communities in crisis. Recognizing that some crises need a wider and more immediate response, we coordinate global fundraising and contribute donations to both local and international organizations overseeing relief efforts for those in need.

Support for Ukraine

With the invasion of Ukraine in February 2022, CGI Partners around the world quickly mobilized to provide support. Many continue to participate in the nonprofit channels and grassroots projects set up last year, with new activities introduced in 2023. We are proud of their ongoing involvement and humanitarian actions.

CGI Partners in Germany hosted an "IT Day" at our offices in Munich for Ukrainian students. The team organized talks and networking activities, the event providing a great opportunity to introduce the students to CGI, our projects, and potential IT consulting opportunities.

To support digital inclusion, our team in Poland again donated laptops to a charity supporting Ukrainian refugees. In Spain, local teams collected food and materials needed by those affected by the war.

In cooperation with Ukraine refugees, a team of CGI Partners in Estonia and Poland developed a Ukrainian version of our Spoofy cybersecurity game for use by children in the country and worldwide. (See our story on Spoofy.)

As a collective effort, CGI organized in 2022 a global fundraising campaign and matched the donation made by each of our consultants and professionals. We also committed to contributing $2 for every Voice of Our Members survey completed within the first two weeks of the 2023 employee survey launch.

Natural disasters

Our CGI Partners made monetary donations, collected food and goods, and sent medical and humanitarian aid to Turkey and Syria in response to the devastating earthquakes in both countries on February 6, 2023. CGI Partners in Spain collected food and materials to support earthquake victims. Through Läkare Utan Gränser, our business units in Sweden contributed to medical and humanitarian aid and our teams in Germany donated to UNO-Flüchtlingshilfe e.V., the national partner of the United Nations Refugee Agency.

To support those affected by one of the worst storms to hit the Atlantic provinces and Quebec, our consultants and professionals in Canada donated to the Canadian Red Cross Hurricane Fiona Relief Fund. They also donated to the Canadian Red Cross to support those affected by forest fires in Canada. CGI in Canada matched our CGI Partners' donations for both natural disasters. In Nova Scotia, the Halifax area was particularly hard hit, and more than 30 CGI Partners and their families had to evacuate their homes.

We supported earthquake relief efforts in Morocco through a global matching donation campaign on our CGI For Good platform. The campaign ran from September 21 through October 13.
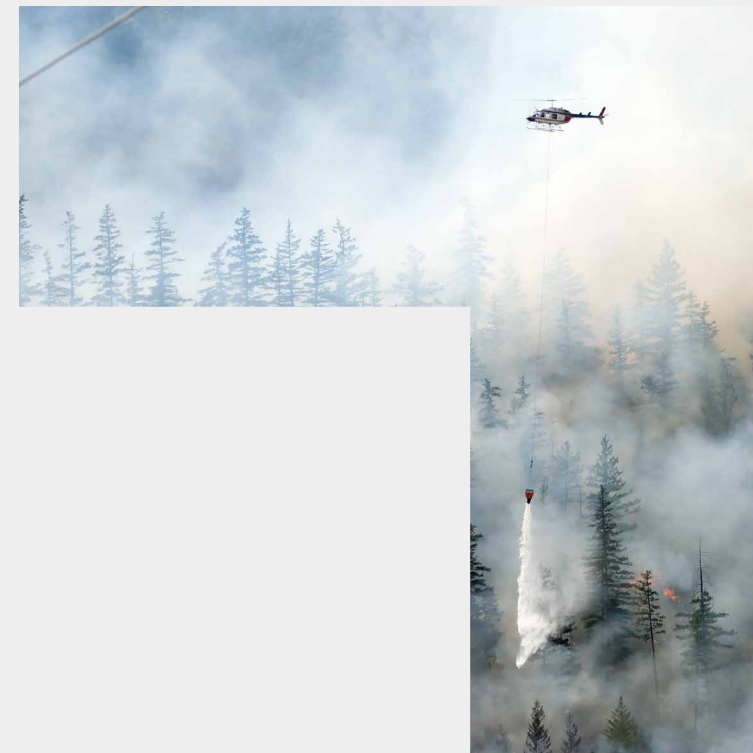
To support our consultants and professionals affected or troubled by these crises, we urged them to consult the resources available via our Oxygen Portal, including the Member Assistance Portal, and CGI Academia health and well-being library, or to contact their local Human Resources team.

Our communities
Economic prosperity

Delivering value for communities

We create lasting, trusted relationships by embedding our operations within our clients' metro markets. Our proximity strengthens collaboration through a consultative approach that helps clients transform ideas into new opportunities.

This comprehensive regional presence deepens our understanding of our clients' respective business contexts and positions us to provide onsite support that eliminates long commutes.

Our CGI Partners contribute to and draw upon a diverse global network of consultants and professionals who bring the precise industry, technology, and innovation expertise needed for each engagement. Through this network, our clients access a best-fit, 24/7 delivery model of onsite, onshore, nearshore, and offshore options.

We opened our first Center of Excellence (CoE) in Saguenay, Quebec, in 1984 and continue to invest in smaller communities by establishing a business presence that serves clients in these regions and contributes to local economies.

Our CoEs in smaller communities are crucial to CGI's extensive and flexible global delivery model. These centers serve public and private sector clients with our dynamic ecosystem and a full-service portfolio of high-value digital transformation solutions.

The value generated and delivered for communities

Benefits to communities

Financial: Indirect jobs, Quality careers, Tax contributions, More diversified economy

Nonfinancial: Local talent, Diversified workforce, Talent and technology development partnerships, Public service maintenance
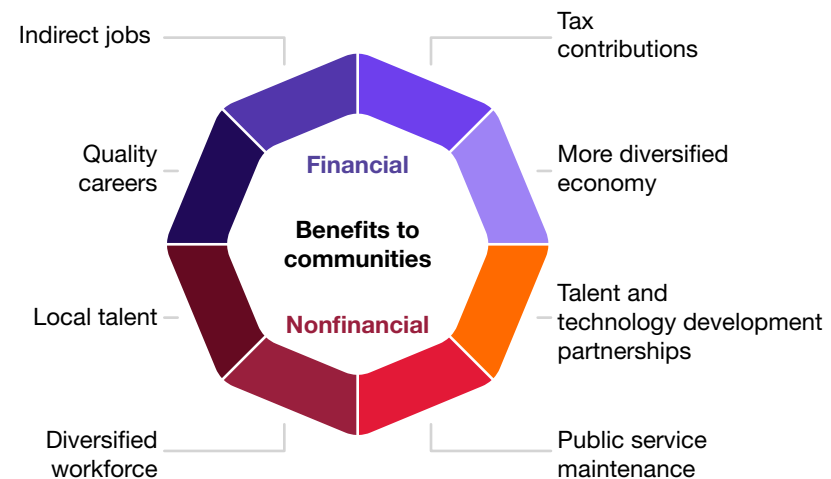
Our global supply chain represents a broad business ecosystem with purchasing, payment, and ESG commitments that extend from macro-level suppliers to local businesses.

We support our suppliers in following ESG best practices, as addressed in the Procurement, Ethics, and Human rights sections of this report. We endeavor to promote diversity in these communities through supplier diversity, our diversified workforce, and partnerships.

As a taxpayer, our presence boosts local economies, which helps ensure the continuity of public services. In addition, our metro market model creates jobs, both within our company and in the community.

Through our local training and volunteering programs, our consultants and professionals support career growth and aspiration. Our partnerships with local businesses and universities further the development of local talent and technology.

Our communities

Economic prosperity

2023 highlights

October
Lisbon, Portugal

Present in Portugal for over 20 years, our locations in Lisbon and Porto now total 6 offices and 2 innovation centers. Our new office in Lisbon brings together 500 CGI Partners who serve more than 30 clients in various sectors, including manufacturing, transportation, utilities, and the public sector.

December
New Castle, UK

In partnership with NewcastleGateshead Initiative, we began developing talent and providing local people with high-value digital roles. Our Newcastle office helps drive substantial growth in the northeast of England, where we have long supported and sourced talent.

February
Koblenz, Germany

Already present in 30 cities in Germany, we opened a new location in Koblenz to collaborate closely with local universities, vocational schools, institutes, and chambers of commerce.

February
Belfast, Northern Ireland

With the addition of our new Belfast Centre of Excellence, we plan to expand our existing client base in the UK and Ireland into the public and private sectors across Northern Ireland. We look forward to collaborating with local universities to discuss how we can help them develop new services.

March
Tampere, Finland

We opened a new office in the GO21 office complex at the center of Tampere. We follow a hybrid work model at our new location to foster interactions between our CGI Partners and clients. The new building also supports our focus on energy efficiency and environmental sustainability.

March
Lafayette, Louisiana, U.S.

Our Lafayette Onshore Delivery Center has generated 700 new jobs, nearly doubling our original estimate of 400, and hiring continues. Our close partnership with the University of Louisiana at Lafayette includes our Project Based Learning Program. This initiative offers real-world learning experiences for the university's computer science and informatics students.

July
Madrid, Spain

We strengthened our presence in Spain with the opening of a new European CoE in Madrid. Through this center, we provide infrastructure, security, data management and analytics, and application development solutions based on Oracle technologies.

July
Avignon, France

Based in part on quality of life, accessibility, and training opportunities in the southern region of France, we selected Avignon as the new branch location for our Digital Innovation Center. Teams at these centers support large companies in their transformation challenges. In pursuing this ambitious development goal, we aim to hire approximately 100 new CGI Partners within 3 years.

August
Knoxville, Tennessee, U.S.

We continue to invest in Knoxville with the opening of a new U.S. onshore delivery center, creating a new hub for the area's growing technology community. The center also extends our ecosystem for delivering innovative IT services to government and commercial clients locally, nationally, and globally. As partners with the University of Tennessee since 2021, we engage students for internships and research projects from across the university's interdisciplinary programs. We also support regional workforce development and technology entrepreneurship.

Governance

Corporate governance

High corporate governance standards are foundational to the way we conduct business at CGI.

We recognize and embrace our responsibility to engage in ethical business practices and act in compliance with the letter and spirit of all applicable laws and regulations. This responsibility applies in every country in which we operate and to all our stakeholders (clients, CGI Partners, and shareholders). As one of the world's largest IT and business consulting services firms, we commit to applying high levels of ethical, legal, and security standards required to meet our obligations.

As a publicly traded company, our Class A subordinate voting shares are listed on the Toronto Stock Exchange (TSX) and the New York Stock Exchange (NYSE). Our governance practices described in this section comply with the Canadian Securities Administrators' (CSA's) corporate governance guidelines.

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), and files disclosure documents in accordance with the multijurisdictional disclosure system (MJDS). As such, many of the corporate governance rules applicable to U.S. domestic companies are not applicable to CGI. However, CGI's corporate governance practices generally conform to those followed by U.S. domestic companies, other than with respect to certain specific rules that are outlined in our public disclosure documents (available on the CSA's website at sedarplus.ca, on EDGAR at sec.gov, and on CGI's website at cgi.com).

Composition of the Board of Directors[1]

Sophie Brochu

Independent director, complies with the share ownership guideline

Age 60

Bromont, Quebec, Canada

Director since 2023

Chair of the Human Resources Committee and Member of the Corporate Governance Committee

George A. Cope

Independent director, complies with the share ownership guideline

Age 62

Toronto, Ontario, Canada

Director since 2020

Lead Director

Member of the Corporate Governance Committee and the Human Resources Committee

Jacynthe Côté

Independent director

Age 65

Candiac, Quebec, Canada

Director since 2024

Member of the Corporate Governance Committee and the Human Resources Committee

Julie Godin

Director related to CGI, complies with the share ownership guideline

Age 48

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 74

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 74

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 67

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 63

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 January 30, 2024.

Composition of the Board of Directors[1]

Stephen S. Poloz

Independent director, complies with the share ownership guideline

Age 68

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 63

Stinson Beach, California, United States

Director since 2020

Member of the Corporate Governance Committee and the Human Resources Committee

Alison C. Reed

Independent director, complies with the share ownership guideline

Age 66

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 71

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 60

Fairfax, Virginia, United States

Director since 2016

President and Chief Executive Officer

Kathy N. Waller

Independent director, complies with the share ownership guideline

Age 65

Atlanta, Georgia, United States

Director since 2018

Member of the Audit and Risk Management Committee

Frank Witter

Independent director, complies with the share ownership guideline

Age 64

Braunschweig, Germany

Director since 2021

Member of the Audit and Risk Management Committee

(1)   Information is provided as at January 30, 2024.

Board of Directors and standing committees

Board of Directors

15 directors	**7** regular meetings held in fiscal 2023
40% women	**73%** independent directors	**96%** attendance in fiscal 2023

Summary of certain ESG-related responsibilities:

- Reviews and approves our material ESG public disclosure, including this ESG Report
- 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 and Business Conduct (Code of Ethics), Anti-Corruption Policy, and other processes and policies
- Considers ESG matters through various reports and presentations

For further information, refer to the Charter of the Board of Directors, publicly available on cgi.com.

Corporate Governance Committee

5 members	**4** regular meetings held in fiscal 2023
100% independent directors	**96%** attendance in fiscal 2023

Summary of certain ESG-related responsibilities:

- Reviews our ESG strategies, objectives, policies, and practices
- Reviews our policies and processes related to our purpose as an organization, which is to seek the best equilibrium between our three stakeholders (our clients, our CGI Partners, and our shareholders) and the communities in which our consultants and professionals live and work
- Reviews criteria and sets objectives or targets regarding the composition of the Board of Directors and its committees to promote the independence and diversity of Board members, including in terms of gender, ethnicity, race, disability, age, experience, and geographical representation
- Receives presentations on regulatory developments and best practices in governance trends and requirements, including with respect to disclosure of ESG matters
- Updates the Board on ESG issues and risks
- Reviews and revises the Code of Ethics
- Oversees directors' continuing education program

For further information, refer to the Charter of the Corporate Governance Committee, publicly available on cgi.com.

Board of Directors and standing committees

Human Resources Committee

5 members

4 regular meetings held in fiscal 2023

100% independent directors

100% attendance in fiscal 2023

Summary of certain ESG-related responsibilities:

- Considers and promotes diversity of the executive team, including in terms of gender, ethnicity, race, disability, age, and experience, in the appointment of officers and executive officers
- Makes recommendations to the Board with respect to our compensation philosophy and strategy
- Reviews our measures to promote diversity, equity, and inclusion, their effectiveness, and annual and cumulative progress made in achieving our objectives
- Reviews our leadership development programs, career plans, and executive succession plans
- Observes market trends and good practices on executive and director compensation

For further information, refer to the Charter of the Human Resources Committee, publicly available on cgi.com.

Audit and Risk Management Committee

5 members

6 regular meetings held in fiscal 2023

100% independent directors

97% attendance in fiscal 2023

Summary of certain ESG-related responsibilities:

- Reviews and monitors procedures for the retention and treatment of ethical incidents relating to, among others, discrimination, harassment, fraud and corruption, and other potential breaches of our Code of Ethics
- Receives quarterly updates on data privacy and cybersecurity matters
- Assesses CGI's risk tolerance and steps taken to address significant risks or exposures
- Reviews the impact of significant risks and uncertainties affecting CGI, and provides recommendations to the Board for the effective management of those risks

For further information, refer to the Charter of the Audit and Risk Management Committee, publicly available on cgi.com.

ESG governance

A clear ESG governance structure guides our strategic decisions and business practices in a framework that fosters integrity and transparency.

Our Board, the Board's Corporate Governance Committee, and our President and Chief Executive Officer (CEO) oversee the management and impact of ESG topics. These topics include human capital management; diversity, equity, and inclusion; climate risk; and supply chain responsibility. Their oversight also extends to ensuring that our company operates in an ethical and responsible manner.

Our ESG Executive Steering Committee (ESC) includes executives from Finance, Legal, Ethics and Compliance, Human Resources, Marketing and Communications, and leaders of the Strategic Business Units (SBUs). ESG ESC members work to see that best-in-class ESG practices and performance remain central to our culture, and that our actions reflect our priorities.

As we develop synergies between our sustainability offerings and ESG practices, we also integrate relevant ESG matters into the agendas of our SBUs, leadership committees, and corporate teams. This holistic approach ensures we act expertly and comprehensively to support the progress of our strategies.

	Participation	Accountabilities	Meetings
Board of Directors	• Executive Chairman and Co-Chair of the Board • Chief Executive Officer (CEO) • Members of the Corporate Governance Committee	• Oversee our ESG strategy and monitor evolving ESG risks • Review and approve our global ESG Report, ESG Policy, and disclosure of related data and progress (See Corporate governance section)	**Quarterly**
ESG Executive Steering Committee	• Chair: Senior Vice-President, Investor Relations • Key executive-level representatives: Strategic Business Units (SBUs) and corporate functions	• Oversee our ESG strategy, discuss ESG topics, and review progress against our ESG objectives and targets • Make recommendations to the CEO and the Board • Oversee preparations to meet emerging ESG disclosure regulations (e.g., EU Corporate Sustainability Reporting Directive, International Sustainability Standards Board)	**Monthly**
Global Operations Leaders	• Management team • SBU and BU leaders	• Review progress on our ESG targets in each geography	**Quarterly**
ESG Leads Committee	• Chair: Vice-President, Social Responsibility and Sustainability • SBU ESG Leads	• Collaborate on ESG action plans and commitments • Leverage local topics for development at the global level • Advise the SBU and BU executive teams on ESG matters	**Monthly**
Working Groups (Strategic priorities and other projects)	• SBU ESG Leads • SBU Lead for each priority • Corporate functions	• Develop and implement our ESG strategic priorities • Collaborate on reporting • Develop new ESG projects and participate in the ESG component of projects led by corporate functions	**Monthly** **Weekly: Climate Working Group** **Ad hoc: Corporate functions**

ESG governance

As the ESG ESC's chair and direct report to our CEO, our Senior Vice-President, Investor Relations, communicates all ESG activity occurring within the committee and, in alignment with our company strategy, determines our overall course of action. This role also oversees our Global ESG Program and Global ESG Team.

Our Vice-President, Social Responsibility and Sustainability, leads the Global ESG Team. This role also oversees a worldwide network of local experts, or ESG Leads, responsible for each SBU's ESG initiatives, as well as the progress of our commitments against global targets. The ESG Leads initiate and coordinate their actions according to local stakeholders' expectations and priorities.

Ultimately, our SBU and business unit leaders are accountable for the implementation and progress of all local ESG programs in their respective geographic areas. Each quarter, our CEO and executive management team review progress against our global ESG targets, together with other key performance indicators.

Risks and opportunities identification, assessment, and management fall under the accountability of our SBU Presidents, who lead our operations in geographies around the globe.

The Board's Audit and Risk Management Committee reports significant and emerging risks, including climate-related risks and issues, to our directors as required.

Board of Directors (Corporate Governance Committee)

George D. Schindler
President and Chief Executive Officer

Company's Executive Committee

ESG Executive Steering Committee

Chair: Kevin Linder
Senior Vice-President, Investor Relations

Susan Balding
Senior Vice-President,
Marketing and Communications

François Boulanger
President and Chief
Operating Officer

Mark Boyajian
Executive Vice-President,
Chief Business Engineering
Officer

Benoit Dubé
Executive Vice-President,
Legal and Economic Affairs,
and Corporate Secretary

Stuart Forman
Senior Vice-President,
Canada

Caroline de Grandmaison
President,
France and Luxembourg

Dirk de Groot
President, Northwest and
Central-East Europe

Michael Herron
Senior Vice-President,
United Kingdom and Australia
Climate Priority Sponsor

Steve Starace
Senior Vice-President,
Human Resources

Leena-Mari Lähteenmaa
President,
Finland, Poland, and Baltics

Stephanie Mango
President,
CGI Federal

Tara McGeehan
President,
United Kingdom and Australia

Bernard Mongilio
Senior Vice-President,
U.S. Commercial & State
Government Communities
Priority Sponsor

Srividya Nataraj
Vice-President,
Asia Pacific

Jean-Bernard Rodriguez
Senior Vice-President,
Western and Southern Europe
People Priority Sponsor

Thomas Roth
Senior Vice-President,
Scandinavia and Central Europe

ESG Network

Sébastien Barangé
Vice-President,
Social Responsibility
and Sustainability

ESG Global Team

ESG Local Leads

ESG Working Groups

CGI Management Foundation

The CGI Management Foundation encompasses the key elements that define and guide the management of our company, including how we track and measure our progress. Its operating principles, policies, processes, and performance metrics foster alignment across CGI and drive operational excellence in everything we do.

Through the Management Foundation, we can more effectively balance the interests of our key stakeholders (clients, CGI Partners, and shareholders), build strong partnerships with them, deliver the value they expect, and continuously measure their satisfaction.

The Management Foundation incorporates more than 47 years of know-how and proven best practices into frameworks that ensure we deliver services and solutions that meet high quality, security, and data privacy standards. It enables us to drive client innovation, provide exceptional client support, integrate new mergers rapidly and profitably, and facilitate the onboarding of new CGI Partners as owners. Further, it integrates all aspects of our ESG strategy and program.

The Management Foundation also includes the CGI Constitution. Comprised of our Dream, Vision, Mission, and Values, the CGI Constitution reflects our Culture—who we are, what we do, how we make decisions and act, and where we aim to go.

We continuously evolve our Management Foundation to ensure its relevancy and effectiveness. Over the past year, for example, we invested in a modern platform to provide easier access to the Management Foundation and improve the user experience. Further, a new content management process has improved our ability to keep the content up to date for our business and technology leaders.

CGI Management Foundation

CGI Constitution	Dream | Vision | Mission | Values CGI Culture Code of Ethics Range of Services		
Enterprise Policies and Processes	Organization, Governance and Evolution Human Resources Finance and Investment Security and Data Privacy	Quality System Environmental, Social and Governance Strategic Directions and Operational Planning Managing for Excellence	Marketing, Client Relationship and Business Development Engagement Risk Management Innovation and Intellectual Property Mergers and Acquisitions
Management Frameworks	Business Engineering Management Framework Business Unit Management Ratios Client Partnership Management Framework Contract Management Framework Enterprise Security Management Framework	Intellectual Property Management Framework Internal Investment Management Framework Member Partnership Management Framework Mergers and Acquisitions Management Framework Operations Management Framework	Responsible Use of Artificial Intelligence Responsible Use of Cloud Technology Shareholder Partnership Management Framework Third Party Management Framework

Clients

+ Client Partnership Management Framework

Client Satisfaction Assessment Program

Member-Partners

+ Member Partnership Management Framework

Member Satisfaction Assessment Program

Shareholders

+ Shareholder Partnership Management Framework

Shareholder Satisfaction Assessment program

ESG in the Management Foundation

This year, as we evolved the Management Foundation significantly, we added a new section entirely focused on our approach to ESG. All aspects of ESG are integrated into the principles, policies, measures, and processes of our Management Foundation. This includes details of our ESG policy and principles, ESG governance, key metrics, external indices, and annual ESG Report.

For CGI consultants and professionals, this new section is a gateway that enables them to easily access all ESG-related content and share it in a dialogue with our clients or their teams.

Risk management

Overview

We view taking risks that align with our strategy and Values as a necessary part of doing business, meeting our goals, and delivering value to our stakeholders. Therefore, effective risk management is essential to achieving our objectives, fundamental to good business management, and intrinsic to the CGI Management Foundation.

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

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.

Operational management in all business units and functions must actively anticipate, manage, and monitor the evolution of their risks, contain potential threats, and identify and take advantage of positive opportunities. Independent from operational management, we have processes to facilitate and coordinate the risk assessment and monitoring process, and to provide reports to the Audit and Risk Management Committee on our most material risks, as well as the overall risk posture.

CGI is actively involved in assessing and evaluating risks at the engagement level in delivering services and projects to our clients. Our risk culture is further supported by our annual mandatory training on compliance with security, ethics, and data privacy policies and guidelines. We also provide a confidential Ethics and Compliance Reporting Hotline, among other tools, allowing any CGI Partner or third party who witnesses, experiences, or suspects a situation that violates our Code of Ethics and Business Conduct (Code of Ethics) or our Third Party Code of Ethics, or that constitutes a breach of laws and regulations to report such incidents.

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. We monitor these risks continuously and formally reassess them quarterly.

Using a structured, systematic approach to enterprise risk assessment and monitoring, as well as a uniform set of terms called the CGI Risk Universe, our enterprise risk assessment covers risk headings and guidance regarding all potential risk areas, including risks to achieving our ESG objectives.

Our Risk Universe integrates the ESG dimensions of environment (including external climate-related physical and transition risks, and existing and emerging environmental regulations), social (including human capital risks), and governance (including security, data privacy, and ethics). Our Risk Universe is reviewed and updated every year based on input from the Board and executive and operational management, and a review of emerging risk trends.

The risk assessments apply to all aspects of the business, all stakeholders, and all time horizons. We assess each risk heading using defined scales of likelihood, potential impact on objectives, and timeframe, along with qualitative descriptions of risk identification, mitigation, and monitoring. We classify the significance of each risk based on a combination of impact and likelihood over time.

Following the assessment of risks across all our operations and corporate functions, we facilitate discussion and alignment on each risk element through a series of workshops with leadership and other internal stakeholders and subject matter experts. The process is supported by top-down reviews and assessments led by the domain owner for each risk area.

After assessing the risks, our business units and corporate functions develop appropriate mitigation plans for any significant risks within their respective scopes. These plans contribute to their annual business plans and to our organization's overall rolling strategic plan as appropriate.

Risk management

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

We report significant and emerging risks to our Board through the Audit and Risk Management Committee as required, at a minimum of once per quarter. We disclose risks that could affect investors or the long-term sustainability of the enterprise in our public filings.

Documented guidance provides strategies to reduce the risk likelihood or potential impact, transfer the risk, avoid or stop the risk-bearing activity (including on a precautionary basis), or accept the risk when existing controls are deemed appropriate.

More generally, the insights on risks and opportunities gained during the risk assessment process, along with insights gathered from all stakeholder groups (clients, CGI Partners, and shareholders), inform our annual and longer-term strategic business planning.

Assessing and managing enterprise risks

Enterprise risk facilitation and coordination, monitoring, and reporting process

Board
The Audit and Risk Management Committee of our Board of Directors reviews enterprise risk assessment results and oversees the actions, systems, and controls in place to monitor and manage risks.

Executive management
Executive management oversees the operations, including setting risk tolerance and setting the direction for policies, processes, and strategic and operational planning, ensuring risk is effectively managed.

Operations management
Operations management is accountable for assessing and managing all business risks that could have a material impact on their unit's objectives.

Operations
Business operations perform day-to-day risk management activities, supported by Corporate Services Business Partners and Centers of Expertise.

We detail all material assessed risks and uncertainties in our fiscal 2023 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.

Risk management

Third party management

Our Third Party Management Framework sets clear principles and processes for any third party engaged with CGI. Third parties are subject to due diligence, namely on financial risk, capacity and capability, security, data privacy, ESG, and past performance, when available.

We fully automated our supplier creation and due diligence processes in our Third Party Supplier Portal, as illustrated in our Procurement section. 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, the CGI Procurement Policy establishes rules for contracting with such third parties, including our subcontractors, third party providers, and freelancers. The policy mandates that all types of third party engagements or contracts align with CGI norms and standards, and adhere to our standard baseline in terms of our Code of Ethics, cybersecurity, privacy, service quality, and stability.

Engagement risk management

CGI is dedicated to leveraging our full capability in the mitigation of risks and resolution of issues with visibility at all operational levels, up to our CEO and our Board.

We ensure full accountability and responsibility among our business units to implement and leverage risk management processes and consistently follow up on risk mitigation activities. We conduct independent assessments to manage engagement risks and assist with the mitigation of challenges, and we perform continuous proactive risk oversight throughout the entire engagement life cycle through disciplined monitoring and management of operational risks and mitigation strategies.

In addition, we continuously apply lessons learned and recommended practices from across CGI through interactive coaching.

Fraud and corruption risk management

Our annual fraud and corruption risk assessment exercise covers all locations, operational units, and corporate functions.

Any potentially significant risks identified by the exercise are reviewed and discussed with executive management, the Audit and Risk Management Committee, and the external auditor.

For more information, see the Ethics, Human rights, Procurement, Data privacy, Security, and Taxation sections of this report for further information on how our organization addresses fraud and corruption risks associated with these areas.

Ethics

Our commitment

CGI's Code of Ethics and Business Conduct (Code of Ethics), Third Party Code of Ethics (Third Party Code), and related policies form the foundation of our Ethics and Compliance Program. These key references express the extent of our commitment to adhere to high standards of ethical business conduct in line with all applicable laws and regulations.

Our Code of Ethics and our Third Party Code outline the core Values, mandatory behaviors, and ethical standards expected of our consultants, and professionals, officers, Board, suppliers, contractors, and external partners. Through these Codes, we foster a culture of accountability, compliance, and integrity.

Under the CGI Anti-Corruption Policy, we further commit to conduct all activities free from illegal and improper influence, and to foster compliance with all rules, laws, and regulations applicable to our business worldwide associated with anti-bribery and anti-corruption. Embedded in our Code of Ethics, this policy also applies to all third parties acting on behalf of CGI, as specified in our Third Party Code.

Also, within the Code of Ethics, we include an Executive Code of Conduct that confirms the duty of our officers to model appropriate business conduct by carrying out their responsibilities at all times in a way that promotes ethics in their leadership.

Overview of our Ethics and Compliance Program

Governance & Oversight
- Biweekly reports to senior executives
- Quarterly reports to Board of Directors
- Key performance indicators

Corporate Policies
- Code of Ethics and Business Conduct
- Third Party Code of Ethics, Third Party Due Diligence Process
- Anti-Corruption Policy
- Ethics Reporting Policy

Online Mandatory Trainings & Acknowledgements
- Ethics training upon onboarding
- Anti-corruption training upon onboarding
- Annual compliance training
- Annual acknowledgment of the Code of Ethics and Business Conduct

Reporting Mechanisms, Case Management & Investigations Process
- Reporting tools include Ethics & Compliance Hotline, Ethics Inbox
- Ethics Hotline is independently managed by third party and serves as case management tool
- Ethics Investigation Guidelines

Tone from the Top — Policies & Procedures — Investigations, Reporting, Monitoring — Training & Communications

Assess — Address — Monitor & Improve

Fostering culture of ethical business conduct

Ethics

Upon joining CGI, our consultants and professionals sign or acknowledge (should regulatory constraints exist) the CGI Partner Commitment to the Code of Ethics and are required to renew this commitment annually. In 2023, 90.2%[1] of our CGI Partners renewed their commitment to the Code.

Additionally, within the first 30 days of their employment, new CGI Partners must complete mandatory ethics and compliance training, which includes an anti-corruption module, as part of our onboarding process.

Once onboarded, all CGI Partners are required to complete an annual combined compliance refresher training on security and ethics policies and guidelines. The content of this training is regularly updated to address top risks identified by our Security and Ethics Teams.

We encourage anyone who witnesses, experiences, or suspects a breach of law or a violation of our Code of Ethics or our Third Party Code to report such incidents via any of the multiple channels identified in the Reporting subsection that follows, including our confidential Ethics and Compliance Reporting Hotline.
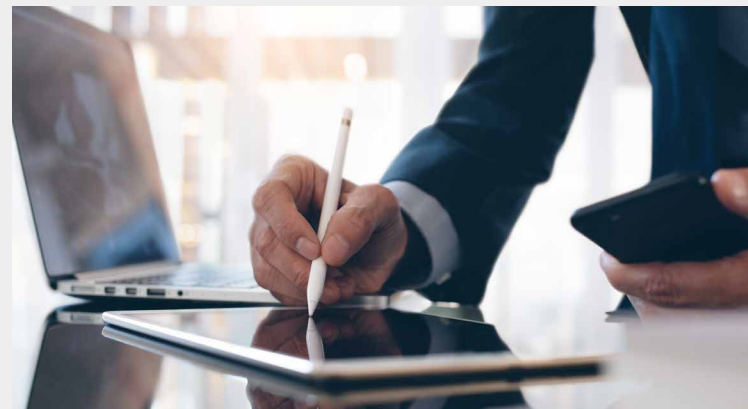
Such incidents may include, but are not limited to, human rights violations, harassment, discrimination, bribery, forgery, insider trading, conflicts of interest, financial fraud, data privacy violations, intellectual property violations, and theft.

The Code of Ethics is also part of CGI's Management Foundation, which encompasses the key elements that define and guide the management of our company. In this respect, our stance on ethics ensures alignment throughout our organization to ensure integrity and excellence in service everywhere CGI operates. These corresponding ethics commitments are detailed in the Data privacy, Human rights, and Responsible innovation report sections.

As a signatory to the United Nations Global Compact (UNGC), we also express our commitment to a principles-based approach to doing business and upholding a culture of integrity.

Our policies

Our Ethics and Compliance Program includes policies and procedures that contain our expectations of ethical behavior, and which apply to CGI Partners, officers, directors, and third parties acting on CGI's behalf, in compliance with all applicable laws and regulations.

Code of Ethics and Business Conduct

Our Code of Ethics highlights situations that our consultants, and professionals, officers, and directors may face in their duties and provides principles to guide their actions.

Our Code of Ethics stipulates high levels of ethics in these key areas:

- CGI Partner conduct and behavior
- Integrity of books and records, and compliance with sound accounting practices
- Financial reporting and disclosure
- Confidential information and intellectual property
- Data privacy protection
- Conflicts of interest
- Laws, statutes, and regulations
- Investor relations
- Community activities, and political and public contributions

(1)   Excludes CGI Partners on leave, and those who have not yet completed training within 90 days of their start date, as of September 30, 2023.

Ethics

Third Party Code of Ethics

We hold all third parties that do business with CGI to high levels of integrity and standards of ethical business conduct. The CGI Third Party Code underscores this commitment and our position that full compliance with these standards is fundamental to a mutually beneficial business relationship with us. This Code applies to all CGI third parties, with the exception of firms that have implemented or are otherwise subject to comparable rules of ethical conduct.

Anti-Corruption Policy

The CGI Anti-Corruption Policy applies to all CGI Partners, officers, directors, and third parties acting on our behalf. The policy covers the proper handling of issues related to bribery and corruption, outlining general requirements and procedures for areas of risk.

Ethics Reporting Policy

Our Ethics Reporting Policy explains the measures and investigative process related to reporting incidents of possible misconduct or alleged violations of the Code of Ethics, all underlying policies, and the Third Party Code. This policy applies to all CGI Partners, officers, directors, and third parties acting on our behalf.

Insider Trading and Blackout Periods Policy

The intent of our Insider Trading and Blackout Periods Policy is to prevent improprieties in either trading in CGI securities or the communication of confidential or material undisclosed information. This policy applies to our CGI Partners, officers, and directors.

Reporting

All CGI consultants and professionals are responsible for immediately reporting any of the following:

1. Noncompliance with our Code of Ethics
2. Suspected violations of our Code of Ethics, Third Party Code, or CGI policies
3. Known or suspected violation of applicable laws, rules, or regulations
4. Observed instances of misconduct or pressure to compromise our ethical standards

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

1. Any manager or any other individual in our management chain or leadership team
2. Any member of the Human Resources, Ethics, or Legal Departments
3. Any officer of CGI, especially when mandated by the Code of Ethics and the Third Party Code
4. Our independently managed Ethics and Compliance Reporting Hotline
5. Our Ethics Inbox, ethics@cgi.com

We maintain clear and accessible reporting processes for anyone to voice a concern, applying the following guiding principles in our ethics investigations:

Compliance

All matters addressing wrongdoing within the organization are investigated in a timely and thorough manner, ensuring legal compliance and adherence to our Code of Ethics.

Protection against retaliation

We have zero tolerance for retaliation against anyone who reports incidents in good faith. We support and encourage our CGI Partners to file reports of actions that may violate our Code of Ethics, Third Party Code, or CGI policies. Any form of retaliation against a CGI Partner 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 treat all reports in a confidential manner and only disclose information to the extent necessary to facilitate a thorough investigation in compliance with our legal obligations.

Conflicts of interest

We prohibit any CGI Partner with a conflict of interest, whether actual or perceived, from participating in report investigations and in decisions related to any remedial or disciplinary actions.

Ethics

Key 2023 achievements

Ethics Investigation Guidelines

In 2023, we further developed new key performance indicators (KPIs) to enhance monitoring, track progress on our ethics investigation process, identify emerging risks, and set priorities for key initiatives to mitigate such risks. These KPIs are reported to senior executives on a biweekly basis and to the Board on a quarterly basis.

Conflict of Interest Disclosure Process

We made changes, highlighted in bold, to our Code of Ethics under Reporting (section 1.6).

"Any actual, potential or perceived conflict of interest must be disclosed, **as soon as it arises**, to the member's management chain or leadership team, Human Resources, Ethics or Legal Departments. **If deemed necessary, appropriate measures must be implemented in order to mitigate risks for all CGI stakeholders. Such measures must be documented and their implementation monitored**."

We also amended the conflicts of interest section of our Third Party Code to emphasize the application of these requirements to any third party conducting business with/on behalf of CGI.

CGI Ethical Business Forum

We held our second annual Ethical Business Forum in September. Hosted by our UK and Australia (UKA) Strategic Business Unit, the live discussion covered what organizations can do to mitigate risks, and how they can engage their workforces and supply chains. Speakers included our UKA President, our UKA Chief Sustainability Officer, and the UNGC Network's Head of Social Sustainability.

We launched this forum to facilitate important discussions between experts across governments and organizations to support and promote sustainable practices, facilitate collaboration, and provide the tools and resources needed to drive social progress.
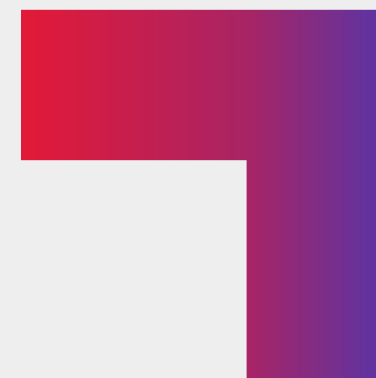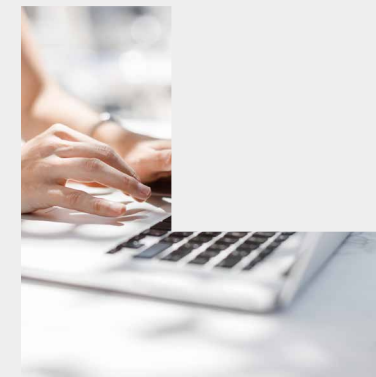
Human rights

Our commitment

As a global company operating in 40 countries with distinct cultures and regulations, an inclusive organization that values the diversity of our CGI Partners, with approximately 91,500 consultants and professionals worldwide, and a leading IT and business consulting services firm with more than 10,000 suppliers in our supply chain, we recognize human rights to be fundamental.

We are fully committed to respecting human rights throughout our operations and supply chain in accordance with UN guidelines. We align our policies and standards with the Universal Declaration of Human Rights, strengthening our commitment in 2020 as a signatory of the UNGC.

In this report section, we refer to the following human rights:

- 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 skills development, STEM education access, and digital inclusion
- The right to protection from modern slavery, including forced labor, child labor, and human trafficking

Our policy

Our Code of Ethics and Third Party Code uphold the Values that define us and have successfully guided our organization since the founding of CGI in 1976.

These Codes outline our commitment to respect human rights throughout our operations and supply chain.

- "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, sex, sexual orientation, age, pregnancy, record of offenses, marital status, social conditions, political beliefs, language, veteran status (U.S. only), family status, disability, or means used to overcome a disability."—CGI Code of Ethics
- "CGI Third Parties shall treat all people fairly and equitably without discrimination. CGI Third Parties cannot discriminate against any individual in their hiring or employment practices. Discrimination on the basis of race, ancestry, place of origin, color, ethnic origin, citizenship, religion, gender, sexual orientation, age, pregnancy, record of offenses, marital status, social conditions, political beliefs, language, family status, disability or means used to overcome a disability is strictly prohibited. CGI Third Parties shall comply with all applicable labor, employment, and human rights legislation including, but not limited to, minimum wage, maximum hours of work, and days of rest rules."—CGI Third Party Code

Our ESG Policy supplements these statements to ensure that we operate in a responsible manner and promote human rights.

- "To uphold our commitment to equality, anti-harassment, and anti-discrimination, both within and outside the company, we must maintain awareness of risks to the human rights of employees belonging to marginalized groups. We also recognize privacy as a human right in management of data for our people, customers, suppliers, and partners."

Our associated policies on equal opportunity, anti-discrimination, anti-harassment, and modern slavery further reinforce these statements.

We updated our Code of Ethics in 2022 to reinforce our principles on human rights protection, specifically in relation to modern slavery, amending Section 1.7 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 employees are highly skilled and directly employed by CGI, we consider the risk of modern slavery within our own organization to be low. However, CGI has implemented an additional procurement process to mitigate the risk of slavery in our supply chain. We expect all third parties with whom we work to comply with anti-human trafficking and anti-slavery legislation. To that end, CGI's Third Party Code of Ethics aims to provide suppliers with the appropriate guidance to make informed business decisions while working with CGI."

More information can be found in the Ethics section.

Human rights

Governance

Responsible for the overall stewardship of our company, our Board oversees our ESG initiatives and commitment, including with respect to human rights. The Board receives a quarterly ethical incidents report from its Audit and Risk Management Committee. Presentations on modern slavery regulatory developments were given to the Board's Corporate Governance Committee and to the ESG Executive Steering Committee.

Our Corporate Team, including Legal and Human Resources, develops all standards, policies, and training programs required to ensure the compliance of CGI Partners and all relevant stakeholders to our human rights commitment, notably as it pertains to a work environment free of discrimination and harassment.

Recruitment

Our recruitment practices and onboarding process reflect the high standards we apply in our commitment to human rights. We include the following provisions in our employment contracts and policies:

- Freedom of CGI Partners to terminate their employment with us at any time
- Freedom of movement
- Protection from any threat of violence, harassment, and intimidation in the workplace
- Obligation to work not acceptable as a disciplinary measure

We recognize the risks associated with recruitment agencies. We only use reputable employment agencies to source new CGI Partners and always verify the practices of any new agency we use before accepting staff from that agency. We are committed to paying our CGI Partners fairly and recognizing their valuable contribution to the success of our organization.

Risk mapping

We use several distinct processes to assess and manage risks related to human rights within our operations:

- We designed our Enterprise Risk Management Program to identify and effectively manage risks across our company, including the reporting of any significant companywide risks.
- Our Member Satisfaction Assessment Program (MSAP) facilitates discussion between CGI Partners and their leaders. Our consultants and professionals worldwide at all levels provide feedback on our work environment and related matters, using the MSAP to express their satisfaction with us on core management responsibilities. This process encourages a collective ownership approach to managing CGI Partner relationships, while also offering CGI Partners and managers a platform to identify and report any potential human rights issues.
- We conduct an annual Member Consultation Survey as part of our strategic planning process. CGI Partners share their opinions of our strategic goals and priorities, suggest ideas, and provide feedback on how to achieve our goals.
- External surveys are conducted through independent third parties such as Forbes' World's Best Employers (57 countries), the Great Place to Work Institute (Canada, India, the Philippines, and the UK), Best Workplaces (Canada), and Top Workplaces (U.S.).

Human rights

Supply chain

Modern slavery exists in many different sectors across the world, including potentially in the products and services we procure. Therefore a robust approach is required throughout the buying process to identify and mitigate these risks. As a part of our onboarding process, we require new suppliers (meeting certain criteria) to complete an ESG questionnaire. Third party suppliers in the U.S. must also answer specific questions on diversity as part of our commitment to diversity, equity, and inclusion (DE&I).

Our questionnaire identifies any third party with potential for a greater risk of modern slavery, due to either the nature of their workforce, operating in countries categorized as high-risk by the Global Slavery Index (GSI), or producing goods in high-risk countries as defined by the GSI.

Depending on the results, suppliers may need to undergo a detailed assessment with our external partner, EcoVadis, or another recognized sustainability assessment tool. If the supplier receives an EcoVadis score under 40 or declines the EcoVadis assessment, an alert is automatically sent to the supplier and, where appropriate, corrective action plans may be issued.

We also 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, nongovernmental organizations, and other business networks. In the event of a negative alert relating to a supplier, our Procurement Team receives a notification and will work with our Responsible Leader (contract owner) to determine any mitigation actions. More information about our sustainable procurement actions and strategy can be found in the Procurement section.

In 2023, our 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 most significant suppliers. We fully automated our supplier creation and due diligence processes using our Third Party Supplier Portal, and plan to integrate this screening process in 2024.

Our second annual CGI Ethical Business Forum, held in the UK, again provided experts across governments and organizations to share ideas and practices on how companies can develop and implement robust human rights and responsible sourcing practices.

Target: At least 70% of our most significant suppliers assessed by EcoVadis by the end of 2025.

Evaluation procedures

We undergo an annual evaluation of policies, actions, and performance disclosure by EcoVadis, a specialized sustainability ratings agency that has assessed our organization since 2012. This assessment examines four areas, including human rights.

For the second consecutive year, we received a Platinum rating, the highest level of distinction that EcoVadis awards to 1% of the companies assessed. We scored 80/100 in the labor and human rights areas.

Our ratings history under the Dow Jones Sustainability Index (DJSI) dates to 2010. The DJSI measures the performance of companies selected using ESG criteria. Our 2023 corporate responsibility performance, which includes human rights measures, exceeded the industry average of 25/100 with an overall score of 62/100.

Alert mechanism

We encourage our consultants and professionals, suppliers, contractors, or any other third party to raise ethical and legal concerns, including potential human rights issues. To that end, we provide multiple confidential reporting channels, including an independently managed Ethics and Compliance Reporting Hotline, as detailed in our Ethics section.

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.

Modern Slavery

Report on Fighting Against Forced Labour and Child Labour

We have published our first Fighting Against Forced Labour and Child Labour Report which details measures we have taken to identify, address and prevent forced labour in our operations and supply chains. This report outlines both our global approach and alignment with local regulation in the prevention and reduction of risks associated with all forms of modern slavery, as well as our established commitment to providing safe and fair working conditions for all our consultants and professionals.

Download our report

Human rights	Risk measure	
The right to equal opportunity and fair treatment, particularly for people belonging to vulnerable groups	• Code of Ethics, Third Party Code, and Ethics Reporting Policy • Anti-Harassment Policy (mainly in Canada, France, the UK, and the U.S.) • Mandatory training for all our consultants and professionals on protection of human rights as prescribed by the Code of Ethics • Training for leaders on unconscious bias • Member Satisfaction Assessment Program • Respectful Workplace Policy, which includes DE&I	• Supplier diversity programs and small business programs (mainly in the U.S., Canada, and the UK) • LGBTQ+ statement • 71 affinity groups to represent and empower CGI Partners from all ethnic and minority backgrounds • ESG Policy
The right to protection against workplace violence, intimidation, discrimination, and harassment	• Code of Ethics, Third Party Code, and Ethics Reporting Policy • Respectful Workplace Policy	
The right to a healthy and safe work environment	Our goal is to prevent safety incidents and effectively manage those that may occur at any location to ensure the health and well-being of our consultants and professionals on a daily basis. 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 our consultants and professionals • Local health and wellness committees • ESG Policy
The right to freedom of expression and association	Under our commitment to the UNGC and as part of the European Works Council, we recognize the right to freedom of expression and association. To bolster this commitment, some of our business units have employee councils that facilitate direct communication with management teams on subjects that directly impact our consultants and professionals.	

Human rights

Human rights	Risk measure

The right to privacy	As a company that collects and processes personal data for our own purposes and as a provider of IT and business consulting services for our clients in all sectors, CGI puts privacy and data protection high on our agenda. Policies and resources include:
	
	• Data Privacy Policy (covering data of our clients, our CGI Partners, and any third party engaged by CGI and detailing how individuals can submit a request on how CGI processes their data)
	• Records Retention Policy (including data minimization requirements and data retention rules)
	• Social Media Policy (including content contribution rules and best practices)
	• Binding Corporate Rules: an intra-group data protection framework that allows all relevant CGI legal entities to transfer, internationally, the personal data of individuals located in the European Union through a consistent standard of protection and proper safeguards
	• Global Privacy Program principles and procedures:
	  – Global Security Operations Center
	  – Data Risk Solution Review, a global tool to ensure consistency in the assessment of all engagements and internal projects that involve processing of personal data
	• Internal audits, including verification of applicable data protection regulatory requirements
	• ISO 27701 certification rollout in several countries where CGI operates (including the UK, Australia, India, the Philippines, Malaysia, the U.S., France, Morocco, Romania, Spain, and Portugal)
	• Training and awareness programs on records and personal data management for all CGI Partners, freelancers, and subcontractors
	• ESG Policy
	
	More information can be found in the Data privacy section.

The right to skills development, STEM education access, and digital inclusion	All training, whether mandatory or not, provided to our CGI Partners is governed by two principles: 1) develop and adapt the skills of our consultants and professionals to the evolutions of the market, businesses, and technologies, and 2) make sure that everybody benefits from the digital world. Resources include: • CGI Academia learning platform • CGI 101 leadership development transition program and other Leadership Institute learning programs • ESG Policy • Educational programs offered to underserved communities such as STEM, reskilling programs, apprenticeships, sponsorships, etc.
The protection from forced labor, child labor, and human trafficking	• Code of Ethics, Third Party Code, and Ethics Reporting Policy • Global Slavery Index used to identify risks • ESG Policy • Modern slavery act transparency in supply chains (UK) • Report on Fighting Against Forced Labour and Child Labour (modern slavery)

Procurement

As a global company operating in 40 countries, we understand the extent and significance of our duty to engage suppliers that uphold sound environmental and ethical standards throughout their operations.

Our Code of Ethics, Third Party Code, and Procurement Policy reflect our commitment to sustainability and responsible procurement practices and communicate our expectations for all third parties doing business with us. We further address this commitment in the Ethics and Human rights sections of this report.

Policy

Our Code of Ethics reinforces our principles of human rights protection, more specifically as they pertain to modern slavery. As per section 1.7 of this Code:

- CGI recognizes that slavery is both illegal and unacceptable. As a services organization in which most of our consultants and professionals are highly skilled and directly employed by CGI, we consider the risk of modern slavery within CGI's own organization to be low. However, CGI has implemented an additional procurement process to mitigate the risk of slavery in our supply chain. We expect all third parties with whom we work to comply with anti-human trafficking and anti-slavery legislation. To that end, the CGI Third Party Code aims to provide suppliers with the appropriate guidance to make informed business decisions while working with CGI.

Our Third Party Code sets out specific ethical standards of integrity and business conduct for all CGI third parties. We include compliance with this Code as a requirement on every CGI purchase order. We consider as the only exception third parties that have demonstrated implementation of, or are otherwise subject to, comparable rules of ethical conduct.

Our Procurement Policy further requires that:

- Our CGI Partners carry out all procurement activities in accordance with CGI standards of business ethics
- We procure goods or services only from third parties that adhere to the CGI Third Party Code, aside from the exceptions highlighted above
- We favor third parties that strive to reduce their environmental footprint

Governance

Our Third Party Risk Management Committee oversees the continuous improvement of our Third Party Supplier Portal. Committee membership includes CGI Vice-Presidents and subject matter experts, ensuring leadership visibility into third party due diligence (including our Third Party Due Diligence Process and subprocesses), supplier creation, and supplier risk management. The committee addresses related challenges and facilitates approval of proposed changes to our portal, processes, and practices.

Our ESG and Procurement Teams meet monthly to ensure progress on initiatives (e.g., our Climate Roadmap) and address any regulatory or legislative change that would impact our supply chain.

Additionally, our Procurement Team regularly updates our ESG Executive Steering Committee on the progress of the objectives and actions identified in CGI's sustainable procurement strategy.

Risk mapping

Significant progress was made this year on the assessment of our 250 most significant suppliers (suppliers we have done the most business with over the past 3 years). Under this plan, we aim by 2025 to have 70% of these suppliers assessed by EcoVadis on their social and environmental performance, business ethics, and sustainable procurement performance.

Procurement

Evaluation procedures

Fully automated processes facilitate supplier creation and ensure due diligence in our Third Party Supplier Portal, starting with the initial request for proposal.

In 2023, we reviewed our sourcing methodology and updated our templates to provide greater focus on ESG requirements. This included adding the 21 questions on our Third Party Supplier Portal to our standard Procurement Request for Proposal (RFP). Suppliers in all spend categories receive these questions upon generation of an RFP by our Procurement Team. This uniformity helps us confirm the ESG engagement and commitment of our contract bidders and their compliance with local regulations applicable to the delivery of goods/services.

New suppliers (some exclusions may apply) must complete a questionnaire on their ESG practices. Based on their responses, suppliers may then be asked to complete a detailed assessment with our external partner EcoVadis, or an assessment partner of their choice, to demonstrate to us how they handle their ESG responsibilities.

If a supplier receives a low EcoVadis score (below 40) or declines to undertake the EcoVadis assessment, the Global ESG Team and assigned Procurement Business Partner (PBP) receive an automatic alert. Upon notification, appropriate action is taken to support the supplier in improving their score, such as recommending commitment, policy documentation, and reporting improvement. If a CGI client requires an ESG assessment for new suppliers engaged by CGI in their project, an EcoVadis assessment is automatically required in the Third Party Supplier Portal and initiated by the PBP.

ESG aspect in the Third Party Supplier onboarding journey
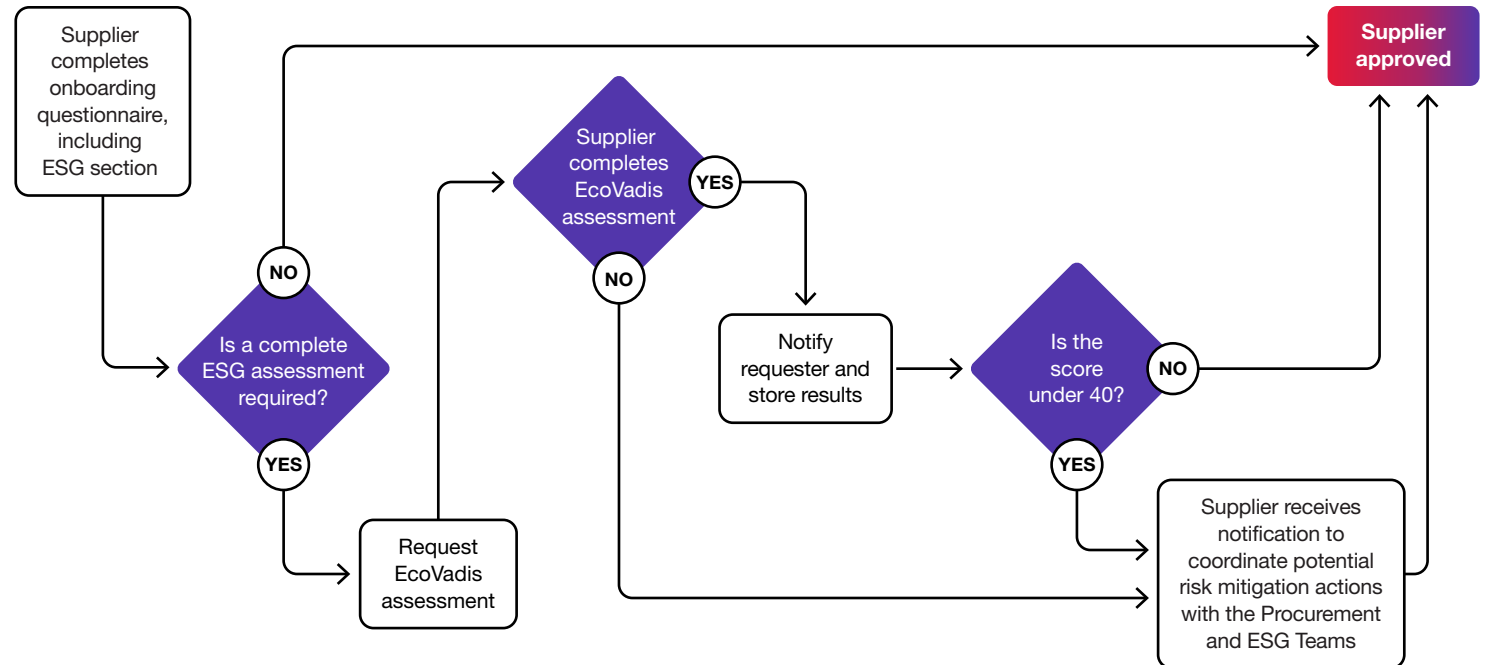
Procurement

We have also contracted with a number of preferred suppliers to ensure preferential rates and contract terms. These preferred suppliers are required to demonstrate high-level performance on environmental and social issues. In 2023, we assessed the ESG performance of three quarters of our preferred suppliers through EcoVadis, and we plan to extend this assessment in 2024.

Additionally, we improved guidance to our CGI Partners on the ESG assessment and its importance, adding specific training related to ESG (e.g., EcoVadis methodology, ratings) to our Procurement Team onboarding curriculum.

We completed initial restricted and denied-party screening (sanctions search) of our current active suppliers, further strengthening our risk mitigation strategy. We plan to automate this process in our Third Party Supplier Portal in 2024 to include new suppliers and to implement ongoing monitoring of our active suppliers.

Our plans for 2024 include:

- Finalize the EcoVadis campaign we initiated in 2023 with our Asia Pacific strategic suppliers
- Streamline the ESG process by integrating the EcoVadis IQ Plus solution to efficiently evaluate the ESG performance of our new and existing suppliers — allowing us to screen suppliers more effectively and request an EcoVadis assessment for suppliers deemed high-risk
- Include ESG questions as part of our standard supplier evaluation process, implementing a specific process for small and medium enterprises
- Reach our 2025 target of 70% most significant suppliers assessed by EcoVadis

Procurement

Mitigation actions

We continue to train our Procurement Team on the topic of modern slavery and updated our onboarding training curriculum to add specific training related to ESG (e.g., EcoVadis methodology and ratings). As outlined above, our evaluation procedures and Third Party Supplier Portal ensure due diligence in supplier compliance.

Decarbonization of our supply chain

We recognize the impact of procurement activities on Scope 3 CO_2e[(1)] emissions and continue to encourage the decarbonization of our supply chain.

At the global level, our ESG and Procurement Teams and ESG Executive Committee examine strategies to adopt science based targets (SBTs) across our organization.

This year, prior to our commitment to the Science-Based Targets initiative (SBTi), we validated our understanding and vision with SBT principles. For Scope 3, we implemented the first internal steps to estimate emissions. Through an internal global working group, we created a procurement/ESG analysis and set of methodologies, aligned CGI procurement categories to Greenhouse Gas Protocol Scope 3 categories, and drafted an initial roadmap and action plan for each emission source. Once our global SBTi roadmap is approved, a detailed action plan will be defined for each emission source.

Progress in France and the UK

In 2022, we engaged an external partner to assess the total carbon footprint of all our operations in France and the UK, including our supply chain. As this carbon footprint assessment project evolves, we intend to evaluate phased development of a similar strategy and action plan in our other geographies.

A 2020 assessment of our full Scope 3 emissions showed that purchased goods and services and capital goods generated a large volume of our UK emissions. This finding highlighted the need for supplier collaboration on our road to net-zero target. We set a supply chain engagement target with the SBTi for 50% of our UK suppliers (by spend) to have SBTs set by the end of 2026 from a base year of 2019.

Initiatives we launched to meet this target include quarterly progress reporting, an ESG playbook with supplier contract clauses geared toward greening the supply chain, and a responsible business webinar series we hosted for our suppliers.

At our July 2023 Procurement Council meeting, the attending CGI Partners received a training session on the UK Supplier Science-Based Targets Project. The training program provided a clear definition of common climate change terminology and clarified the differences between Scope 1, 2, and 3 carbon emissions. Moreover, the session highlighted the significance of SBTs and reducing emissions in our supply chain.

Supplier Diversity Program

In specific geographies, regional activities and partnerships further advance diversity, equity, and inclusion (DE&I) in our supplier workforce.

In the U.S., our supplier diversity commitment requires every CGI Partner delegated the responsibility to directly or indirectly commit funds for the purchase of goods and services to encourage meaningful engagement of diverse businesses. Where appropriate, we offer management and technical assistance to assist diverse business concerns in becoming stronger suppliers in their areas of expertise.

In our U.S. Commercial and State Government (CSG) Strategic Business Unit all business leaders are expected to support our supplier diversity objectives and all key suppliers understand that they are expected to adopt similar initiatives as us. Our CSG Vice-President for DE&I partners with our CSG PBP to coordinate these DE&I endeavors.

In 2023

33.7% ↗
U.S. procurement spend with diverse suppliers

32.7% in 2022

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(1) CO_2e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of GHGs by expressing the emissions as equivalent to carbon dioxide.

Procurement

Circular economy

In France, we promote a circular economy through partnerships developed with our suppliers. For example, since 2015, ATF Gaia, a social economy organization specializing in IT hardware life cycle management, processes our end-of-life IT equipment for reuse. We partnered with Trade Discount in 2023 to offer our CGI Partners reconditioned computer equipment as a strong ecological, economical, and social incentive. The new online store for our CGI Partners, cgi.tradediscount.com, proposes a straightforward consumer alternative: Choose reconditioned over new equipment to reduce your ecological footprint, and your acquisition and renewal costs.

In 2023

65% ↗

of our most significant suppliers assessed by EcoVadis on environmental and social criteria

58% in 2022

Target

70% in 2025

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 our Third Party Code, or that 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.

We are also considering additional capacity-building opportunities for suppliers to ensure they better understand and address the risks of modern slavery occurring in their business and supply chain. More information can be found in the Human rights section.

Key 2023 achievements

In addition to the progress reported in the subsections above, we also took the following actions:

- We conducted a complete screening of our supplier base to identify all suppliers with a valid EcoVadis Scorecard and asked those with a valid Scorecard to share it with us.
- We added all active suppliers to our Third Party Supplier Portal and linked all suppliers assessed by EcoVadis to the EcoVadis platform to facilitate the daily update of their scores in our portal.
- In July 2023, we amended the Supplier Onboarding Questionnaire sent to new third parties to include a specific section on our commitment to ensuring diversity in our choice of U.S.-based suppliers.

- The Sapin II Law in France requires organizations to implement due diligence processes to identify and prevent any form of domestic or foreign corruption in their supply chains. To comply with this law, we took appropriate measures, including the addition of a fully automated process in our Third Party Supplier Portal that includes the involvement of our Legal Team to review any potential fraudulent case.
- We organized a webinar for our UK suppliers on the risks and indicators of modern slavery to help them to address this topic. Following the session, we sent suppliers training resources and a poster to raise awareness among workers in our supply chain of how to spot signs of slavery and report concerns.

Data privacy

As one of the largest IT and business consulting services firms in the world, we maintain thorough measures to achieve the levels of data protection required to meet our ethical, legal, and contractual obligations. Our stringent approach applies across the board, whether processing personal data for our clients, for our own needs, or for third parties. Through our clear, effective privacy commitments, we enhance stakeholders' (our clients, CGI Partners, and shareholders) trust in CGI to protect their personal data.
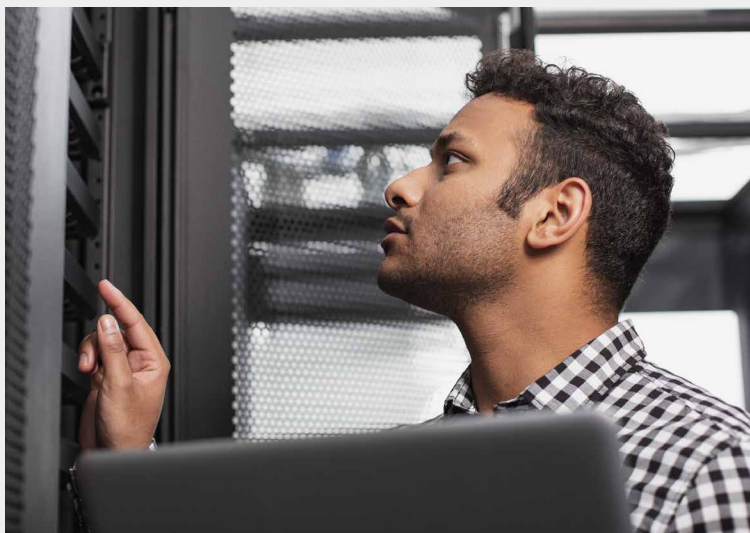
Policy and governance

The CGI Data Privacy Policy reflects high standards in applicable data protection legislation. We update the policy annually, with the latest version published in December 2023. Policy implementation remains binding for all CGI legal entities (except for CGI Federal Inc., which is bound by specific rules applicable to organizations dealing with the U.S. government), all our consultants and professionals regardless of location, and any third party engaged by CGI. We require full compliance from these stakeholders.

Our Chief Privacy Officer (CPO) oversees CGI's Global Privacy Program, data protection strategy, and regulatory compliance. Privacy Business Partners and Data Protection Officers, based globally as per our proximity model, support the CPO in these areas. This team of privacy specialists reinforces CGI's policies and procedures enterprise wide through structured and proactive implementation. This network maintains privacy controls and robust levels of data protection in accordance with applicable data protection legislation for their respective jurisdictions.

As one of its responsibilities, our Audit and Risk Management Committee receives quarterly updates on our data privacy program and metrics.

In 2023

90%

of individual professional certifications achieved in the CGI privacy organization*

Privacy compliance and risk management

Through effective mechanisms put in place, we closely manage privacy compliance and, in particular, risk management across our operations and in our stakeholder interactions.

We share this commitment with our consultants and professionals and any third party engaged by CGI to provide goods or services to us, or acting on our behalf (including suppliers, freelancers, and subcontractors). Such third parties are required to take all appropriate measures to safeguard personal data in fulfilling their responsibilities.

Data transfers through the use of Binding Corporate Rules

CGI Binding Corporate Rules (BCRs), following their approval by the CNIL (French Data Protection Authority) in July 2021 on behalf of all European Data Protection Authorities (DPAs), were rolled out across CGI operations for both data controller and data processor activities. The BCRs act as an intra-group data protection framework that allows CGI legal entities to transfer internationally the personal data of data subjects who are in the European Union (EU) through a consistent standard of protection and proper safeguards.

CGI has two types of BCRs:

- Controller BCR-C when acting as a Data Controller
- Processor BCR-P when acting as a Data Processor according to the instructions of an EU client

* This does not include pending exams and new starters to the team.

Data privacy

As an international organization and digital transformation provider, we believe it is critical that data transfer be undertaken in a controlled manner and comply with applicable legislation. Our BCRs demonstrate CGI's advanced stage of maturity in privacy and data protection, following the adoption of the EU General Data Protection Regulation in 2018.

Whenever and wherever CGI processes the personal data of data subjects located in the EU, such data will continue to benefit from a high-level standard of protection and proper safeguards approved by all European DPAs.

Assessment of project risks and requirements

CGI introduced Data Risk Solution Review (DRSR), a global tool to ensure consistency in the assessment of all engagements and internal projects that involve processing of personal data. DRSR enables us to assess privacy risk at the earliest stage and identify any required mitigation action as per applicable laws.

To prevent unlawful access and unauthorized processing of personal data, we continue to take technical and organizational measures equivalent, at a minimum, to the controls defined by our CGI Security Baseline. Any major changes in a client contract will be reassessed using the DRSR tool to evaluate any impacts on our security controls.

Our policies dictate that CGI only processes personal data when strictly required to do so, and only within the boundaries of the operational and technical measures necessary to prevent accidental or unlawful destruction, loss, alteration, disclosure, or access to personal data. Our stakeholder engagements expressly reflect all such commitments.

Third party controls

Third parties we engage to process personal data must provide appropriate safeguards that align with applicable data protection legislation and comply with CGI's Data Privacy Policy, and applicable contractual commitments.

We conduct third party risk assessments to verify privacy and security capabilities, maturities, and compliance with CGI standards.

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. Agreements entered between CGI and the third party expressly reflect such commitments. Third parties regularly undergo reevaluation under our procurement life cycle processes.

Data classification and labeling

During 2023, we completed cross-organization implementation of a universal information document classification process. Automatically installed on all CGI computers, this process requires our consultants and professionals to apply the appropriate classification label on all emails and documents handled daily. Use of this classification process reduces the chances of sensitive data being shared with an unauthorized recipient, keeps information safe and secure, sets the foundation for protection capabilities, and raises CGI Partners' awareness of our data privacy and security requirements.

Data privacy

Mechanisms used to evaluate the effectiveness of our processes

Integrated data protection and ISO certification

Throughout the year, we continued to extend and strengthen our existing ISO/IEC 27001-compliant information security management system (ISMS) to meet ISO/IEC 27701:2019 Privacy Information Management System (PIMS) requirements related to data protection, whether we are acting as a Data Processor or Data Controller.

CGI has now achieved ISO/IEC 27701 certification for 60 offices worldwide, including our U.S. Global Technology Operations site and several sites located in Canada, the UK, Australia, France, Spain, Portugal, Morocco, Romania, India, Malaysia, and the Philippines. We will seek to have other sites obtain this certification in 2024. This progress advances our PIMS maturity and compliance effectiveness.

In 2023

+16

offices worldwide achieved the ISO/IEC 27701 certification, for a total of 60 to date

Remediation alert mechanism

Our mature, standards-based security incident response and management process is designed to handle all phases of a security incident. The process clearly defines CGI Partner responsibilities at all levels, with incident assessment and prioritization standards ensuring appropriate engagement levels and timely resolution. Incident records are maintained and reported to senior management as required.

At our Global Security Operations Center (GSOC), which manages high-priority incidents, an experienced incident-response team remains available 24 hours a day, 7 days a week. Upon suspicion that personal data may be involved, the GSOC immediately engages with our Privacy Team in incident management.

If we have reason to believe a security breach involving personal data has occurred, CGI will issue security incident notifications and status updates to the relevant stakeholders in accordance with applicable data protection legislation. Should a third party engaged by CGI identify a personal data breach, the third party must inform CGI as described in the relevant agreement.

Secure records management

We are a data-driven organization and, as such, take appropriate measures to preserve our records to enforce our rights and demonstrate compliance with our contractual and legal obligations. The CGI Records Retention Policy, available to all CGI consultants and professionals, defines the records management controls and records retention rules integral to protect and preserve all types of data, including personal data. The policy supports compliance with applicable regulatory requirements.

CGI Partner awareness and training

Under CGI's privacy training strategy, which includes mandatory and optional courses, consultants and professionals reinforce their understanding and awareness of our Global Privacy Program principles and procedures. These training resources provide CGI Partners with common core knowledge regarding applicable principles related to processing personal data and records management. Our consultants and professionals learn best practices to apply in their daily activities, including how to avoid incidents. For 2023, we combined mandatory Data Privacy Fundamentals with our Records Management Training to emphasize the importance of the latter in protecting the many types of data we handle in our organization, including personal data.

Data privacy

We designed this mandatory interactive learning course to replicate real-life situations, and limit risk exposure to CGI and our clients by promoting awareness of our recommended best practices. Training is updated annually, with the latest version available in January 2024. Several role-specific training modules are also available to support deeper learning in key business areas where our CGI Partners encounter more personal data in their duties. The mandatory training must be completed by all CGI consultants, and professionals, freelancers, and subcontractors.

Our new combined training aims to achieve these objectives:

- Meet updated legislative requirements and be more user focused
- Allow us to validate CGI Partners', subcontractors', and freelancers' understanding of data privacy and records management key concepts
- Improve privacy and records management awareness and reiterate the importance of making data privacy and records management an everyday priority

To further build awareness, CGI Partners regularly receive comprehensive communications on our business requirements for handling personal data. We continue to leverage the internationally recognized Data Privacy Day, observed every January 28, to reiterate to our consultants and professionals the importance of respecting privacy and safeguarding personal data. This traditionally includes a blog post on cgi.com authored by our CPO, this year entitled, "Investing in data privacy to protect your stakeholders as you accelerate your digital transformation."

Key 2023 achievements

The Privacy Team progressed on existing mandates, gaining process efficiencies, strengthening our compliance framework, and taking action on related external developments, specifically through:

- Extending our ISO/IEC 27701 certifications, adding Canada and 16 CGI offices in other geographic regions
- Streamlining our internal risk analysis processes for greater efficiency
- Enhancing our internal security and privacy incident processes for faster analysis and coordinated response between our security and privacy functions

- Fully revamping our Data Processing Inventory Tool to better support creation and maintenance of CGI's record of processing activity
- Combining our annual mandatory training for privacy with records management rules and guidance
- Anticipating and complying with the September 2023 requirements of Law 25 in Quebec, Canada
- Submitting CGI self-certification to the EU-U.S. Data Privacy Framework and the UK and Swiss extensions

Security

Our commitment

In the interest of protecting CGI, our reputation, and our stakeholders (clients, CGI Partners, and shareholders), we implement holistic, risk-based security and data protection practices in our day-to-day operations. We view our commitment to security as essential to creating and maintaining trust, and critical to our contractual obligations and applicable laws and regulations.

We embed security organically across our offerings and operations.

We monitor and address potential cybersecurity threats and challenges ongoing at all levels, investing in the growth of our capabilities and technologies. As a significant business differentiator, this commitment provides further opportunities to add value to our company and clients.

Our Global Security Organization fosters and supports a culture of security within our business units and corporate services. Under our governance framework, CGI's Chief Security Officer (CSO) leads our security efforts worldwide and reports directly to senior executive management at the global level. The CSO's responsibilities include defining our security vision and strategy to safeguard CGI and our stakeholders.

Governance

Reporting to the CSO, our Centers of Excellence (CoEs) support security at the corporate level, ensuring the maintenance and ongoing improvement of our Global Security Program. CGI's global network of CoEs offers our clients and partners access to multidisciplinary subject matter expertise on risk management, compliance and assurance, security architecture, business continuity, physical security, insider risk, training, crisis management, and workforce protection.

Our dedicated Global Security Operations Center (GSOC) continuously monitors our network and critical assets in geographies where CGI operates. The GSOC oversees incident management, threat intelligence, threat management, and forensic investigation practices. This central function also conducts ongoing testing of our network to proactively evaluate the performance of controls against any potential cybersecurity threats.

Additionally, the Security Leadership Team in place at every Strategic Business Unit (SBU) ensures that CGI's comprehensive security program operates throughout our delivery life cycle. These Security Leadership Teams serve as the primary point of contact for global security within the SBU. They execute global security strategy at the SBU level while supporting local business objectives.

Our program

Our comprehensive 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, CGI Partners, and shareholders while complying with applicable laws and regulations

Enterprise Security Management Framework

CGI's Enterprise Security Management Framework (ESMF), as a key component of our Global Security Program, follows recognized industry standards (ISO 27001[1], NIST[2], COBIT[3], CIS[4], etc.) and is used across the organization to protect our information assets, technologies, facilities, and stakeholders.

Our Security Baseline, the default standard applied and agreed to by CGI, our clients, and supplier partners, defines the security policies, standards, and controls that support our ESMF. 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. The framework is implemented through our processes, practices, services, and solutions. We also require ESMF compliance from third parties working on behalf of CGI.

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(1) ISO/IEC 27001, an internally recognized standard for information security management systems.
(2) The National Institute of Standards and Technology (NIST) at the U.S. Department of Commerce.
(3) Control Objectives for Information and Related Technology (COBIT).
(4) Center for Internet Security (CIS).

Security

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.

Operational and executive dashboards in place facilitate ongoing tracking of assurance, risk, and performance to measure effectiveness. Our ESMF also offers information on a broad range of security topics, including policies and standards, that align with industry best practices.

Policies and standards

Our Security Policies and Standards apply to information assets within CGI (internal), multi-client environments, and client-dedicated environments (when applicable). 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.

We review and revise our Security Policies and Standards annually or more frequently, should significant changes occur. Changes may include emerging threats, new client needs, technology updates, evolving legal and regulatory requirements, and other security and business conditions.

Any amendments made adhere to our established governance processes for life cycle management and require executive management approval. Third party vendors, other suppliers, and subcontractors are also bound by our Security Policies and Standards and any other security controls contractually agreed upon between CGI and our clients and external partners.

Risk management

Our Security Risk Management Process, a core process within the ESMF, provides comprehensive visibility of cybersecurity risk exposure and ensures alignment with CGI risk tolerance as defined at the global level. We assign our business unit leaders accountability 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 Teams support business unit leaders by assessing risks at consistent intervals and during times of significant change, including acquisitions, integration, and business development. These teams also provide effective review, implementation, and measurement of mitigation plans.

Three Lines of Defense

We apply the Three Lines of Defense, a widely recognized model that enhances how we identify and address risks. The model identifies three lines of defense with different risk management roles and responsibilities:

- First line of defense—the function that owns and operates the risk (e.g., business units or Security Business Partners)
- Second line of defense—the function that oversees risks and provides the framework to manage risks (e.g., the CSO or Global Security CoEs)
- Third line of defense—the function that provides independent assurance (e.g., Internal Audit)

Governing bodies and committees

CGI's Audit and Risk Management Committee oversees our Global Security Program, including cybersecurity, providing overall direction and guidance. The CSO updates the committee quarterly, reporting the status of any critical or high severity incidents that could have a significant impact and remediation efforts on any ongoing investigations.

As Audit and Risk Committee members also serve on our Board, this governance process enables the Board to provide guidance and oversight on our Global Security Program and ensures proper adherence to the Three Lines of Defense model.

During monthly Security Executive Review Committee (ERC) meetings, our CEO, senior management, and leaders from all SBUs review project updates, highlights, and key performance indicators. The ERC serves as a continuous evaluation and review process to ensure senior management awareness and alignment, and incorporation of their guidance into our program.

External auditors

Regulators or external regulatory bodies, both external and independent from CGI, act as an additional line of defense. They provide oversight and assurance, typically operating within a limited scope.

Security

Compliance

Our Global Security Compliance Process verifies that all security policies, standards, and processes defined by our ESMF are followed by CGI and all third parties. Our Compliance Management Team supplies mechanisms, methods, and activities to consistently track and measure ongoing compliance across our organization. We apply these measures to validate control effectiveness, identify nonconformities across business units, and define proper risk mitigation activities.

Our Compliance Management function also leverages security compliance assessment activities performed by other groups within CGI. These compliance and assurance activities contribute to risk management and mitigation. They involve periodic self-assessments conducted by the first and second lines of defense, audit activities and assessments, and automated scans of CGI infrastructure—all intended to identify vulnerabilities and ensure timely remediation.

We also conduct periodic security maturity assessment exercises to assess global security capabilities and maturity levels. These comprehensive exercises leverage benchmarks set by the Information Security Forum and NIST. Combined with the risk assessment results, these benchmarks help us to identify priorities and continuously improve our security program.

Remediation alert mechanism in place

We continuously monitor cybersecurity risks and, in parallel, collect and analyze threat intelligence across different systems. Through this coordinated process, we proactively manage threat intelligence data and prevent cybersecurity incidents.

Through our monitoring and response capabilities, we detect cybersecurity events by analyzing critical logs. Together with continuous automated assessments of security assurance and vulnerabilities, these capabilities strengthen our global cybersecurity assurance and reduce the time needed to respond to and mitigate risks.

We continue implementation of an integrated risk management solution to operationalize the risk management life cycle, 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. Our process is designed to ensure timely resolution of incidents by establishing priorities and clearly defining responsibilities at all levels. Our Incident Management Center (IMC) manages high-priority incidents. The IMC coordinates with all required parties and escalates based on priority, with collection and preservation of evidence protocols observed throughout the process. Incident records are maintained and reported to senior management, and our incident management teams provide security incident notification and status updates to clients, authorities, and individuals (as required by local legislation generally applicable to IT service providers and as agreed to in the client contract). We regularly conduct cybersecurity incident simulation exercises to ensure the process meets our performance expectations.

Third party security

To monitor compliance with CGI and client security requirements, we require all CGI providers to undergo a Third Party Due Diligence Process that involves initial triage and subsequent risk assessment, when warranted. Suppliers and third parties must sign nondisclosure agreements, undergo risk assessments, and commit to security obligations included in contracts and statements of work (including background and clearance checks). We also require security reviews, depending on the nature of the work conducted by the third party.

Security awareness

We see security as a mandatory business requirement and everyone's responsibility. We designed our Security Awareness and Training Program to strengthen our security ecosystem and our business by keeping all CGI Partners trained and aware of current and evolving threats, and by addressing the human risks introduced by our consultants, and professionals, freelancers, and subcontractors in their daily activities. Lack of security awareness and noncompliance with security policies and processes put our global enterprise at risk.

Each of our consultants and professionals must be security conscious, regardless of their role in our company. As part of our Management Foundation, data privacy and security remain integral to everything we do and everything we deliver.

Security

We require our consultants, and professionals, freelancers, and subcontractors to undergo mandatory Security Awareness Training on an ongoing basis to ensure they understand their security responsibilities, are equipped to recognize threats (including cyber threats), and are prepared to report any potential security incidents. Our 2023 training key topics included information protection, data breaches, reporting an incident, phishing awareness, ransomware, using social media, and other security risks.

In addition, we conduct information campaigns to increase awareness on different security threats (e.g., sharing articles, tips, and advice) and regular phishing simulation exercises.

Our Global Security Awareness and Training Program undergoes continual improvement to ensure our program evolves with emerging threats and risks to protect CGI, our clients, shareholders, and partners.

Security initiatives

We use a risk-based approach to define and prioritize security initiatives, taking into consideration client and regulatory requirements, internal insights, evolution and complexity of cyber threats, industry trends and best practices, and other factors.

Our priorities focus on supporting business development and efficiency, while mitigating risk and adhering to the protocols of our internal framework. Our key initiatives and programs center around pandemic and crisis management, enhancing information protection, increasing visibility of vulnerabilities and evolving cyber threats, and strengthening security around cloud operations.

Key 2023 achievements

In line with our ongoing commitment to our stakeholders, we took the following actions to further advance security and data privacy across our organization:

- Integrated security controls and vulnerability validation processes and tooling to enhance centralized security posture management
- Evolved CGI critical data recovery capabilities in response to ransomware attacks
- Expanded reporting capabilities in our Phishing Protection Program, with a rewards and recognition initiative that applies to our consultants, and professionals, freelancers, and subcontractors across all our SBUs active as of October 2023
- Enhanced cloud operations threat monitoring and response capabilities
- Hardened endpoint protection on CGI infrastructure

- Enhanced information protection with email classification capabilities that extend to all CGI Partners
- Updated specific standards involving monitoring and response, secure endpoints, vulnerability management, and application security

Taxation

Compliance

We comply fully with all applicable tax laws, rules, and regulations in the countries where we operate. Beyond legal compliance, we also act in accordance with our Code of Ethics, our Values, and the principles of the Organization for Economic Co-operation and Development (OECD).

As a matter of principle, we oppose tax evasion and recognize our key role in fostering economic and social development in the communities where we live and work. We operate only in jurisdictions where we have business activity and do not transfer value to low tax or tax haven countries.

Governance

Under the leadership of our CEO, our Tax Department oversees compliance and monitors tax law changes in areas where we have a business presence, taking into consideration the unique characteristics of each geography. Our tax experts at our headquarters in Montréal and in our SBUs also receive support from external consultants as required to ensure compliance.

Risk management

As a global organization, we are subject to many complex and evolving tax laws that may expose us to risk. To mitigate potential risk, we devote particular attention to procedures and processes that may impact compliance with our tax responsibilities. Additionally, we follow comprehensive measures to ensure internal tax due diligence in the acquisition, merger, and integration of companies.

Transparency

For country-by-country reporting and transfer pricing documentation, we observe applicable laws and OECD guidelines. We also follow DAC6, the EU directive on cross-border tax arrangements.

Sustainability services and solutions

Responsible innovation

In line with our Values and our aim to seek the best equilibrium between our three stakeholders, we believe innovation must be pursued in a responsible manner.

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

- Environmental—reducing energy consumption, greenhouse gas emissions, and electronic waste (e-waste); promoting recycling and reuse of computer terminals
- Social—ensuring inclusiveness in digital accessibility
- Governance—following ethical, secure data protection policies and practices

For our clients, we follow these principles in helping them develop strong innovation capabilities, master emerging technologies, and move from proof-of-concept to enterprise implementation. This includes minimizing the ESG impacts of adopting new technology, practices, and business models.

Sustainable IT

As a company, we constantly strive to reduce the environmental footprint of digital technology. We do this across several fronts, including reducing consumption and CO_2e[1] emissions by adopting best practices, optimizing the IT equipment life cycle, and raising awareness.

IT life cycle assessment
Our holistic vision is to reduce potential environmental impacts, from equipment purchase, mobility (transport), and energy consumption to e-waste management

Accessibility & inclusion
Make our solutions accessible and integrate diversity and inclusion into our projects.

Design & customer experience
Rely on design thinking methodologies to design solutions that will be "useful, usable, and used."

Ethical data
Guarantee the protection of individuals' data and promote accountability throughout the data life cycle, also applying data ethics tenets to emerging technologies such as AI and IoT.

Technical design & architecture
Design, adapt, and size the architecture of our solutions to reduce environmental impacts (e.g., data center, bandwidth).

Green coding
Apply best practices to write optimized and efficient code that reduces energy consumption and resource use. Promotes reuse.

(1) CO_2e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of GHGs by expressing the emissions as equivalent to carbon dioxide.

Responsible innovation

We support sustainable solution design by assessing a solution's life cycle and environmental footprint and applying circular economy principles. This includes the iterative eco-design phase of evaluation and enhancement. Investment in R&D informs our selection of energy-efficient subcomponents, resulting in an innovative, environmentally productive, and effective business solution.

We continue to optimize our IT solutions to consume less energy and less water, while providing the same quality of service. This involves increasing the life cycle of our hardware, from manufacturing, to processing, to the treatment of e-waste — including refurbishing, recycling, and energy recovery. Our goal of sustainable data center operations supports a water management strategy that maximizes efficiency while minimizing water use and pollution. These steps contribute to our commitment to achieve net-zero emissions.

In 2022, the Institute of Sustainable IT, in partnership with the French Ministry for Ecological Transition and Solidarity, Agence de l'Environnement et de la Maîtrise de l'Énergie (ADEME), and World Wide Fund for Nature (WWF) honored CGI with the "Sustainable IT Label, Level 1" award. The award recognizes our commitment to a more regenerative, inclusive, and ethical digital environment.

Our teams have developed several reference materials on digital responsibility. These include a guide on the eco-design of digital services and training courses designed by our eco-design experts, architects, and developers. We adapt these resources to address the evolving challenges of our clients and our business.

CGI named Strong Performer in The Forrester Wave™: IT Sustainability Service Providers

We were honored to be recognized as a Strong Performer in The Forrester Wave™: IT Sustainability Service Providers, Q3 2023. Forrester characterizes IT sustainability services as "related to environmental sustainability and carbon footprint reduction exclusively in the enterprise IT stack, covering IT in the workplace, IT development, and IT infrastructure."

In its report, Forrester notes that, "CGI's areas of expertise include ESG data management, governance, IT infrastructure, energy transition, and digital sustainability advisory." This leading global market research company also reports that, "CGI provides comprehensive capabilities in carbon accounting, including analysis of broader areas such as carbon emissions across programs and projects, supply chain decarbonization, cloud optimization, risk scenario analysis tools, and tools to optimize data centers."

Additionally, Forrester cites, "CGI aims to improve the overall sustainability of clients' existing technology and uncover digital innovation through its Sustainability Exploration Environmental Data Science (SEEDS) program."

Crowdsourcing innovation for positive impact

Our innovation management tool enables CGI teams to conduct "idea challenges," both internally and with clients, using the power of crowdsourcing. During fiscal 2023, over 30 teams conducted idea challenges. Our Global Innovations Team then identified the best ideas for addressing client needs to receive further investment.

For our sustainability-focused idea challenge, we solicited ideas on solving three topics of interest to clients: transparency of sustainability data, new business models for the circular economy, and new business applications for more sustainable company operations. Of the 100+ ideas submitted, 6 were selected to receive funding, as well as facilitated workshops to further develop each idea.

Ideas currently in development include solutions that:

- Use a data center digital twin to monitor emissions efficiency
- Combine artificial intelligence (AI) with Internet of Things (IoT) in building management systems to improve the carbon footprint and energy performance of retail stores
- Detect and monitor the presence of sewage and algal blooms in waterways
- Help airlines avoid overconsumption of fuel and unnecessary CO_2e emissions by providing accurate information on the amount of fuel to be loaded onto aircraft
- Monitor photovoltaic solar farms, enabling operators to efficiently address power outages or grid failures

For an AI innovation challenge, one team proposed a project to mitigate the constant cybersecurity threat of user accounts being hijacked by third parties. Based on circumstances and the behaviors of individual users, the solution detects any anomalies and immediately triggers reauthentication, transforming a system's vulnerability into a user-centric cybersecurity force. The solution targets web applications and end systems.

Responsible innovation

Responsible AI

In our discussions with clients worldwide, AI continues to top the agenda. As a leading IT and business consulting services firm, we are increasingly trusted to provide advice on how to help clients responsibly transition from experimentation to implementation of new AI technologies while accelerating time to value.

In fiscal 2023, we announced our plan to allocate $1 billion over the next three years to support the continued expansion of our AI services and solutions. A fundamental aspect of this investment is our collective commitment to adopt a responsible approach in our solution development, ensuring that our work for clients and for our company upholds high ethical principles in the use of all technologies, including AI.

A specific framework for the responsible use of AI

A global working group of subject matter experts developed our Responsible Use of AI Framework (RUAF). Three core operating principles underpin our new RUAF (see adjacent graph).

AI services and solutions principles

We adhere to design and delivery objectives that **align with human values**, actively **foster fairness and inclusiveness**, and ensure that AI systems **sustainably benefit** individuals, society, and the environment.
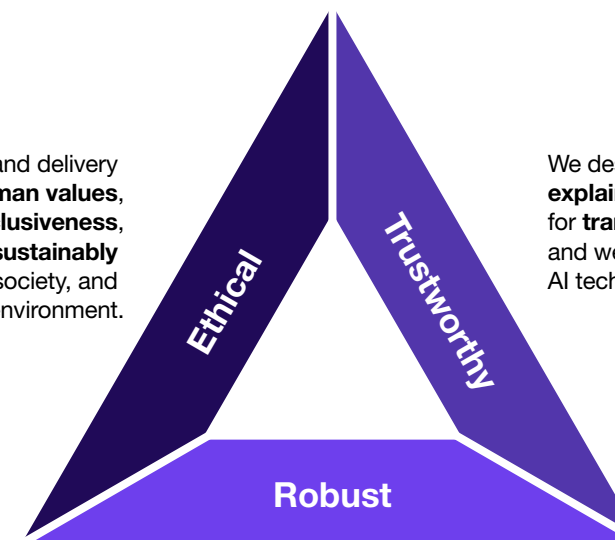
We design systems relying on **explainable and interpretable** models for **transparent** input and outcomes, and we remain **accountable** for the AI technologies we control.

Ethical

Trustworthy

Robust

We leverage our CPMF for rigorous development, testing, and operations processes, supported by our **privacy and security** policies and practices, to ensure the **reliability and safety** of outcomes in **compliance** with applicable laws and regulations.

Responsible innovation

Enabling global collaboration and knowledge sharing

"**CGI's Principles for Responsible Use of AI**," a guide we incorporated into our Management Foundation, helps our CGI Partners assess and mitigate AI-related risks. We update this guide on a continual basis.

We are also developing a comprehensive global training program for all roles at CGI. The program focuses on developing the fluency of our CGI Partners, deepening the skills of our developers and technical consultants and professionals, and advancing thought leadership among our experts and leaders. We plan to launch the new program during the first quarter of fiscal 2024.

To drive our global vision, strategy, and collaboration for AI—as well as other emerging technologies—we established a new AI Enablement Center of Expertise (CoE). This global CoE, part of our Intelligent Solutions and Innovation Team, collects and connects best practices, use cases, and intellectual property to provide tools, insights, and reusable assets to grow our business in this important interdisciplinary field.

We believe we are at the beginning of a new wave of innovation. In our view, the business value of AI will be achieved through a conscious application of ESG responsibilities that combines human expertise and the ethical use of technology. Our investments in AI will continue to balance these elements to deliver benefits on behalf of our three stakeholders, and greater society.

Reducing the environmental impact of AI

Environmental impact is another key element we consider in AI implementations. The infrastructure needed to digitize massive quantities of data, analyze models, and replicate human behavior requires higher use of physical resources, vast amounts of energy to operate and significant quantities of water to keep data centers cool.

Our experience and approach, as noted above, which enabled us to transition 100% of our data centers to renewable electricity helps us to support clients in their low environmental impact transition to AI.

"We are proud to be a signatory of the Canadian Voluntary Code of Conduct on the Responsible Development and Management of Advanced Generative AI Systems, which reinforces our plan to allocate $1 billion over the next three years to continually expand our AI-based capabilities. Around the world, our consultants and experts are trusted advisors to help clients in every industry to responsibly move from experimentation to implementation while accelerating time to value from new AI technologies."

François Boulanger
CGI President and Chief Operating Officer

⊕ Learn more

Responsible innovation

UK
Sustainability Exploration Environmental Data Science (SEEDS) program

In 2022, we announced the Sustainability Exploration Environmental Data Science (SEEDS) program, a unique partnership with academic institutions and support from the United Nations. Participants also include members of industry and nongovernmental organizations. The SEEDS vision is to accelerate the transition to a sustainable future through technology, research, and innovation.

Funded by CGI, SEEDS aims to develop ground-breaking products and solutions to benefit governments, businesses, and individuals. The program will give stakeholders access to the tools needed to reduce biodiversity loss and carbon emissions in line with temperature targets coming from the Paris Agreement.

SEEDS challenges thinking and practice around sustainability. Projects underway are tackling ways to reduce the climate impacts of data centers, software, agriculture, and water management, using technologies ranging from satellite data to AI, machine learning, and blockchain. Example topics include the impact of sewage spillage on water pollution and the energy efficiency of data centers.

⊕ Learn more

FINLAND
Developing an AI solution to review brain CT (computed tomography) scans and detect brain hemorrhages

CGI partnered with Helsinki University Hospital and Planmeca, a leading manufacturer of high-tech digital imaging devices, to develop an artificial intelligence (AI) solution that assists radiologists in interpreting brain CT scans and detecting the most common types of non-traumatic brain hemorrhages. The collaboration is part of our participation in the research and innovation ecosystem, CleverHealth Network.

The solution, AI Head Analysis, analyzes data from different imaging devices at hospitals to build and clinically test algorithms in line with rigorous regulatory requirements. Using AI algorithms, the solution can assist in detecting head CT images that require urgent attention. This eases the workload of radiologists and speeds up treatment by on-call physicians.

Several hospitals have conducted independent testing and validation, and AI Head Analysis may also be used to advance the development of other AI-based healthcare solutions in the future. The research project has also opened a low-threshold, easy-to-use test environment for hospitals worldwide to contribute to the project and test the algorithm platform.

⊕ Learn more

CANADA
Responsible AI behind fire safety solution for First Nation communities

CGI is partnering with Mustimuhw Information Solutions Inc. (MIS) to develop a fire prevention solution for First Nation communities in Canada. The solution aims to improve fire safety and preparedness to help prevent loss of life and property in Inuit communities, where Inuit children are 17 times more likely to die in a house fire than non-Inuit children according to the National Indigenous Fire Safety Council.

The project is part of the Indigenous Digital Health Ecosystem, an initiative within Canada's Digital Consortium to build a digital platform and suite of integrated applications that meet the unique needs of First Nation communities. It reflects CGI's broader commitment to delivering human-centric health transformation.

Responsible artificial intelligence (AI) will be integral to the project's proof of concept. The initial phase will leverage AI and machine learning to build a digital twin and risk model for identifying fire safety assets and risk mitigation opportunities. The second phase will focus on real-time digital monitoring and management.

The resulting AI-driven solution will guide stakeholders on fire safety requirements, obtaining insurance, and reducing insurance costs. Plans also include scaling the solution to address housing and building needs at a community or national level.

⊕ Learn more

Responsible innovation

ACTION AND IMPACT STORY
Using AI and data to fight climate change

From floods and famines to earthquakes and wildfires, communities worldwide are facing increasingly frequent extreme weather events caused by climate change.

The associated loss, damage, and cost of these catastrophes severely impact the life, health, and financial well-being of impacted populations.

Here are just three examples of how CGI is collaborating with clients and partners to harness the power of data and technologies such as artificial intelligence (AI) and machine learning to make a difference.

Delivering more precise climate data

In the UK, we are working with a global aerospace partner to define the Payload Data Ground System (PDGS) for the Traceable Underpinning Terrestrial and Helio-Studies (TRUTHS) satellite to deliver more precise climate measurement for climate change modelling.

⊕ Learn more

Mapping and monitoring impact of wildfires

In collaboration with the European Space Agency (ESA), we developed a new AI-enabled wildfire mapping service that combines advances in Earth Observation (EO), AI, and cloud computing to better identify the impact of wildfires.

⊕ Learn more

Predicting floods with models

In the U.S., we partnered with the University of Louisiana at Lafayette and the National Science Foundation Center for Visual and Decision Informatics to develop a deep learning, data-driven flood forecasting system that uses AI and data mining to help forecast floods.

⊕ Learn more

KEY TAKEAWAYS

Getting ahead of disasters and their aftermath is critical to protect lives, livelihoods, and the environment.

Informed by high-quality integrated data and advanced analytical models, governments can move swiftly to modify plans for adapting to climate change, and design responses to reduce impacts when disasters do inevitably occur.

Public-private partnership is a key element of success in our three examples. Working together toward a common goal, governments, industry, and academia have the power to help mitigate climate change.

Sharing expertise and solutions extends the benefits and value of project investments. For instance, the AI-enabled wildfire mapping service is available to the wider environmental community through the ESA's online data portal, which provides free access to a range of EO data, tools, and services.

"To address these challenges, governments are looking to harness the power of data and apply emerging technologies as key enablers in the fight against climate change."

Dr. Mark Flugge
CGI U.S. Federal Sustainability and Climate Change Lead

Sustainability & ESG Advisory Services

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

Sustainability Advisory

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

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

ESG Data Management, Sourcing & Exchange

We help clients collect and govern relevant data that provide insights for automation, sourcing, gap analysis and advisory services.

- Solution, business, and stakeholder architecture for circular transition
- Resource efficiency
- Value chain activity inventory
- Innovation and business development
- Scope 4

Circular Business Design

We help enhance innovation and business development, define the business roadmap and stakeholder architecture for the circular transition (Scope 4), and design revenue streams.

- Governance
- Integration
- Automation
- Sourcing
- Gap analysis
- Advisory
- Management
- Exchange
- Analytics for Scopes 1, 2, 3 and, 4

Sustainable IT

We have developed methods by combining global principles, tools, and services to reduce growing technological impacts.

- Strategy roadmap
- Principles, tools, and services to reduce technological impacts
- Research and innovation development
- Green technology advisory
- Green coding advisory
- Eco-conception methodology

Energy Transition

As the need to accelerate the energy transition grows, we provide solutions and services to enable clean/renewable energy efficiency and on-and-off-grid solutions.

- Solutions and services to enable energy efficiency
- Clean/renewable energy transition solutions
- On-and-off-grid solutions
- Collaboration and data exchange governance
- Renewable energy production efficiency and improvement
- Life cycle analysis

Sustainability business solutions

From managing food waste and promoting sustainable travel choices to using space data to assess risks from natural events, we tailor our built-for-purpose solutions to our clients' priorities. Here are a few examples:

Reducing carbon footprints with digital twin technology

CGI DataTwin360 creates a digital twin of hosting platforms to stream real-time data, provide carbon accounting, and deliver insights for organizations to act on. The platform aggregates complex data sets from multiple sources and transforms them into actionable insights for stakeholders.

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, including 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 $CO_2e^{(1)}$ emissions

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 costs, and reduces CO_2e emissions.

Protecting greenhouse horticulture

Greenhouse horticulture is growing to meet the world's increasing food needs. Our Greenhouse Early Warning Service provides farmers with satellite-based data to enable early detection of problems to reduce crop damage, lost profits, and needless environmental impacts.

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.

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.

Calculating rooftop solar potential

We help Estonian clients calculate the full potential of solar power generation by combining our space, geospatial, and utilities knowledge; remote sensing data; and existing topographic and geospatial information.
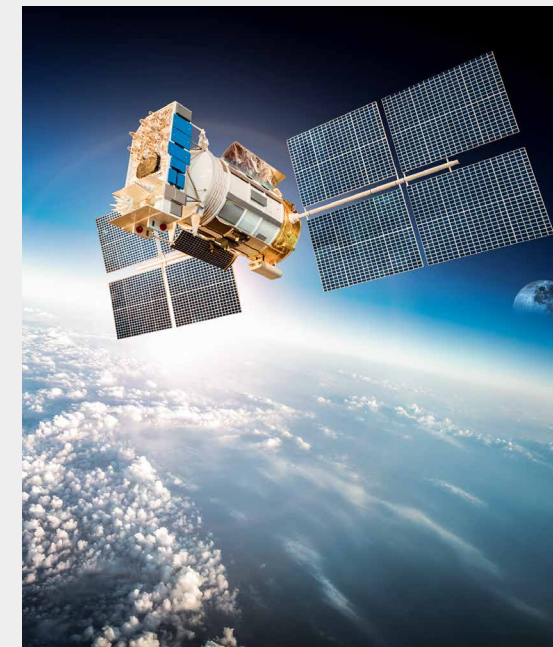
⊕ Learn more

(1) CO_2e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of GHGs by expressing the emissions as equivalent to carbon dioxide.

Sustainability business solutions

Helping a bank achieve Scope 3 reporting compliance (France)

A major French bank wanted help achieving compliance with Scope 3 requirements to reduce greenhouse gas (GHG) emissions by indirect emissions upstream.

We collaborated with the client to develop an ESG data management and roadmap strategy, structuring our approach in three phases. First, our experts conducted interviews, defined the governance, and developed the project plans. Second, we performed a diagnosis by analyzing regulatory deviations to identify purchasing categories and suppliers that produced the most emissions. Finally, we defined the way forward through a shared roadmap and change management plan.

Value delivered

- Supported the client's objective of 30% GHG emissions reduction by 2025
- Simplified the life cycle assessment on priority procurement categories
- Provided Scope 3 emissions estimation, following GHG methodology protocol and best practices
- Drew up a short-, medium, and long-term decarbonization roadmap
- Developed a change management strategy
- Built a customized management dashboard and an environmental strategy engagement kit

Using Earth Observation and geospatial — data to prevent illegal fishing (UK)

The UK's Marine Management Organisation (MMO) is working toward preserving biodiversity in protected areas around islands and archipelagos in UK Overseas Territories.

We collaborated with MMO to develop a prototype tool using Earth Observation and remote sensing geospatial data that monitors and detects illegal, unregulated, and unreported (IUU) fishing. The solution is deployed on modern cloud infrastructure and integrated with our Rapid Vessel Detection tool, an established vessel detection algorithm for search and rescue (SAR) and optical data, and Cartosys360, a web-based geo-portal.

Value delivered

- Created prototype using free satellite data
- Optimized solution to operate under challenging low-bandwidth and high-latency conditions
- Developed efficient technical design to rapidly process large data volumes without incurring substantial operating costs

Enabling environmental regulatory data collection and sharing in the cloud (U.S.)

To protect human health and the environment, the U.S. Environmental Protection Agency (EPA) regulates carbon emissions to maintain clean air, land, and water and control the use of pesticides and other chemicals. Companies submit data to the EPA via the Central Data Exchange (CDX) to support environmental regulatory compliance.

Facing the need to replace aging hardware, EPA tasked CGI with optimizing the architecture that supports CDX's diverse and mission-critical workflows. Employing platform-as-a-service and cloud-native capabilities, the new CDX architecture provides a modern foundation for the continued collection and publication of critical environmental regulatory data.

Value delivered

- Modernized architectures to make optimum use of cloud-native services
- Conducted a detailed application portfolio rationalization exercise
- Migrated over 160 applications and services to the cloud
- Planned, communicated, and executed the cloud migration
- Increased CDX architecture scalability and availability

Performance

Awards

Environment

- India, Excellence award in Waste segregation by ASSOCHAM (See page 68)
- UK, Pro bono work with Project Seagrass was shortlisted at EDIE awards for the Nature and Biodiversity Project of the Year
- UK, Within the SEEDS programme, AI Water Pollution Prediction Solution shortlisted for three awards: Digital Leader Impact Awards, in the category Tech for the Planet, Green Business Awards, Nature based Project of the Year, World Sustainability Awards, External Partnership Award

Social

Our people

- Canada, Best Workplaces for Women by Great Place to Work
- Canada, Best workplace for Mental Wellness by Great Place to Work
- Canada, Best workplace for Inclusion by Great Place to Work
- Canada, Best Diversity Employers
- Canada, Women Lead Here distinction by the Globe and Mail
- Sweden, Most Attractive Employer among IT Students by Karriärföretag
- U.S., CGI named a D.E.E.P. Employer by George Mason University
- U.S., Federal, Rashida Ricks named one of the top DE&I Execs to watch
- U.S., Best Employers for New Graduates by Forbes
- U.S., Top Workplaces Culture Excellence Awards: Innovation, Work-Life Flexibility, Compensation and Benefits, Leadership, Purpose and Values
- U.S., Handshake Early Talent Award
- U.S., Human Rights Campaign Foundation: Best Places to Work for LGBTQ+ Equality
- Finland, #6 Most Attractive Employer for IT Students

Other employer recognition on cgi.com

Our communities

- India, CSRBox Award for Education for STEM Spark— Innovation @ Schools (CGI ATL)
- India, Leader in Employee Volunteering by iVolunteer
- India, recognized in the Volunteering in 100 Top Companies in India by IWT
- Philippines, CSR Business Partner of the Year award by Nordics Chamber of Commerce Philippines.

Sustainability services and solutions

- Strong Performer in The Forrester Wave™: Sustainability Service Providers for IT by Forrester
- Major Player in IDC MarketScape: Worldwide Artificial Intelligence Services 2023 Vendor Assessment by IDC
- CGI named a Major Player in ESG Program Management by IDC MarketScape

Sustainable Development Goals

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

Our commitment to 8 of the 17 SDGs reflects how we operate as a business and how we put our Mission, Vision, and Values into action.

We assessed our contribution to 19 different relevant SDG targets.

Goals we directly affect

| 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH |
| 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION | |

Goals we indirectly affect

| 3 GOOD HEALTH AND WELL-BEING | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE |
| 17 PARTNERSHIPS FOR THE GOALS | |

WE SUPPORT
UN GLOBAL COMPACT

Relevant United Nations SDG's targets			Reference in this report
3 GOOD HEALTH AND WELL-BEING	**3.8**	Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all	Health, well-being, and safety
4 QUALITY EDUCATION	**4.3**	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university	Empowerment through learning
	4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship	
	4.5	By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations	
5 GENDER EQUALITY	**5.1**	End all forms of discrimination against all women and girls everywhere	Gender
	5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life	
	5.b	Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	

Relevant United Nations SDG's targets		Reference in this report
8 DECENT WORK AND ECONOMIC GROWTH	**8.2** Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value added and labour-intensive sectors	Diversity, equity, and inclusion
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	Empowerment through learning
	8.6 Substantially reduce the proportion of youth not in employment, education, or training	Human rights
	8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	Environment
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**12.2** By 2030, achieve the sustainable management and efficient use of natural resources	Environment
	12.3 By 2030, have per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses	Sustainability & ESG Advisory Services
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse	Managing food waste to reduce CO_2e [1] emissions
	12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	
	12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	
13 CLIMATE ACTION	**13.3** Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning	Raising climate awareness across our global operations
17 PARTNERSHIPS FOR THE GOALS	**17.17** Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships	Dialogue with our ecosystem

(1) CO_2e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of GHGs by expressing the emissions as equivalent to carbon dioxide.

Performance data tables 2023

Our 2023 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	F2023
Revenue	$12.11B	$12.16B	$12.13B	$12.87B	$14.30B
Operating expenses	$10.28B	$10.30B	$10.18B	$10.78B	$11.98B

ENVIRONMENT

	F2019	F2020	F2021	F2022	F2023
Change in total carbon emission compared to fiscal 2019 baseline	—	-32.6%	-55.4%	-46.9%	-38.0%
Total net emissions (tCO$_2$e)[1]	98,274	66,266	43,784	52,159	60,886
Emission intensity (metric tons of CO$_2$e/employee)	1.27	0.87	0.55	0.58	0.67
Energy intensity (total energy gigajoule/employee)	15.4	12.4	10.4	9.3	9.2
Operational sites with environmental management system certified to ISO 14001	31.7%	32.9%	31.2%	35.0%	41.7%
Operational sites for which an environmental risk assessment has been conducted	—	—	31.2%	35.0%	41.7%
GREENHOUSE GAS EMISSIONS BY SOURCES			METRIC TONS OF CO$_2$e		
Travel [2]	53,991	31,396	13,117	25,088	38,546
Offices	35,342	27,344	25,432	23,637	20,606
Data centers	8,941	7,526	5,235	3,434	1,734[3]
GREENHOUSE GAS EMISSIONS BY SCOPE			METRIC TONS OF CO$_2$e		
Scope 1 [4]	23,959	18,174	14,665	16,680	17,543
Scope 2 market based [5]	38,868	29,796	25,205	21,624	17,378
Scope 2 location based	47,994	38,540	32,139	29,507	29,935
Scope 3 [6]	35,447	18,296	3,914	13,855	25,965

(1) CO$_2$e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of GHGs by expressing the emissions as equivalent to carbon dioxide.

(2) Includes business travel and company-owned and leased vehicles.

(3) Emissions calculated on our fiscal year basis. By end of calendar year 2023, we have achieved 99.5% renewable electricity.

(4) Scope 1: CO$_2$e direct emissions in metric tons of CO$_2$e.

(5) Scope 2: CO$_2$e indirect emissions from purchased energy metric tons of CO$_2$e.

(6) Scope 3: Other indirect (Scope 3). GHG emissions Gross other indirect (Scope 3). GHG emissions in metric tons of CO$_2$e. Only includes travel.

ENVIRONMENT

	F2019	F2020	F2021	F2022	F2023
ENERGY (SCOPES 1 & 2)					
Total energy consumption (MWh)	330,810	262,773	230,687	233,698	234,710
Total energy consumption (Gigajoule)	1,190,916	945,983	830,472	841,313	844,954
% of energy consumption reduction from baseline 2019	—	-20.6%	-30.3%	-29.4%	-29.1%
Total fuel consumption from non-renewable sources (MWh)	102,194	78,931	64,394	72,523	76,231
Total electricity consumption (grid + renewable) (MWh)	218,000	175,122	156,149	151,871	151,209
Total district heating consumption (MWh)	8,313	7,300	8,895	7,633	6,737
Total district cooling consumption (MWh)	2,303	1,420	1,250	1,671	533
% of renewable energy	30.7%	33.5%	35.0%	35.6%	43.7%
% of renewable electricity	46.6%	50.3%	51.7%	54.8%	67.9%
OFFICES					
Total energy consumption (MWh)	151,297	119,248	114,369	112,968	112,341
Total electricity consumption (grid + renewable) (MWh)	113,742	84,702	76,328	75,206	77,233
% of energy consumption reduction from baseline 2019	—	-21.2%	-24.4%	-25.3%	-25.7%
% of renewable electricity	30.4%	33.9%	33.1%	33.9%	51.6%
DATA CENTERS					
Total energy consumption (MWh)	104,333	90,304	79,642	75,914	72,005
Total electricity consumption (grid + renewable) (MWh)	104,045	89,685	78,996	75,205	71,367
% of energy consumption reduction from baseline 2019	—	-13.4%	-23.7%	-27.2%	-31.0%
% of renewable electricity	64.3%	66.1%	70.1%	76.8%	87.9%
Average power usage effectiveness (PUE)	1.61	1.52	1.50	1.51	1.53
ELECTRONIC WASTE	**METRIC TONS**				
Total e-waste generated	194	113	116	109	87
E-waste reused/recycled	82%	93%	90%	90%	86%
TOTAL VOLUME OF MATERIAL USED	**METRIC TONS**				
Volume of paper purchased	139	101	63	25	53
TOTAL WATER CONSUMPTION	**MILLION CUBIC METERS**				
Total water used	—	—	—	—	1.423[1]

(1) Process and calculation methodology revised in 2023.

SOCIAL

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023
EMPLOYEES					
Global population [1]	77,500	76,000	80,000	90,000	91,500
Permanent employees	96.5%	96.9%	96.6%	96.6%	97.3%
Permanent employees and breakdown by region					
Australia	—	—	—	0.3%	0.3%
Belgium	—	—	—	0.2%	0.2%
Canada	—	—	—	13.9%	13.7%
Colombia	—	—	—	0.2%	0.2%
Czech Republic	—	—	—	0.9%	0.9%
Denmark	—	—	—	0.4%	0.4%
Estonia	—	—	—	0.2%	0.2%
Finland	—	—	—	4.0%	4.2%
France	—	—	—	15.0%	14.7%
Germany	—	—	—	4.9%	5.3%
Hungary	—	—	—	<0.1%	<0.1%
India	—	—	—	19.8%	21.2%
Italy	—	—	—	0.1%	0.1%
Latvia	—	—	—	0.1%	0.1%
Lithuania	—	—	—	0.2%	0.2%
Luxembourg	—	—	—	0.2%	0.2%
Malaysia	—	—	—	0.1%	0.1%
Morocco	—	—	—	1.5%	1.2%
Netherlands	—	—	—	2.6%	2.7%
Norway	—	—	—	0.6%	0.6%
Philippines	—	—	—	1.7%	2.0%

(1)   Permanent full-time and part-time, fixed-term, temporary, and trainee CGI consultants and professionals.

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023
Poland	—	—	—	0.2%	0.3%
Portugal	—	—	—	1.6%	1.9%
Romania	—	—	—	0.1%	0.1%
Singapore	—	—	—	<0.1%	<0.1%
Slovakia	—	—	—	0.1%	0.1%
South Africa	—	—	—	<0.1%	<0.1%
Spain	—	—	—	1.7%	1.7%
Sweden	—	—	—	3.9%	3.9%
Switzerland	—	—	—	<0.1%	<0.1%
United Kingdom	—	—	—	6.8%	7.4%
United States	—	—	—	15.3%	16.1%
Permanent employees and breakdown by gender [1] [2]					
Women	—	—	—	34.0%	35.1%
Men	—	—	—	66.0%	64.9%

(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.

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023
Full-time employees [1]				83,472	87,514
Full-time employees breakdown by region					
Australia	—	—	—	0.3%	0.3%
Belgium	—	—	—	0.2%	0.2%
Canada	—	—	—	14.7%	13.6%
Colombia	—	—	—	0.3%	0.2%
Czech Republic	—	—	—	0.9%	0.8%
Denmark	—	—	—	0.4%	0.4%
Estonia	—	—	—	0.2%	0.2%
Finland	—	—	—	4.2%	4.1%
France	—	—	—	13.5%	15.2%
Germany	—	—	—	4.9%	4.9%
Hungary	—	—	—	<0.1%	<0.1%
India	—	—	—	21.5%	21.6%
Italy	—	—	—	0.1%	0.1%
Latvia	—	—	—	0.1%	0.1%
Lithuania	—	—	—	0.2%	0.2%
Luxembourg	—	—	—	0.2%	0.2%
Malaysia	—	—	—	0.1%	0.1%
Morocco	—	—	—	1.1%	1.2%
Netherlands	—	—	—	2.3%	2.3%
Norway	—	—	—	0.6%	0.6%
Philippines	—	—	—	1.9%	2.1%
Poland	—	—	—	0.3%	0.3%
Portugal	—	—	—	2.4%	2.4%
Romania	—	—	—	0.2%	0.1%

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

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023
Singapore	—	—	—	<0.1%	<0.1%
Slovakia	—	—	—	0.2%	0.1%
South Africa	—	—	—	<0.1%	<0.1%
Spain	—	—	—	1.7%	1.6%
Sweden	—	—	—	4.1%	3.9%
United Kingdom	—	—	—	7.2%	7.2%
United States	—	—	—	16.4%	16.1%
Full-time employees breakdown by gender [1]					
Women	—	—	—	33.3%	34.4%
Men	—	—	—	66.7%	65.6%
Offshore employees [2]	—	—	22.0%	22.3%	24.2%
Hires from employee referrals	29.4%	27.0%	30.6%	30.6%	28.6%
Average tenure in years	6.9	7.3	7.3	7.0	7.0
Employees in the Ownership Program SPP [3]	85.0%	85.9%	85.0%	83.6%	85.2%
Employees covered by works council	—	—	37.5%	41.1%	42.1%

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

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023
DIVERSITY, EQUITY, AND INCLUSION [1]					
Women employees overall	33.2%	33.1%	33.4%	34.2%	35.3%
Women in leadership [2]	13.6%	17.4%	26.1%	27.5%	28.6%
Women SBU presidents	13.0%	22.2%	33.3%	33.3%	44.4%
Employees with disabilities [3]	—	—	2.6%	3.4%	3.2%
Employees age group breakdown					
<30 years old	—	—	24.3%	26.9%	26.4%
30–50years old	—	—	53.7%	53.4%	53.6%
>50 years old	—	—	22.0%	19.7%	20.0%
Overall ethnicity breakdown in the U.S. [4]					
American Indian	—	—	—	<0.2%	0.2%
Asian	—	—	—	23.6%	23.4%
Black	—	—	—	10.3%	10.1%
Hawaiian	—	—	—	0.3%	0.3%
Hispanic	—	—	—	5.2%	5.1%
Two or more	—	—	—	1.6%	1.5%
White	—	—	—	58.9%	59.4%
Leadership ethnicity breakdown (including managers, directors, VP, senior VP positions) in the U.S. [5]					
American Indian	—	—	—	0.1%	0.1%
Asian	—	—	—	20.8%	21.2%
Black	—	—	—	5.0%	5.1%
Hawaiian	—	—	—	0.2%	0.2%
Hispanic	—	—	—	2.7%	3.0%
Two or more	—	—	—	0.9%	0.9%
White	—	—	—	70.2%	69.5%

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

(2) Categories: Manager and above.

(3) For UK, 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 employees 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 employees and compliance data collected to meet mandated federal and state legal reporting requirements as an employer and government contractor in the U.S. 73.8% of leaders responded.

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023
Federal Employment Equity Program in Canada – Overall population [1]					
Visible Minority	—	—	—	31.0%	32.4%
Indigenous	—	—	—	0.7%	0.6%
Federal Employment Equity Program in Canada – Leadership population [1]					
Visible Minority	—	—	—	23.0%	24.8%
Indigenous	—	—	—	0.5%	0.4%
Number of voluntary Affinity groups	—	—	45	71	71
TRAINING AND DEVELOPMENT					
Average hours per employee for training and development [2]	49.2	50.2	50.1	63.9	66.6
Employees who received annual regular performance and career development reviews [3]	—	—	—	96.0%	96.9%
CGI 101 graduates	—	—	1,389	941	1,888
EMPLOYEES SATISFACTION ASSESSMENTS [2] [4]			**SCORE (SCALE OF 10)**		
Overall employee satisfaction	8.15	8.39	8.58	8.74	8.86
Working environment in which to build a career	7.90	8.20	8.44	8.70	8.79
Training and development	7.77	8.06	8.31	8.60	8.68
Being treated with respect	8.36	8.62	8.83	9.04	9.11
Richness that diversity brings to the company	—	—	—	8.22	8.23
CGI health and well-being programs and services are effective at supporting my needs	—	—	—	—	8.3
My work environment and working conditions provide me the opportunity to work well and comfortably	—	—	—	—	8.4

(1) Categories are determined through the Federal Employment Equity Program. This report analyzes data provided voluntarily by our employees. Approximately 64.6% of Canadian employees responded to that survey.

(2) Not taking into account ongoing integrations from mergers and acquisitions.

(3) Mandatory process for all employees, excluding employees on leave, and those who have not completed the reviews by September 30, 2023.

(4) MSAP and VOM questions related to ESG.

OUR PEOPLE	F2019	F2020	F2021	F2022	F2023
HEALTH, WELL-BEING, AND SAFETY					
Employees using our health and well-being resources and advice on a monthly basis [1]	—	—	63.0%	65.0%	68.0%
Number of Applauds (peer-to-peer recognition) [1]	24,989	44,029	54,526	55,924	58,179
Permanent employees with healthcare coverage facilitated by CGI [1]	100%	100%	100%	100%	100%
Number of Mental Health Ambassadors [2]	—	300	497	732	680
Sites with employee health and safety risk assessment [1]	—	—	—	100%	100%

OUR COMMUNITIES	F2019	F2020	F2021	F2022	F2023
COMMUNITIES INITIATIVES					
Business units with pro bono projects implemented [3]	—	—	—	—	47%
Hours of participation in paid/unpaid volunteering	16,450	22,797	48,220	45,019	89,837
Employees participating in pro bono programs and volunteering	1,603	5,811	11,732	16,724	20,327
Employees in community activities	1.8%	7.6%	14.5%	18.5%	20.9%
EDUCATIONAL INITIATIVES					
Beneficiaries	7,864	44,664	111,692	501,868	204,601[4]
Volunteer instructors	339	716	1,253	5,958	6,374
Initiatives delivered	74	205	460	1,202	1,094

GOVERNANCE

CORPORATE GOVERNANCE [5]	F2019	F2020	F2021	F2022	F2023
Attendance rate at Board regular meetings	100%	98%	99%	97%	96%
Women on the Board	25.0%	31.3%	29.4%	31.3%	40%
Independent Board Directors	69%	75%	76%	75%	73%
Board members who reside outside of Canada	31%	31%	35%	38%	33.3%
Average age of the Board Directors	—	—	—	64.8	64.7
Average tenure of Board members in years	10.7	10.9	11.2	11.7	11.5

(1) Not taking into account ongoing integrations from mergers and acquisitions.
(2) Mental Health Ambassadors provide peer-to-peer mental health support and encourage a culture of openness around mental health (more information page 56).
(3) The calculation methodology was reviewed as part of the implementation of our global CGI for Good tool.
(4) The decrease in the number of beneficiaries is due to the termination of many online educational programs implemented during the pandemic.
(5) Information for fiscal 2023 is provided as at January 31, 2024, except for the "Attendance rate at Board regular meetings", which is provided as at September 30, 2023.

ETHICS	F2019	F2020	F2021	F2022	F2023
Employees that annually reconfirmed Code of Ethics acknowledgment [1]	—	—	—	91.3%	90.2%
New employees acknowledging our Code of Ethics	—	—	—	100%	100%
Number of material confirmed incidents with third parties related to corruption	—	—	0	0	0
Operational sites for which an internal audit/risk assessment concerning business ethics issues has been conducted	—	—	—	100%	100%
New employees who received training on Ethics [1] [2]	—	—	—	80.6%	95.9%
New employees who received training on Anti-Corruption [1]	—	—	—	87.2%	97.3%

DATA PRIVACY AND SECURITY	F2019	F2020	F2021	F2022	F2023
Number of material complaints regarding breaches of client privacy and losses of client data resulting in judicial action	—	—	0	0	0
Operational sites with an information security management system (ISMS) certified to ISO 27001	70.0%	75.0%	75.0%	75.0%	75.0%
Employees who received an annual Security and Ethics (including Human Rights) Mandatory Compliance Training (employees, subcontractors, and freelancers) [1]	—	—	—	90.1%	96.8%
New employees who received training on Data Privacy [1] [2]	—	—	—	84.9%	96.9%
New employees who received training on Security Awareness [1] [2]	—	—	—	86.4%	87.9%

PROCUREMENT	F2019	F2020	F2021	F2022	F2023
Most significant 250 suppliers assessed by EcoVadis on environmental and social criteria	—	—	51%	58%	65%
Suppliers with whom CGI place purchase orders acknowledging our Third Party Code of Ethics [3]	—	—	—	99%	100%
Global procurement business partners who received training on Human Rights	—	—	100%	100%	100%

(1) Mandatory process for all regular employees, excluding employees on leave, new hires, temps, and subcontractors.
(2) New employees complete their mandatory training in the first 30 days of their start date. Once the employee onboarding is completed, this mandatory training is refreshed for all employees on an annual basis.
(3) Every CGI purchase order includes 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. and its subsidiaries,[1] during the fiscal year 2023 (October 1, 2022 to September 30, 2023), unless otherwise noted.

Accountability and transparency are integral to the foundation on which we build trust with our clients, CGI Partners, and shareholders in our communities. We continually take significant steps to strengthen our reporting approach through ongoing stakeholder engagement and voluntary adherence to global non financial reporting standards. 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 2023 and 2023 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 includes CGI Sverige AB, which is a subsidiary of CGI Inc.

Environmental emissions methodology

This report was compiled by following the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and using the relevant emission factors for company reporting of the International Energy Agency (IEA), UK Department for Environment, Food & Rural Affairs (DEFRA), U.S. Environmental Protection Agency (EPA), Canada National Inventory Report (NIR) and the Australian National Greenhouse Accounts Factors. Scopes were defined by following the operational control approach in the GHG Protocol.

Natural gas, heating, cooling, and electricity consumption data was 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.

On a location basis, electricity purchases were converted to emissions based on the national grid average carbon intensity. We apply DEFRA emission factors for the UK, EPA emission factors for the U.S., NIR emission factors for Canada, NGA emission factors for Australia, and IEA emission factors for all other countries.

Emissions on a market basis reflect the contractual characteristics of our electricity purchases and usage. For example, electricity is considered 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 or renewable energy certificates. For some offices, we have a green tariff contract with a better energy mix than that of the countries for which we apply supplier-specific emissions factors. For European countries, we apply Association of Issuing Bodies (AIB) emissions factors; for the other countries, we apply IEA emissions factors as the location-based emissions.

Business-travel emissions from vehicles owned by our consultants and professionals (whom we call CGI Partners as 85% are shareholders) were based on the business-related mileage claimed in their expense reports. Since fiscal 2023, CGI Partners must specify the type of fuel used, whereas in previous years unknown fuel emission factors were applied.

Company-owned and leased vehicles emissions were reported based on the type and quantity of fuel consumed. Fuel data was sourced from leased vehicles company reports, fuel card company reports, expense reports, or invoices shared directly by our Strategic Business Units. When fuel consumption data was unavailable, kilometer reports from leased vehicles companies or internal travel reimbursement reports were used. Kilometer values were 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 IEA fuel economy report. Location-based emissions factors were applied to electric vehicles.

Air-travel emissions were calculated considering cabin class and distance traveled, using emission factors without radiative forcing linked to condensation trails.

For public transportation travel emissions included in Scope 3, in Europe we applied the UK's DEFRA/Department of Energy and Climate Change (DECC) GHG emission factors. For North America and other geographies, emissions were calculated by applying GHG Protocol emission factors.

Appendices

Glossary

AI	Artificial Intelligence
BCRs	Binding Corporate Rules
BU	Business Unit
CEO	Chief Executive Officer
CIS	Center for Internet Security
CoE	Center of Excellence
CO_2e	Carbon dioxide equivalents, based on the GHG Protocol
CPMF	Client Partnership Management Framework
CPO	Chief Privacy Officer
CSO	Chief Security Officer
DE&I	Diversity, Equity, and Inclusion
DPA	Data Protection Authority
EMS	Environmental Management System
EO	Earth Observation
ESG	Environmental, Social, and Governance
ESMF	Enterprise Security Management Framework
EU	European Union
EV	Electric Vehicle
GHG	Greenhouse Gas
GRI	Global Reporting Initiative

GSOC	Global Security Operations Center
HRPB	Human Resources Business Partner
IoT	Internet of Things
KPI	Key Performance Indicator
kWh	Kilowatt Hour
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, Plus
MAP	Member Assistance Program
MPMF	Member Partnership Management Framework
MSAP	Member Satisfaction Assessment Program
MWh	Megawatt Hour
NGO	Nongovernmental Organization
NIST	National Institute of Standards and Technology
OECD	Organization for Economic Co-operation and Development
PBP	Procurement Business Partner
PDP	Personal Development Plan
PIMS	Privacy Information Management System
RFP	Request for Proposal
SBT	Science-Based Target
SBTi	Science Based Targets initiative
SBU	Strategic Business Unit

SDGs	Sustainable Development Goals
STEM	Science, Technology, Engineering, and Mathematics
TCFD	Task Force on Climate-related Financial Disclosures
tCO_2e	Tons of carbon dioxide equivalents, based on the GHG Protocol
UN	United Nations
UNGC	United Nations Global Compact
VOM	Voice of Our Members

Insights you can act on

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business consulting services firms in the world.
We are insights-driven and outcomes-based to help
accelerate returns on your investments.

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