

We deliver...



responsibly

Corporate social responsibility roadmap – 2011

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.

Corporate social responsibility (CSR): a core value

Our business model is designed to ensure that we are close to our clients and communities. As members, we embrace our social responsibilities and contribute to the continuous development of the communities in which we live and work.

Quality in all we do

Our ISO 9001-certified Quality System ensures that we apply a quality management approach in all company activities. Meeting our stakeholders' needs is the reason we are in business. This is why our clients, members and shareholders are at the heart of CGI's approach to quality management. At CGI, we have integrated the concept of quality into every aspect of managing our company—from developing our strategic plans to serving our clients to assessing our members' performance. Our Quality System is structured to entrust responsibility for quality management to members at every level of our organization as CGI strives to become the partner of choice for all company stakeholders.



Committed to a sustainable future

Since our founding in 1976, we have embraced our corporate social responsibilities toward each of our stakeholders. In fact, CGI is built on sustainability principles and rooted in a proximity business model designed to bring us closer to our communities, and in the process to our members, clients and shareholders.

Our CSR value is carried out through management frameworks that guide our operations around the globe in following responsible business practices, including quality management, environmental responsibility, community involvement and the health and wellness of our professionals.

In fiscal 2011, to commemorate our 35th anniversary, we introduced a global CSR policy to bring under one umbrella all aspects of our approach for identifying CSR initiatives and reporting our progress as we align our worldwide efforts.

As a further step, this roadmap brings our CSR policy to life and reinforces our commitment to doing things right by doing the right thing. The roadmap will help us stay the course and provide visibility as we do so. We will add more key performance indicators over time and identify areas for improvement.

We know from experience that by investing in our communities, everyone wins. I encourage you to read our roadmap and give us your feedback. We look forward to the journey.



Michael E. Roach
President and Chief Executive Officer

CGI members: our most valuable asset

Commitments

We are inspired and governed by the CGI dream: *“To create an environment in which we enjoy working together and, as owners, contribute to building a company we can be proud of.”* We call our professionals “members” because we feel a powerful sense of ownership and accountability. CGI members are our most valuable asset, and we strive to engage and reward them, understanding the positive impact of their job satisfaction on our company’s growth, our clients’ satisfaction and our shareholders’ return on investment.

A culture of ownership

At CGI, we encourage our members to become company owners, and we are proud of the fact that 90 percent of them are CGI shareholders. This level of commitment to the company leads to more responsible decision making and strengthens our commitment to building a sustainable company of which we can be proud. In terms of this ownership philosophy, CGI is committed to the following:

- Providing programs, such as our share purchase and profit sharing plans, that promote an ownership mentality
- Encouraging members to ask questions, offer suggestions, and share issues and concerns

Health and wellness

CGI members are key to making CGI’s dream a reality, as well as to helping us fulfill our vision—to be a world class IT and business process services leader helping our clients succeed. We believe that operational excellence is closely tied to the health and wellness of our members, their work-life balance and their overall quality of life. To that end, CGI is committed to the following:

- Promoting health and wellness for all members and encouraging them to adopt healthier lifestyles
- Investing in initiatives and tools to fulfill our members’ health and wellness needs and interests

In doing so, we aim to have a positive impact not only on the health and wellness of each member, but also on the quality of the services we deliver and our overall growth.

Current portrait

Developing and nurturing talented members is CGI’s highest priority. We recognize a strong link between our members’ health and job satisfaction, our clients’ satisfaction and our company’s success.

Relationship with our members

CGI’s ISO 9001-certified Member Partnership Management Framework (MPMF) governs how we manage our member relationships. We build strong and long-term relationships with our members through a prescribed set of activities, including new member orientation and integration, performance and career management, member satisfaction measurement, as well as one-on-one and team meetings. Through its ongoing assessment and improvement processes, the MPMF inspires members to grow the company and empowers them through advancement opportunities and training to build a challenging and rewarding career.

As part of the MPMF, CGI’s Member Satisfaction Assessment Program (MSAP) enables members at all levels of the organization to fully participate in the life of the company and its evolution. The MSAP encourages quality dialogue between members and management through individual and team meetings, action planning and follow-up. It also measures the satisfaction of members through an annual survey and offers each member an opportunity to identify areas of improvement, contribute ideas and discuss potential solutions. This collective ownership approach to managing member relationships helps to increase member satisfaction and enhance our working environment.

A philosophy of intrapreneurship

CGI’s philosophy of intrapreneurship views each member as a company owner with the right to take part in the challenges and rewards of building a company. Each member has an opportunity to create value and to reap the benefits of the value he or she creates. This philosophy is expressed through our ownership programs, which include our share purchase and profit participation plans.

Share purchase plan

At CGI, each member is invited to become a company owner and shareholder through our share purchase plan. This plan allows members to buy CGI shares on the open market with no brokerage fees, and CGI matches their contribution dollar for dollar, up to the maximum to which they are entitled. 90 percent of CGI members participate in this plan, benefitting from the rights, privileges and rewards of shareholders, while creating value for our clients and investors.

Profit participation plan

Another key ownership program at CGI is our profit sharing plan. This plan rewards CGI members for their commitment and contributions as owners by distributing a portion of CGI’s profits to each based on the achievement of CGI’s financial objectives and the member’s individual performance.



Training and development

At CGI, we strive to create an environment that promotes the personal and professional development of our members and furthers the exchange of expertise among them. We encourage our members to continually upgrade their professional skills, so that they can achieve their career goals while contributing to the growth of CGI. Each year, CGI invests a significant amount in improving members' skills and knowledge. These investment decisions are made at the business unit level based on the needs of the local market, current and future business opportunities, as well as the member's individual interests.

At the global level, CGI provides all members access to an e-learning portal—CGI's Personal Development Kiosk (PDK). This portal offers 24/7 access to a wide range of books, courses and other resources, including test preparation materials and mentoring for the most popular certifications, enabling members to deepen their knowledge and gain new skills.

Knowledge sharing

CGI's Unified Communication and Collaboration Platform is a centralized, global program that includes an approach and environment to foster knowledge sharing, as well as a tool that provides efficient access to information and two-way dialogue. The tool allows members to share CGI's collective know-how and to network with one another. The overall platform supports CGI's dream and fosters the values of intrapreneurship and sharing. It is also an opportunity to deepen member engagement and make CGI more effective in satisfying the needs of its stakeholders.

CGI Leadership Institute

We believe that our quality of leadership is strategic to maintaining our success in a highly competitive world. CGI's Leadership Institute, our corporate university, was founded in June 2001. Its mission, inspired by CGI's roots and tradition, is to provide our members with best practices and educational resources to ensure their continuous professional development. The Institute offers comprehensive programs that promote best leadership skills and practices and fosters leadership aptitude through teamwork.

Global Mobility Center of Expertise

CGI's Global Mobility Center of Expertise was established in 2010 to support our human resources teams in managing immigration and tax requirements related to international assignments and to provide enhanced support when preparing members for those assignments.

Health and wellness

CGI's health and wellness policy applies to all CGI members—regardless of role, geographic location or line of business—and is designed to foster a culture of health and wellness through global initiatives, tools and services. CGI also encourages and supports health and wellness initiatives at the regional, local and individual level.

As part of our health and wellness commitment, members benefit from free access to an employee assistance program that includes resources to assist them with various challenges in life, whether emotional, financial, family or legal.

CGI also promotes initiatives that encourage healthy lifestyles, such as our annual Walk Around the World event, a designated day in which members around the globe participate in organized walks.

Looking ahead

Improving member satisfaction and engagement

One of CGI's key priorities for fiscal 2012 is to strengthen our Member Partnership Management Framework (MPMF). CGI will conduct a comprehensive evaluation of this framework to ensure its continued effectiveness. The project will identify opportunities for improvement to increase member satisfaction and engagement, and further retain and attract talented members.

Further developing our ownership culture

Over a three-year period that began in 2011, CGI has committed to providing the same matching company contribution to all eligible members who participate in our share purchase plan, regardless of their position. In 2012, CGI will take another step toward this objective by increasing the matching contribution for non-management members.

Formalizing our global health and wellness program

CGI's health and wellness team will deploy a global health and wellness structure throughout the company and evaluate how CGI can best invest in and support its business units in promoting member health.

Giving back to our communities

Commitments

Our local proximity business model is designed to ensure that we are close to our clients and their communities. We live in the same communities as our clients and deliver sound advice and services right where they do business. Each local CGI office is also plugged into our global network of resources, ensuring that clients receive the value and expertise they require.

Knowing that partnerships extend outside the workplace, CGI local business units embrace and engage in causes that most positively influence their local communities. Our grassroots CSR approach ensures that local communities benefit from our financial investments, as well as the volunteer involvement of our members. To that end, we are committed to the following charitable giving policy objectives:

- Maintaining or increasing the amount that we dedicate to not-for-profit organizations each year as a function of overall profitability
- Partnering with our clients to support charitable causes
- Investing in organizations and programs that help enhance the wellbeing of local communities
- Encouraging member volunteerism in their respective communities
- Sharing CGI's technology expertise on a pro-bono basis to help local communities and not-for-profit organizations

Current portrait

Through our members' volunteerism, our financial investments and our economic development efforts, CGI strives to make a positive, enduring impact on the communities in which we live and work. We embrace and engage in numerous causes and partner with local charitable organizations that are meaningful to our members and clients and important to the betterment of society.

Charitable donations

Each year, CGI donates approximately 1% of our pre-tax profits to charitable causes. Our community investment and involvement is driven by CGI's local proximity business model, which organizes operations around local offices. Through this model, our business units are given the authority to choose the best way CGI can contribute. By localizing our community commitment, CGI ensures that members serve the long-term interests of their communities and adapt their activities to best meet their communities' needs.

In addition, to leverage our collective strength, we share our resources and expertise with national organizations. Examples include:

- **The American Heart Association:** a non-profit organization with a mission to build healthier lives, free of cardiovascular diseases and stroke
- **Centraide/United Way (Canada):** an organization that improves lives and builds communities by engaging individuals and mobilizing collective action
- **Share Our Strength:** a national non-profit that is helping to end childhood hunger in the U.S. by connecting children with the nutritious food they need to live healthy, active lives
- **Cancer Research UK:** one of the world's leading charities dedicated to beating cancer through research
- **Smile Foundation:** a national development organization that works towards providing education and healthcare for disadvantaged children and youth in India



Local job creation

As a leading provider of IT and business process services, CGI has developed a global delivery approach to “out-sourcing” and “onshoring” to meet the unique needs of our clients. Our delivery approach reaches into local communities and develops talent and services to meet global demands.

We partner with governments, academia and the private sector to create new jobs and academic programs in underdeveloped areas, which not only fuels the economic prosperity of these regions, but also growth opportunities for each of our partners and CGI, as well as brighter futures for families. CGI, for example, has opened several centers of excellence in rural areas, creating hundreds of jobs and promoting economic development.



Looking ahead

Creating donations and sponsorships guidelines

CGI will put in place a set of guidelines across the company to help us achieve the following objectives: outline how we support charitable organizations to better track and measure our community involvement; direct our resources toward commitments that align with CGI priorities by linking public needs with CGI's core competencies; and ensure that our charitable contributions are well invested.

Fostering economic development

We will remain focused on our commitment to partnering with communities to create jobs in areas that are economically depressed. In the years to come, more of these successful community partnerships are planned. As part of our holistic approach to serving the interests of all our stakeholders, we look forward to greater investment in building and strengthening local communities and their economies.



Protecting the environment for future generations

Commitments

As a high-growth company, CGI understands that growth must not come at the expense of the communities in which we do business or of the environment at large. This is why CGI is committed to contributing to the protection of the environment through responsible and environmentally oriented operating practices.

CGI's environmental stewardship and sustainability policy objectives include the following:

- Complying with or exceeding all applicable governmental environmental regulations, along with other environmental commitments deemed significant to our clients and members
- Implementing waste management practices that promote waste reduction, recycling and re-use, and, when waste is unavoidable, ensuring it is disposed of properly
- Reducing and preventing pollution through energy, waste and resource management best practices
- Minimizing travel and promoting telework, or alternative commuting options, to reduce energy consumption
- Promoting the development and use of sustainable facilities
- Communicating our environmental policy, practices and progress to all stakeholders

Current portrait

Based on a high level assessment of our operations, CGI's environmental impacts are primarily related to the following:

- Energy use associated with CGI office buildings and data centers
- Office supplies and equipment usage
- Business travel

CGI has always maintained a commitment to comply with or exceed all applicable governmental environmental regulations. Through our CSR committee and the implementation of collaboration tools for member feedback, CGI has put in place mechanisms for coordinating environmental initiatives across our business units.

Energy use

CGI's primary use of energy is related to direct and indirect energy consumption at our offices and data centers. We are a global company with business units distributed throughout the world and have a mixture of direct and shared control of energy use at our locations.

To decrease energy consumption, CGI has taken steps to reduce and consolidate our workspace and create telework opportunities, as well as other commuting options.

CGI is also a member of The Green Grid, a global consortium of IT companies and professionals seeking to improve and promote energy efficiency in data centers and business computing eco-systems around the globe. In addition, our main data centers are compliant with best-in-class standards outlined by the Uptime Institute, an organization focused on improving energy efficiency in data center facilities and IT organizations.

As we grow, we continue to measure and improve energy efficiency and to reduce our carbon emissions by combining energy-focused methods, processes and solutions to promote power and cooling efficiency. Examples include the following:

- We have environmental monitoring systems in place to continuously measure power utilization at the rack/server level to ensure power consumption and heat emissions are appropriately managed and adjusted.
- We use free air cooling technology that enables our Canadian data centers to use outside air in the winter months for cooling instead of power-generated air conditioning units.



- We take advantage of renewable energy sources. Our data centers located in the province of Quebec, Canada, for example, take advantage of the abundance of low-cost, renewable hydro-electricity.
- We have a CGI Energy Board to ensure that equipment purchased through our data center modernization program complies with energy efficiency regulations and certifications.

Office supplies and equipment

CGI has implemented a global sourcing program to consolidate the procurement of supplies and equipment. Uniform standards for the selection of vendors have been established that include sustainable procurement practices. Through these practices, we are able to assess and select suppliers that understand and address their impact on the environment. We are also able to evaluate and set preferences for different types of products as a guide for making environmentally-friendly purchases.

CGI has taken steps to reduce our paper consumption such as encouraging the use of recycled paper. As part of our daily business processes, for example, we issue electronic invoices and receive electronic payments, and we strongly encourage our clients and suppliers to take advantage of this capability. CGI has also created Ensemble—a tool that provides both a centralized location for records retention, as well as a collaboration workspace. With this tool, CGI members can exercise sound record management practices in retaining and safeguarding records generated in the course of their jobs, as well as conveniently and securely share documents and information with their colleagues.

As part of reducing waste, CGI has programs in place to recycle materials and to re-purpose and re-use items such as computer equipment, office furniture, etc.

Business travel

CGI's centralized travel booking system allows us to manage and track our business travel globally. Through this system, CGI can monitor modes of travel and hotel stays and generate reports on associated greenhouse gas emissions.

Looking ahead

CGI will establish a baseline covering the period from October 2011 to September 2012. Over this period of time, we will qualify and quantify our primary environmental impacts. CGI's initial focus will be on the following:

- Tabulating our energy consumption at our primary offices and data centers and calculating the associated greenhouse gas emissions
- Measuring our total paper consumption and ensuring a proportionate use of recycled paper, as well as calculating associated greenhouse gas emissions
- Determining the number of kilometers flown as part of our business travel and the associated greenhouse gas emissions

CGI will also continue to focus on the following:

- Consolidating waste management practices that promote waste reduction, recycling, and re-use, and, when waste is unavoidable, ensuring it is disposed of properly
- Further reducing and preventing pollution through energy, waste and resource management best practices
- Minimizing travel and promoting telework, or alternative commuting options, to reduce energy consumption
- Developing a workplace strategy for a productive work environment that incorporates environmental goals and promotes the development and use of sustainable facilities

As part of our commitment to communicating our environmental initiatives and progress, CGI will be reporting on our environmental performance in a CSR report. This report will cover our activities between October 2011 and September 2012 and will be published in December 2012.

Establishing and maintaining the highest standards of governance and ethics

Commitments

At CGI, we believe that good corporate governance is an asset that supports performance, reputation and shareholder value. We take our responsibilities seriously: to live out our beliefs and practices; to evolve and refine those practices in response to ever changing business and regulatory environments; and to communicate our commitment effectively.

CGI's governance policy objectives include the following:

- Keeping the board of directors independent from management to ensure a more autonomous and effective board
- Splitting the role of Chairman of the board and CEO to increase the independence of decision-making while maintaining an independent lead director position
- Maintaining a governance committee responsible for oversight and accountability at the board of directors level for all governance matters
- Ensuring communication and transparency on all material issues related to corporate governance

At CGI, we believe strong ethics and corporate governance are integral to our CSR commitment. Acting with integrity and accountability is essential to making a positive contribution to our clients, professionals and shareholders, as well as to the communities in which we live and work.

Current portrait

CGI's *Code of Ethics and Business Conduct* and our corporate governance practices guide our decision making to ensure we live up to our core values and are open, transparent and accountable in our interactions with all of our stakeholders.

Code of Ethics

The *CGI Code of Ethics and Business Conduct* emphasizes the importance of conducting business in an ethically sound manner. It provides guidance for CGI members, officers and directors in maintaining the professionalism that has earned our company an enviable reputation among our clients and within our industry.

Upon joining CGI, all members, as part of their employment contract, commit to following the Code, and each member is asked to renew this commitment annually.

Strong corporate governance

From our founding, CGI has invested substantially in corporate governance to ensure we exceed the expectations of our stakeholders and operate a strong, productive and sustainable company that benefits society as a whole.

The CGI Management Foundation is made up of client, shareholder and member management frameworks that lay out clear and proven practices for building and maintaining relationships with our stakeholders, including ensuring open and transparent communication on all material issues.

Our corporate management frameworks include performance metrics that are consistently applied across the company. Results are made visible and monitored at all management levels. We take great pride in reporting our results externally in an open and transparent manner.

Our corporate reporting approach has earned industry recognition, including a 2011 Award of Excellence for Corporate Reporting in Life Sciences/Technology from the Canadian Institute of Chartered Accountants (CICA).

Looking ahead

CGI will remain focused on and deeply committed to maintaining a culture of sustainable and profitable growth and will continue to act responsibly in terms of quality management, environmental responsibility, community involvement and member engagement across our global operations. Our CSR policy serves to reinforce publicly the importance of corporate responsibility in all facets of our business and to ensure alignment across all of our business units. From North America to Europe and Asia, we will work together to ensure that our commitment to responsible business practices is achieved both within CGI and across our chain of partners and suppliers. We look forward to maintaining exceptional service to our clients and providing sustainable, long-term value to our shareholders.

Partnering responsibly

Commitments

CGI's CSR policy extends to our partners and suppliers. By adopting a procurement program that takes into account the environmental and societal impact of products and services, we are further strengthening our contribution to a sustainable future. Our sustainable procurement policy objectives include the following:

- Selecting only partners/suppliers that comply with all applicable governmental environmental regulations
- Selecting only partners/suppliers that comply with internationally recognized human rights standards
- Preferring suppliers that strive to reduce their environmental footprint



Looking ahead

CGI has established sustainable procurement criteria by which our suppliers will be evaluated. Starting in 2012, CGI will set a baseline by assessing our top 60 suppliers, and will incorporate, as appropriate, sustainable procurement processes into our global procurement program.

By incorporating sustainable procurement into our corporate policy, we are further strengthening our contribution to a sustainable future.

Current portrait

CGI is one of the largest independent IT and business process services firms in the world, with 125 offices. We understand our impact on the supply chain both as a provider of solutions and services and as a receiver of products and services. Based on this understanding, we have established a centralized process for procurement and have implemented standardized procedures for selecting products and services.



Tell us what you think. Contact us at csr@cgi.com



_experience the commitment™