Building a lasting positive impact

2025
Environmental, Social and Governance Report

CGI

Forward-looking information and risks and uncertainties

This document 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, inflation, tariffs and/or trade wars) and our ability to negotiate new contracts; risks related to our industry such as competition and our ability to develop and expand our services to address emerging business demands and technology trends (such as artificial intelligence), to penetrate new markets, and to protect our intellectual property rights; risks related to our business such as risks associated with our growth strategy, including the integration of new operations, financial and operational risks inherent in worldwide operations, legal and operational risks inherent in contracting with government clients, 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 reduce our carbon emissions, as well as the reputational and financial risks attendant to cybersecurity breaches and other incidents, including through the use of artificial intelligence, and financial risks such as liquidity needs and requirements, maintenance of financial ratios, our ability to declare and pay dividends, interest rate fluctuations and changes in creditworthiness and credit ratings; as well as other risks identified or incorporated by reference in this document 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 this document 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 document, 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 section 10—Risk Environment of CGI's Fiscal 2025 MD&A, which is incorporated by reference in this cautionary statement. We also caution readers that the risks described in the previously mentioned section and in other sections of the document 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.

About this report

Our annual Environmental, Social, and Governance (ESG) report shares our commitments, progress, and performance across the global operations of CGI Inc. and its subsidiaries[1], during the fiscal year 2025 (October 1, 2024, to September 30, 2025), unless otherwise noted.

Accountability and transparency are integral to the foundation on which we build trust with our clients, CGI Partners[2], and shareholders in our communities. We continually take significant steps to strengthen our reporting approach through ongoing stakeholder engagement and voluntary adherence to global non-financial reporting standards.

Our report is aligned to the Global Reporting Initiative (GRI) Standards and other reporting requirements such as the Sustainability Accounting Standards Board (SASB) and the United Nations Global Compact. (See our GRI-SASB Index table)

Our annual ESG reports and performance indicators are available online at https://www.cgi.com/en/esg where additional information about our global ESG activities can also be accessed.

Disclosures of key non-financial metrics are available in the Performance data table, including data from previous years. Current financial and governance information about CGI is available in the recent CGI Annual Report 2025 and Notice of Annual General Meeting of Shareholders and Management Proxy Circular 2025.

All currency is in Canadian dollars unless otherwise noted.

The social impact commitments and initiatives presented in this report reflect CGI's global approach, developed in alignment with the relevant regulatory obligations and stakeholder priorities across the jurisdictions in which we operate.

Certain commitments described herein do not apply to, and should not be interpreted as applying to, CGI's operations in the United States, where different legal and regulatory frameworks apply.

Accessibility

This document was designed to comply with WCAG 2.1 (Web Content Accessibility Guidelines) and PDF/UA (Portable Document Format / Universal Accessibility) accessibility standards.

(1) The scope of this report includes CGI Sverige AB, which is a subsidiary of CGI Inc.
(2) This designation applies to our consultants and professionals in every role and every title within the company. CGI Partners are company owners and embody partnership behaviors in creating value for all of our stakeholders.

Contents

Introduction

Letter from our Leaders

Once again, this year, our environmental, social and governance (ESG) commitments, quantitative targets and progress were valued by our stakeholders—our clients, CGI Partners, and our investors—and positively recognized by leading organizations such as EcoVadis, the Dow Jones Sustainability Index (DJSI) and CDP (Carbon Disclosure Project).

Our ESG strategy is grounded in ongoing dialogue with our stakeholders and in rigorous monitoring of regulatory expectations, client needs and major global ESG trends. Below are the highlights of our performance for fiscal year 2025.

Environment

This year marks an important milestone for our environmental commitments. Our short-term targets were approved by the Science Based Targets initiative (SBTi), aligning our roadmap with the Paris Agreement's 1.5°C goal for Scope 1 and 2 emissions and maintaining our ambitious reduction pathway for Scope 3 under Greenhouse Gas (GHG) Protocol. This third party validation by an internationally recognized organization formalizes our commitment to sustainable development and confirms the company's intent to take concrete, science-based action.

Accordingly, we continued to decarbonize our operations and supply chain. From 2019 to 2025, we reduced Scope 1 and 2 emissions by 60.3% versus our 2019 baseline. We also reduced our Scope 3 emissions related to business travel by 54.5%. Of the total electricity consumed by our facilities, 77.8% was sourced from renewable electricity in 2025 and our data centers run on 100% renewable electricity.

Social

CGI's 94,000 consultants and professionals across 400 locations bring distinct profiles, skills and perspectives that strengthen our global talent pool. We stand apart through a unifying ownership culture and a commitment to a workplace where everyone can thrive, reach their full potential, and advance growth collaboratively, respectfully and sustainably.

We shape our community engagement strategy around the expectations of our stakeholders and the specific needs of the local communities where we live and work. Our priorities remain to advance digital learning through programs that raise awareness and expand access to IT education and careers. Thanks to our proximity model and the engagement of our CGI Partners, we lead and support numerous volunteering initiatives and pro bono projects through which our IT and business consulting services expertise drives deep and lasting change for communities.

Julie Godin
Executive Chair of the
Board of Directors

François Boulanger
President and
Chief Executive Officer

Letter from our Leaders

Governance

Integrity, transparency and accountability guide our organization and our actions. By placing these principles of good governance at the heart of our approach, we strengthen our operational efficiency, consolidate stakeholder trust and advance our ESG commitments. We deploy our full suite of digital services and solutions responsibly, adhering to high standards and best practices for privacy and data protection. We maintain rigorous governance standards, including Board of Directors' oversight of ESG matters and monitoring risk management in areas such as cybersecurity and personal data protection to ensure compliance with all relevant regulations.

As a global company, we do business each year with thousands of global and local suppliers. We therefore expect our suppliers to meet the same ESG standards as our own organization, and we have rigorous processes to assess and align our supply chain accordingly.

Looking ahead

In 2026, CGI will celebrate 50 years in business. It has been a privilege to serve our stakeholders and help shape decades of business and technology transformation. Looking ahead, we will continue to unite human ingenuity with the power of technology to drive meaningful and sustainable outcomes.

As the pace of change accelerates, we remain committed to helping our stakeholders thrive. Together, we are building a stronger, more sustainable future for our clients, professionals, shareholders and the communities we serve.

CGI at a glance | About our business

Who we are

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

Founded in
1976

Head office
Montreal,
Canada

Locations worldwide
400

CGI Partners
94,000

F2025 revenue
C$15.91B

End-to-end services clients globally
5,500

Our services

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

55%
Managed IT and business process services
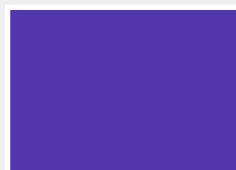
45%
Business and strategic IT consulting and systems integration
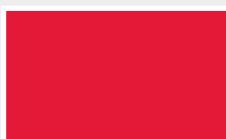
Our client footprint*

United States
32%

United Kingdom
14%

Sweden
4%

Canada
14%

Germany
6%

Rest of world
10%

France
14%

Finland
6%

*Based on revenue.

Reporting industry verticals*

Health
7%

Communications and utilities
12%

Financial services
22%

Government
38%

Manufacturing, retail and distribution
21%

*Based on revenue.

Information for F2025 ended September 30, 2025. More information may be found in the CGI 2025 Annual Report.
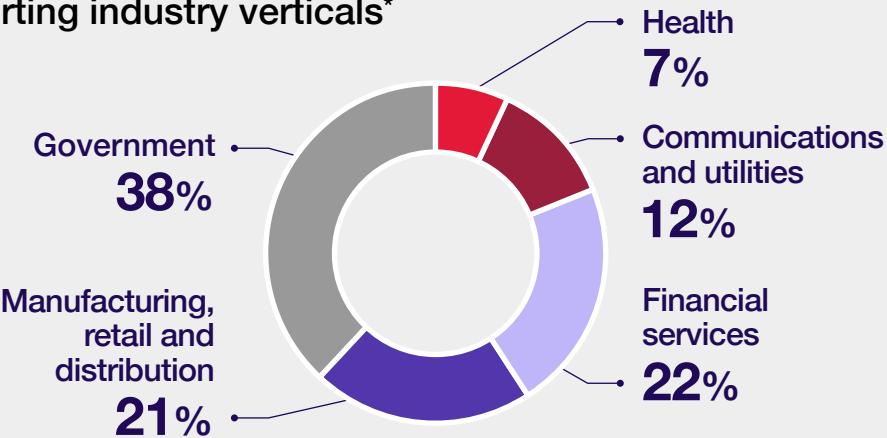
CGI at a glance | About our approach

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

Learn more ⟶

Build and buy growth strategy

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

Build

Win, renew and extend contracts

New large managed IT and business process services contracts

Buy

Metro market acquisitions

Large, transformational acquisitions
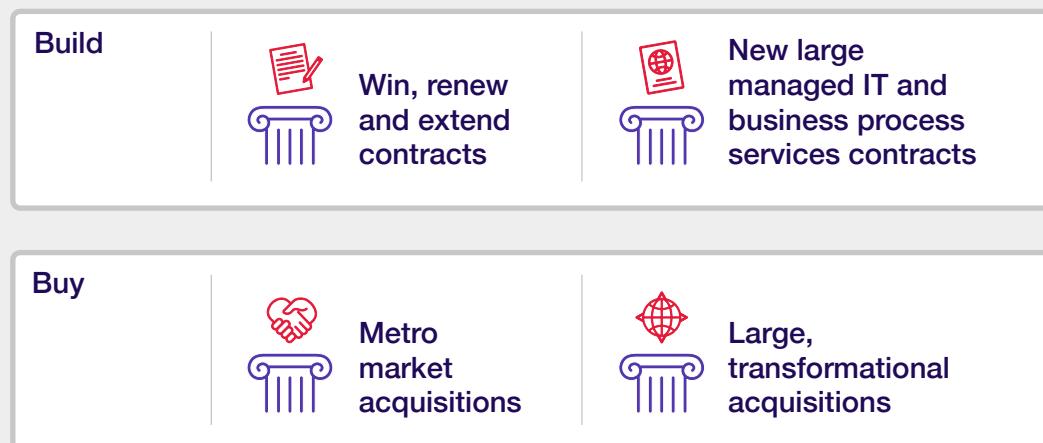
Our strengths

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

Local relationships and accountability

Committed experts

Comprehensive quality processes
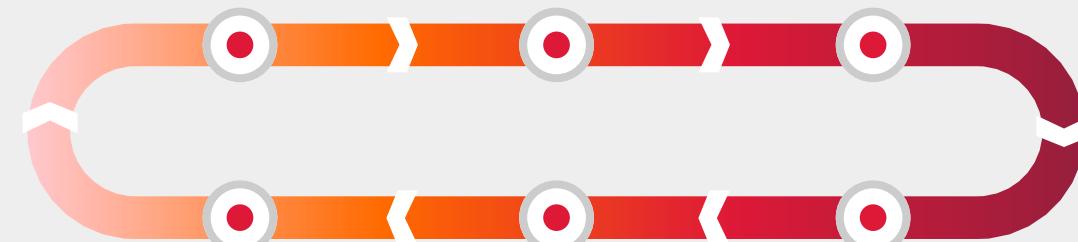
Global reach

Everyday innovation

ESG strategy

Learn more ⟶

CGI at a glance | Creating value for our stakeholders

Creating value for our clients

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

9.48/10   Overall satisfaction

9.62/10   Overall client loyalty

Creating value for our CGI Partners

- Robust learning program across business, technology and leadership topics
- **Employer of choice recognition** at the global and regional levels
- Skilled and engaged teams supporting our communities

8.95/10   Overall satisfaction

87.5%   Share Purchase Plan participation

Creating value for our shareholders

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

9.0/10   Overall satisfaction

8.80/10   Satisfaction in ESG practices
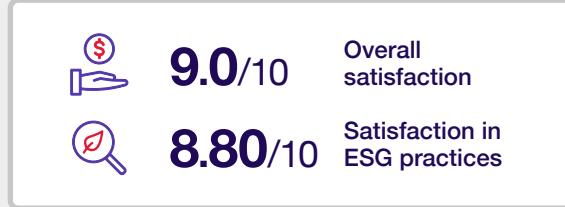
Creating value for our communities

- **Local employment through CGI's proximity model**
- **114,302** volunteer hours, with a focus on digital learning and inclusion
- **Long-term partnerships with local and academic organizations**

Creating value for the environment

- **SBTi targets approved***
- **Sustainability client offerings**

Creating value for our value chain

- **14,500** active global and local suppliers
- **70% of most significant suppliers assessed by EcoVadis,** representing over 50% of our spend

*Approved by the Science Based Targets initiative (SBTi) in 2025, these targets align our roadmap with the Paris Agreement's 1.5°C goal for Scopes 1 and 2 emissions and maintain our ambitious reduction trajectory on Scope 3 under Greenhouse Gas Protocol. For more information, see the Environment section.

CGI at a glance | Our strategic goals

We pursue our Vision through six strategic goals.

TO BE A WORLD CLASS END-TO-END IT AND BUSINESS CONSULTING SERVICES LEADER

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

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

CLIENTS
CGI PARTNERS
SHAREHOLDERS
COMMUNITIES
Seeking the best equilibrium

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

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

Dialogue

We recognize and respect our responsibility as a global corporate citizen to act ethically and sustainably on behalf of our stakeholders.

In this commitment, we foster collaboration and transparency through ongoing engagement with our three key stakeholders—clients, CGI Partners and shareholders. Their feedback influences the decisions we make, shapes our organization and contributes to CGI's business strategy.

Among other business topics, our dialogue with these three groups centers on CGI's environmental, social and governance (ESG) initiatives and actions. They want to know our stance on ESG topics that concern them and learn about our strategy.

Global frameworks and standardized stakeholder engagement tools facilitate these ongoing strategic discussions as fundamental elements of the CGI Management Foundation.

As a complement to our frameworks and tools, CGI's proximity model facilitates conversations on ESG topics that reflect the specific opportunities and challenges of the communities where we live and work. These localized insights further inform our ESG strategy and guide our consultations with other parties on ESG topics that either affect or are affected by our organization, such as suppliers, industry partners and community organizations. CGI communicates our ESG performance and priorities through multiple internal and external channels, including our annual ESG Report and responses to client requests.

In 2024, we conducted a double materiality assessment (DMA) to align with the Corporate Sustainability Reporting Directive (CSRD) framework and European Sustainability Reporting Standards. The DMA involved in-depth consultations with CGI's internal and external stakeholders.

Partnership Management Frameworks

As defining elements of the CGI Management Foundation, our Client Partnership Management Framework (CPMF), CGI Partner Partnership Management Framework (PPMF) and Shareholder Partnership Management Framework (SPMF) nurture meaningful dialogue, support future action plans and strengthen stakeholder relationships.

These frameworks outline how we operate, measure performance, explore partnerships and engage with our key stakeholders. Each framework provides a comprehensive set of processes and principles for managing the stakeholder engagement life cycle.

Strategic planning process

Part of our strategic planning process, our consultation programs provide insights that are reviewed by senior management (vice-presidents and above) at our annual Leadership Conference for inclusion in CGI's strategic plan, which includes feedback from our stakeholders on our ESG strategy to identify priorities for the year ahead. These programs are described in the following paragraphs.

Global and local operational plans and priorities are then presented to CGI Partners during the Annual Tour in October, which marks the start of our fiscal year.

Stakeholder Satisfaction Assessment Programs

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

We begin the yearly program cycle with face-to-face meetings to strengthen relationships and promote quality dialogue. Standardized questionnaires are used to support these meetings and obtain qualitative and quantitative feedback. Responses from CGI Partners remain anonymous to invite open, honest feedback. Client and shareholder assessments require sign-off by an authorized party and a designated CGI representative.

Voice of Our Stakeholders Programs

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

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

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

Dialogue

CGI stakeholder map: Engagement, expectations and metrics

Ongoing dialogue with our stakeholders helps CGI meet evolving regulatory requirements, maintain transparency and accountability, and address sustainability priorities.
Through this engagement, we strengthen relationships and drive long-term value for all CGI stakeholders—clients, CGI Partners, shareholders, suppliers and community organizations.
In this table, we map the primary forms of engagement, expectations and metrics specific to each CGI stakeholder group.

	Primary engagement channels	Stakeholder expectations	Metrics
Clients	• **Feedback and surveys:** VOC and CSAP, Ethics Hotline • **Relationship management:** Regular business interactions, project quality assurance processes • **ESG engagement:** Dedicated ESG meetings, Sustainability and ESG advisory for clients, double materiality interviews • **Reporting and disclosure:** Responses to client information requests, especially around ESG, ESG assessments (e.g., CDP, EcoVadis), annual ESG Report • **Digital channels and media:** Global and regional blogs, industry insights and impact stories, podcasts, webcasts, expert blog series • **Events and partnerships:** Industry trade shows, conferences, events and webinars, community engagement initiatives	• Align with their ESG values, priorities and performance • Verify and ensure the quality of our ESG reporting (EcoVadis, S&P Global Corporate Sustainability Assessment (CSA)[1], CDP) • Develop sustainability in our services and solutions • Ensure quality service, operational excellence, ethics and compliance in performance	VOC 2025 1,813 executives participated with over 80% in C-level positions CSAP 2025 **9.48**/10 Overall client satisfaction **9.46/10 in 2024** **9.57**/10 How would you rate the extent to which CGI works with you and local organizations in fostering a more sustainable and inclusive society? **9.51/10 in 2024** EcoVadis: **77/100** Gold rating S&P Global Corporate Sustainability Assessment[1]: **58/100** CDP: **B**

(1) Dow Jones Sustainability Indices.

Dialogue

	Primary engagement channels	Stakeholder expectations	Metrics
CGI Partners	• **Feedback and surveys:** VOP and PSAP, post-mandate feedback, focus groups, Well-Being Pulse Check, Ethics Hotline • **Relationship management:** One-on-one meetings, Annual Tour, town halls, performance reviews, works councils and unions, CGI Resource Groups in certain geographies, Internal Community Interest Groups • **ESG engagement:** Dedicated ESG meetings, double materiality interviews, ESG training, community engagement initiatives • **Digital channels:** CGI Partner Portal, Teams, internal social media channel (Viva Engage) • **Learning and career:** Employee training and development programs and platforms (e.g., Academia, Progressio, Talento) • **Health, safety and well-being:** Global and local awareness and training initiatives, information repositories and support (Health and Safety Committees, Oxygen health and well-being portal, My Assistance Program, Mental Health Ambassadors global network)	• Infuse ESG in our organization (strategy, operations and culture) • Provide more opportunities for joint outreach initiatives with clients • Encourage involvement in pro bono and volunteering activities • Support skills development and quality of work • Support Health, safety and well-being of CGI Partners	**VOP 2025** Over 67,900[1] CGI Partners participated **PSAP 2025** **8.95**/10 Overall CGI Partner satisfaction **8.86/10 in 2024** **8.94**/10 How would you rate the extent to which CGI works with you and local organizations in fostering a more sustainable and inclusive society? **8.89/10 in 2024** **8.96**/10 How would you rate the extent to which CGI supports your health and well-being?[2]

(1)   We invite all CGI Partners to participate. The consultation is conducted during a specific period of the year; talent from recent acquisitions and CGI Partners who joined after the campaign period are not included.
(2)   New question in 2025.

Dialogue

	Primary engagement channels	Stakeholder expectations	Metrics
Shareholders	• **Feedback and surveys:** VOS, SSAP, investor questionnaires and requests for information (e.g., CDP), and feedback from conferences, seminars and events • **Ongoing engagement/relationship management:** Periodic one-on-one meetings, continuous dialogue through Investor Relations channels • **Reporting and disclosure:** Financial reports, quarterly earnings calls, Annual General Meeting, Annual Information Form, Management Proxy Circular and other regulatory filings, public financial information and ratings, regulatory compliance verification, ESG Report, press releases, double materiality interviews to prepare for CSRD compliance	• Provide clear financial trajectories that reflect the current economy • Rely on client offerings to mitigate social end sustainable issues • Undergo external verification (e.g., audit, certification, SBTi, ISO), supply chain resilience verification • Supply clear ESG reporting and progress updates • Communicate on risk management and business model sustainability	**VOS 2025** Over 350 interactions with shareholders, other investors and analysts **SSAP 2025** **9.00**/10 Overall shareholder satisfaction **9.06/10 in 2024** **8.80**/10 How satisfied are you with CGI's environmental strategy and practices? **9.00/10 in 2024** **8.80**/10 How satisfied are you with CGI's social strategy and practices? **9.30/10 in 2024** **8.70**/10 How satisfied are you with CGI's corporate governance practices? **8.40/10 in 2024**

Suppliers: Product or service providers	• **Feedback:** Ethics Hotline, double materiality interviews
	• **Training and development:** Training and resources, Supplier Inclusivity Programs
	• **Standards and compliance:** Supplier Standards of Conduct, regulatory alignment and compliance
	• **Compliance and ethics:**
	  – Adherence to CGI's Third Party Code of Ethics, Third Party Management Framework and Report on Fighting Against Forced Labour and Child Labour (modern slavery)
	  – Commitment to ethical business practices
		• Support suppliers in advancing their ESG commitments
		• Provide clear sustainability requirements in a Supplier Standards of Conduct reference
			70% of CGI's most significant suppliers assessed by EcoVadis on environmental and social criteria **2025 target achieved**

Dialogue

	Primary engagement channels	Stakeholder expectations	Metrics
Communities: Local community organizations academic institutions, industry and economic partners, professional associations and networks, governments, subject matter experts	• **Feedback:** Ad hoc meetings, double materiality interviews • **Community and social engagement:** Initiatives to advance digital learning, pro bono projects, volunteering and in-kind support • **Partnerships and collaboration:** Technology, research and innovation; industry and economic; and humanitarian and social good • **Networks and associations:** Participation as a member and contributor to industry and professional associations • **Digital channels and media:** Blogs, CGI website, partner websites, social media	• Be transparent in communications • Share best practices and be a change leader • Increase activities and pro bono projects • Include ESG in community involvement (e.g., activities, offerings, sponsorships) • Provide learning and career opportunities in IT for underrepresented groups • Offer scholarships and sponsorships that support human rights and ESG principles • Pursue partnerships with academic institutions	In 2025 **267,789** Number of beneficiaries of our educational initiatives worldwide **287,486 in 2024** **24.8%** of CGI Partners involved in community activities worldwide **23.3% in 2024**

Double materiality

In 2024, CGI conducted a Double Materiality Assessment (DMA) to identify and prioritize our most significant ESG impacts, risks and opportunities (IROs). This comprehensive exercise, undertaken in anticipation of mandatory reporting requirements under the European Union's Corporate Sustainability Reporting Directive (CSRD), aimed to align our reporting with CSRD standards, increase transparency, reinforce stakeholder trust, and ensure that our ESG strategy addresses key IROs on the entire value chain and stakeholder expectations.

We leveraged the insights collected annually through our established stakeholder engagement processes, reaffirmed the material topics identified in the 2022 simple materiality assessment, and complemented this with tailored stakeholder consultations and a collective survey. Our exercise incorporates feedback from stakeholders representing all our business sectors and the diverse geographies in which we operate. The insights gained from the DMA strengthened CGI's ability to respond proactively to emerging challenges and opportunities, while shaping the evolution of our ESG strategy.

Going forward, we aim to continue our ESG dialogue with stakeholders as part of our continuous improvement process, consistent with the requirements of the CSRD methodology. A detailed account of CGI's 2024 DMA process and results appears under Double materiality in detail.

CGI's most material topics

Social and **environmental** material impact

Very High:
- 🟣 Local communities development
- ⚫ Responsible procurement
- 🟣 Our workforce working conditions
- ⚫ Responsible leadership and governance
- ⚫ **Data privacy and cybersecurity**
- ⚫ **Business ethics and compliance**
- 🟣 **Talent attraction, retention and development**
- 🟠 **Sustainable solutions**

High:
- 🟣 Workers in the value chain
- ⚫ Responsible digital innovation
- 🟠 Climate change mitigation and energy
- 🟣 Equal treatment and opportunities for all

Medium:
- 🟠 Climate change adaptation
- 🟠 Circular economy (waste)

Business material impact: Medium | High | Very High

- 🟠 Environmental
- 🟣 Social
- ⚫ Governance

ESG strategy

Environment

Related
**United Nations'
Sustainable
Development Goals**

Commitments	Material topics	Objectives	KPI/Action
Minimize our environmental impact			
Continue to progress on our approved near-term science-based targets (SBTs)	Climate change mitigation and energy Climate change adaptation Circular economy	**Scopes 1 and 2** Reduce absolute Scopes 1 and 2 greenhouse gas (GHG) emissions to 62.3% by 2030 from 2019 baseline • Use 100% renewable electricity at all offices and data centers by 2030[1] • Transition fleet to 80% full electric vehicles (EVs) and 20% full hybrid EVs (FHEVs) and plug-in hybrid EVs (PHEVs) by 2030	**60.3%** CO_2e emissions reduction of Scopes 1 and 2 **54.3% in 2024** **77.8%** of renewable electricity **78.2% in 2024** **34.5%** EVs, FHEVs and PHEVs **27.1% in 2024**
		Scope 3 Reduce Scope 3 GHG emissions from business travel by 55% per million-dollar value added by 2030 from 2019 base year 77% of our suppliers by spend—covering purchased goods and services, capital goods, upstream transportation and distribution—will have SBTs by 2030	**54.5%** CO_2e emissions reduction from business travel **46.2% in 2024** **28.0%** suppliers by spend
Support our clients' sustainability goals			
Support clients with sustainable services and solutions and responsible innovation, and help advance their ESG goals and outcomes	Sustainable solutions Responsible digital innovation	Foster a culture of responsible innovation through Sustainable IT training and practices	**94.0%** of CGI Partners trained in sustainable IT in our Western and Southern Europe Strategic Business Unit
		Empower CGI Partners to deliver sustainable and responsible digital solutions that advance clients' ESG goals	**+40** business solutions with ESG impact

(1) Depending on available sources, see page 33 for details.

ESG strategy

Related United Nations' Sustainable Development Goals

Social

Commitments	Material topics	Objectives	KPI/Action
Promote culture and belonging			
Fostering respect, belonging and well-being in a career supportive workplace	Equal treatment and opportunities for all Talent attraction, retention and development Our workforce working conditions	Invest in CGI Partners' personal and professional development	**8.95**/10 CGI Partners' overall satisfaction score (PSAP) **8.88/10 in 2024**
		Offer health and well-being programs, including mental health as a priority	**622** Mental Health Ambassadors **643 in 2024**
Amplify our positive impact on our communities			
Empower CGI Partners to drive positive social impact through active community engagement, skills-based volunteering and collaboration with clients	Local communities' development	Facilitate volunteer opportunities for CGI Partners, using the CGI for Good global volunteering tool	**114,302** hours of participation in paid/unpaid volunteering **94,850 hours in 2024**
		Have 150 community initiatives in place with CGI clients by end of 2026	New target
Respect human rights throughout our operations and supply chain			
Fight against forced labour in our operations and value chain	Workers in the value chain	Support the assessment of our operations and suppliers for risks of forced labor through training of our Procurement team	**100%** of global Procurement Business Partners who received training on human rights **100% in 2024**
		Provide training to CGI Partners on forced labor and human rights issues and risks	**10,300+** CGI Partners completed the new training developed in 2025

ESG strategy

Related
[United Nations' Sustainable Development Goals](#)

Governance

Commitments	Material topics	Objectives	KPI/Action
Apply high standards of ethical business conduct			
Adapt and maintain high standards of governance, as an integral part of our values	Business ethics and compliance	Ensure CGI Partners have robust knowledge of ethical practices	**97.7%** of CGI Partners reconfirmed the annual Code of Ethics acknowledgement **98.8% in 2024**
			97.5% of CGI Partners completed the mandatory Security and Code of Ethics annual learning **98.2% in 2024**
Ensure effective governance with integrity, transparency and accountability			
Incorporate appropriate oversight of ESG by our Board of Directors	Responsible leadership and governance	Foster continuous dialogue with stakeholders on diverse sustainability priorities	**67,900+** CGI Partners participated in the annual Voice of Our Partners (VOP) program **67,000+ in 2024**
		Ensure a governance model that upholds inclusivity and accountability	**43%** of women on the Board of Directors **43% in 2024**
Be recognized as a leader in data protection and cybersecurity			
Ensure robust data privacy and cybersecurity through continuous risk monitoring, strong governance and full regulatory compliance	Data privacy and cybersecurity	Strengthen CGI Partners' knowledge of cybersecurity and data privacy practices through ongoing training and awareness programs	**98.4%** CGI Partners received the annual mandatory Data Privacy and Records Management Fundamentals training **98.6% in 2024**
Advance supply chain sustainability and responsibility			
Guide our suppliers to align with CGI's values and goals, and as a basis for partnership in building a more sustainable and inclusive global supply chain	Responsible procurement	Monitor the extent of our suppliers' ESG involvement and their adherence to relevant local regulations governing the provision of goods or services	**70%** of our 250 most significant suppliers assessed by EcoVadis on environmental and social criteria **2025 target: reached**

Responsible innovation

Impact

Responsible artificial intelligence

Sustainability services and solutions

Sustainable IT

Responsible innovation

Impact

Organizations must continuously unlock innovation at pace and scale to thrive today's ever-evolving digital world.

As a global technology leader, we pursue innovation in a responsible manner. We uphold the highest standards in our operations to help clients in every industry move responsibly from experimentation to implementation while accelerating time-to-value.

Our innovative approach involves close collaboration and proximity to clients, addressing responsibilities specific to each ESG pillar:

Environmental
Reducing energy consumption, greenhouse gas emissions, and electronic waste (e-waste)

Social
Ensuring inclusiveness in digital accessibility

Governance
Following ethical, secure data protection policies and practices

In applying these principles, we support our clients in developing and optimizing new technologies, practices and business models that contribute to positive ESG impacts.
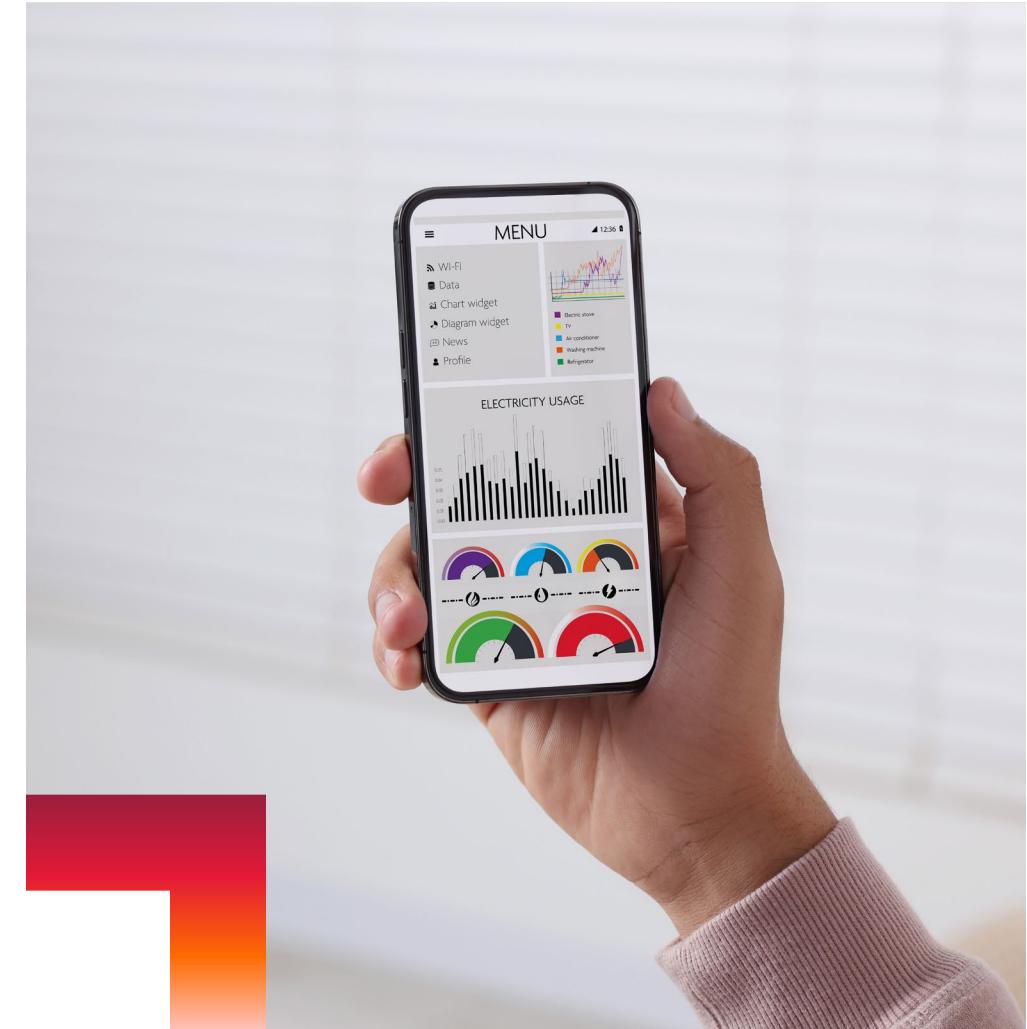
Responsible AI

We leverage artificial intelligence (AI) to drive positive ESG outcomes for societal betterment, applying a strategy that ensures technological advancements are deployed ethically and sustainably.

Through targeted AI solutions, CGI makes tangible contributions to environmental sustainability and advances social equity. These initiatives are underpinned by a robust Responsible AI (RAI) framework and governance model, demonstrating our comprehensive commitment to using technology as a powerful tool for creating a more sustainable and inclusive world.

Environmental stewardship

In 2025, we championed environmental responsibility by applying RAI principles and extending our sustainable AI Computing[(1)] capabilities.

We support our clients in environmental stewardship in multiple ways.

- CGI OpenGrid DERMS enables energy operators to integrate and optimize renewable sources like wind and solar with AI-enabled insights, optimization and automation (video).
- CGI EnvironmentMonitor360 helps predict the impact of natural disasters such as floods and wildfires, while our other offerings track deforestation and remotely detect sewage overspills from space. We also leverage satellite data and AI to preserve carbon sinks and biodiversity, improve energy efficiency and detect pollution to advance sustainability.
- CGI supports alternate AI Compute solution design for sustainable AI infrastructures such as Quantum. It identifies sustainable solutions that optimize complex logistical processes (e.g., route optimization, demand forecasting, electricity distribution).

Social impact

Advancing social equity is a core tenet of CGI's mission, which we support by designing responsible AI systems.

Our work in healthcare and social care helps our clients achieve positive outcomes that impact individuals, organizations and communities.

- For the UK Safer Streets pilot, we created a digital twin that integrates data on violence and sexual offenses to help identify safer routes through municipalities.
- An AI-enabled dashboard we built for an international financial institution helps identify projects with potential human rights violations.
- Through digital triplets used by healthcare professionals to provide personalized patient care insights, our AI-assisted tools support patient access to information and expert advice. Omni360 leverages AI to summarize patient charts for improved clinical insights, and Connected Care provides AI-assisted health solutions to remote communities in Canada.
- CGI Machine Vision increases the safety of citizens using rail services in the UK by providing real-time monitoring and AI insights.

Governance model

CGI's comprehensive RAI governance model reinforces the principles of our RAI framework, prioritizing the ethical use and implementation of AI.

This model consists of a centralized Global AI Enablement Center of Excellence; an executive-level AI Steering Committee; a Global AI Governance Council represented by global leads in privacy, security, legal and IT; and proximity-based experts. This combined approach promotes consistency while allowing for local adaptability.

We offer this proven, comprehensive model to our clients, helping them set up tailored AI governance structures. Additionally, as a trusted and respected resource, CGI contributes thought leadership to public and private sector organizations. This includes providing advisory services to the EU AI Commission and government agencies in Canada and the UK to support the need for AI policy direction in a rapidly evolving technical environment.

⊕ Further details can be found in our Responsible AI Report

(1) AI Compute refers to the computational resources required for AI systems to perform tasks, such as processing data, running algorithms and training machine learning models. In other words, AI Compute is the technology that powers AI (ISEDC).

Sustainability services and solutions

CGI helps clients embed sustainability across their operations to achieve their long-term business outcomes. By leveraging the transformative power of data, AI, and innovative technologies, they can advance their climate goals, strengthen business value and support a more sustainable future.

Key benefits include:

- Environmental protection—reducing emissions, waste and resource use
- Social inclusion—promoting inclusiveness, accessibility—and anti-discrimination
- Regulatory compliance—keeping pace with evolving environmental standards
- Cost savings and efficiency—realizing long-term operational gains
- Innovation and competitiveness: developing eco-friendly solutions that open new markets
- Risk management—mitigating environmental, resource, and supply chain risks

By combining technology, data and strategic alliances, we help clients integrate sustainability into their core strategy, improving both resilience and long-term success.

ESG Advisory Services

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

Learn more about CGI's Sustainability and ESG Advisory services, which include:

- Sustainability Advisory
- Sustainable IT and Green Technology
- Circular Business Design and Sustainable Energy Transition
- Inclusion
- ESG Data Management, Sourcing and Exchange

Award

CGI was named a Major Player by IDC MarketScape for **Worldwide Carbon Management and NetServices 2025 Vendor Assessment**

Business solutions

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

- Supporting the energy transition with intelligent, optimized grid management
- Enabling ecosystem data sharing
- Identifying urban heat islands
- Calculating solar energy potential
- Assessing risks and damage from natural events
- Better managing food waste
- Supporting chemical product stewardship
- Reducing carbon footprints using digital twin technology
- Improving renewable energy asset management

Space for sustainability

Space data and technology are increasingly valuable resources for understanding and anticipating the impacts of climate change. Our innovative solutions enable scientists to monitor physical, chemical and biological variables that play a vital role in regulating the Earth's climate.

We are improving global sustainability by helping to preserve carbon sinks, enhance greenhouse efficiency, strengthen forestry management and more. We also work closely with the world's leading space agencies to deliver secure, mission-critical data processing, satellite communications, and advanced modeling and simulations to accelerate climate missions.

Sustainable IT

CGI addresses the environmental and social challenges associated with digital technology on multiple fronts.

We raise awareness and apply sustainable IT practices in our operations and in our work with clients. We offer services at multiple levels, ranging from strategic to operational, to assist organizations with the implementation of sustainable IT.

We also collaborate with industry partners, contributing expertise to initiatives that seek to mitigate the potential negative impacts of technological advances.

Strategy

We incorporate eco-design and circular economy principles throughout all phases—from concept to design, manufacturing, use and end-of-life repurposing.

Internal awareness and training initiatives build awareness and strengthen the sustainable design skills of CGI Partners.

In 2021, we deployed Sustainable IT Awareness e-learning across our Western and Southern Europe Strategic Business Unit (SBU). As of August 2025, 94% of the SBU's CGI Partners have completed this e-learning.

CGI Partners in Canada and France regularly organize and participate in sustainable IT fresks[(1)], internal half-day interactive workshops that follow The Digital Collage methodology.

Evaluation standards and procedures
IT life cycle assessment

CGI follows sustainable development practices across our global operations to reduce the energy and water consumed by our data centers, servers and transmission networks, without compromising the quality of our digital data services. We extend the life span of our IT assets through e-waste management procedures that include refurbishing, recycling and energy recovery. See related information in the Environment section.

CGI respects the leading eco-label certifications in place across our geographies.

All IT products we purchase must meet criteria that address their sustainability impact, from initial material extraction to end-of-life.

For hardware (computers, servers), this includes CE, ENERGY STAR, EPEAT and TCO. Our data centers use Green Grid's Power Usage Effectiveness (PUE) metric to measure energy efficiency, and the vast majority consistently achieve a PUE ratio below 1.5.

We also use the WeNR tool to measure CGI France's annual carbon footprint.

These certifications and metrics signify the high standards of corporate responsibility and environmental sustainability we maintain in our operations and supply chain.

Eco-design

Created by CGI, our eco-design training program consists of four half-day courses. Each course starts with the essentials of sustainable digital design and then delves into four main business profiles: functional contributor, developer, architect and user experience/user design advisor, and cross-functional technical roles. Introduced in 2024, the training program became available to CGI Partners in Canada and Spain this year.

Our PLENR Training platform, CGI France's first eco-designed solution, features challenges and quizzes to help CGI Partners worldwide develop their eco-design skills.

CGI developed an eco-design audit grid to evaluate our services and solutions that we also use to enhance sustainable IT in client projects. We also assist clients in green coding, which involves the use of eco-design best practices to optimize front- and back-end development of digital services.

CGI UK has launched the Green Software Guide, developed with the University of Leicester through our SEEDS program. The guide empowers IT professionals to build energy-efficient, low-impact software. It reflects our commitment to using sustainable IT as a driver of innovation, emissions reduction and environmental responsibility across the tech sector.

Partnerships and networks

We value our partnerships and networks, which allow us to share resources and maximize CGI's positive impact.

Our involvement includes:

- ISIT France: Member, signatory of the Sustainable IT Charter, and contributor to several working groups that produce tools and frameworks, including the WeNR and GR491 pilots, and a project to help schools develop sustainable IT courses
- Alliance Green IT (link in French): Member and contributor to various working groups
- Good In Tech: Partner and founding patron of the Good In Tech Chair, launched in 2019
- Planet Tech'Care (link in French): Member and manifesto signatory (links in French)
- AFNOR: Contributor to the general framework for frugal AI and participant and financial sponsor of the GE ECO SN (Eco-design of digital services expert group) that follows the ISO/IEC JTC 1/SC 39/ WG 4 (Eco-design of digital services)

Certifications

Awarded the Sustainable IT Level 1 label by Agence LUCIE (link in French) in 2022, we advanced to **Level 2 certification in 2024** following an independent external audit that assessed CGI against 52 criteria under five main areas: governance and strategy, training, cross-functional approaches, users and organizations.

CGI is the first digital services company with over 5,000 CGI Partners to achieve this level of LUCIE certification, which extends to our operations in France, Luxembourg, Morocco, Romania and Switzerland.

⊕ Further details and case studies can be found in our sustainable IT page on cgi.com

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

Environment

Impact

Strategy

Progress on climate mitigation

Scopes 1 and 2

Scope 3

Nature and biodiversity

Environment

Impact

Every action taken to mitigate climate change contributes to a sustainable future for all.

Growth must not come at the expense of the environment and the communities where we do business. To minimize our environmental footprint, combat climate change and preserve biodiversity, CGI implements responsible operating practices that include robust monitoring and measuring of environmental impacts such as $CO_2e^{(1)}$ emissions.

In 2024, CGI pledged to set near-term targets under the Science Based Targets initiative (SBTi) by year-end 2025, formalizing our commitment to sustainability and confirming the company's dedication to concrete science-based action.

Approved by the SBTi in 2025, these targets align our roadmap with the Paris Agreement's 1.5°C goal for Scopes 1 and 2 emissions and maintain our ambitious reduction trajectory on Scope 3 under Greenhouse Gas (GHG) Protocol.

Progress on our near-term science-based targets

Reduce absolute Scopes 1 and 2 GHG emissions 62.3% by 2030 from 2019 base year	**60.3%** reduction in 2025
Reduce Scope 3 GHG emissions from business travel by 55% per million-dollar value added by 2030 from 2019 base year	**54.5%** reduction in 2025
77% of our suppliers by spend—covering purchased goods and services, capital goods, upstream transportation and distribution—will have science-based targets (SBTs) by 2030	**28.0%** set as of 2025

Find CGI on the SBTi Target Dashboard.

Philippines, coastal cleanup

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

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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.

Strategy

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

Our environmental protection and climate risk mitigation strategy revolves around innovation, awareness and training. We seek to effect meaningful change that drives progress within our industry, creates new career opportunities and delivers value to our stakeholders.

We apply environmental best practices in our offices and data centers, supply chain and IT asset procurement activities, and business commuting and travel policies. Our Strategic Business Units (SBUs) further reinforce these best practices through local actions and initiatives.

Key components of our strategy

Energy
- Use 100% renewable electricity at all offices and data centers by 2030[1]
- Reduce our energy consumption

Travel
- Transition our car fleet to 80% full electric vehicles (EVs) and 20% full hybrid EVs (FHEVs) and plug-in hybrid EVs (PHEVs) by 2030
- Reduce the CO_2e emissions of company business travel

Supply chain
- Collaborate with our major suppliers to promote sustainability practices while also advancing our supplier-focused science-based target
- Promote circular economy principles

Stakeholder collaboration
- Develop awareness, engage and empower CGI Partners
- Support our clients and collaborate on environmental objectives
- Pursue activities with community organizations

Resource management
- Follow the three Rs principle (reduce, reuse and recycle) targeting e-waste and general waste
- Conserve water through responsible use and efficiency

Strategy

Stakeholder engagement

Through annual processes and ongoing dialogue, we regularly engage CGI stakeholders in discussions on our environmental impact. (See the Dialogue section.) These exchanges allow us to confirm and develop our environmental strategy.

CGI Partner environmental awareness

Every individual within our organization contributes to the progress of CGI's environmental strategy. Impacts and priorities may vary according to geography or role, but common to all is our shared approach to innovation, optimization and continuous improvement to reduce our environmental footprint.

Our ESG teams engage CGI Partners through awareness and training tailored to regional contexts and cultures. These initiatives focus on:

- Reducing CO_2e emissions
- Optimizing and lowering energy consumption
- Reducing business travel and commuting impacts
- Improving sustainable procurement of products and services with our suppliers
- Optimizing waste management and water consumption

Our new ESG e-learning training channel provides a central communication channel for our global program, complemented by local sustainability projects and activities such as No Planet B in the UK, Sustainable IT Week in France and Earth Day events in other geographies.

Assets for environmental strategy

Reporting platform

We use the Cority platform, a market-leading sustainability software solution accredited by CDP, to centralize our environmental reporting. Working with ESG Leads, Climate Leads and corporate functions in each country, our global ESG team consolidates information and validates data quality. SBU and Business Unit (BU) leadership review quarterly data and measure progress against key performance indicators.

Investments

Supported by the input of internal teams, we determine the resources and investments required to achieve the global and local objectives identified in CGI's environmental strategy. Our budget includes expenses related to global and local ESG teams; external services; certifications and labels; software; renewable energy purchases; awareness, engagement and training initiatives; and multiple sustainability projects (e.g., CGI's commuting program and transition to EVs, FHEVs and PHEVs).

Policy

Our ESG Policy formalizes CGI's environmental responsibilities and commitments to clients, CGI Partners and the communities where we live and work. These principles contribute to our annual planning process and are incorporated into associated policies and strategies.

ISO certification

Through continuous improvement, CGI retains ISO 14001:2015 certification at our operations in the Czech Republic, Denmark, Finland, France, Germany, Luxembourg, Morocco, the Netherlands, Norway, Portugal, Romania, Slovakia, Spain, Sweden and the UK.

We continue to implement this internationally recognized standard for environmental management systems (EMSs) across our organization. As of 2025, the number of CGI's ISO 14001-certified offices and data centers totaled 117.

More than 39,000 CGI Partners—41.8% of our global talent—are covered by locally implemented EMSs. To encourage EMS compliance, we communicate the environmental impact of CGI's business operations and our mitigation strategies through sustainability awareness, learning and training.

Strategy

Risks and opportunities

Climate disclosure risk management

The CGI Risk Universe incorporates climate-related physical and transition risks, including existing and emerging environmental regulations. For each identified risk, we evaluate and assess impact, velocity (speed of impact) and likelihood, which can be over any time horizon. (See the section on Risk management and CGI's CDP response.)

Risks related to climate change could be physical (e.g., frequency and severity of adverse weather events, sea level rise, wildfires), reputational (management of climate-related issues, level of disclosure) or associated with the transition to a low-carbon economy (regulatory, legal, technological and market changes). For physical risks we separately assess chronic and acute aspects.

Our Risk Universe encompasses the potential risk to our CGI Partners, premises and infrastructure from hazards. These hazards could result from climate-related causes that affect the health and safety of CGI Partners, disrupt operations (those of CGI, our clients or suppliers) and increase insurance and other operating costs.

Opportunities

We recognize that the urgent need to address climate change involves helping our clients mitigate environmental impacts, which generates potential revenue opportunities for us.

As a material topic and central to our ESG business strategy, CGI's sustainability services and solutions help our clients:

- Develop and deploy eco-designed and energy-efficient solutions
- Progress on ESG performance through innovative services that improve ESG outcomes
- Take broader action on ESG imperatives

TCFD and TNFD UK Reports

In 2022, CGI in the UK adopted the Task Force on Climate-related Financial Disclosures (TCFD) framework, followed by the publication of our 2023 TCFD Report. The report outlines how we embed risk planning into our robust processes and existing practices under the four core elements of governance, strategy, risk management, and metrics and targets.

In early 2025, we became the first UK IT company to publish a Task Force on Nature-related Financial Disclosures (TNFD) Report, marking a major milestone in actionable, science-based sustainability reporting across the business. CGI's TNFD Report integrates geospatial data, climate modeling and biodiversity metrics to assess ecological impact across our UK operations.

> **Award**
>
> CGI is recognized with the **Reuters Sustainability Reporting Excellence Award**, as the first technology company within the UK to publish a TNFD pilot report

Progress on climate mitigation

We completed our first calculation of full Scope 1, 2 and 3 emissions since setting our 2019 baseline, in accordance with GHG Protocol. This step represents significant progress in CGI's environmental journey.

Our near-term science-based targets (SBTs) cover 100% of Scope 1 and 2 emissions and 67% of Scope 3 emissions, including business travel and our supply chain activities.

Although commuting and waste are not included in CGI's targets, we are reducing these impacts where possible.

CGI net emissions (tCO$_2$e)

Legend:
- Scope 3 (Other)
- Scope 3 (Commuting)
- Scope 3 (Supply chain)
- Scope 3 (Business travel)
- Scope 2 (Market based)
- Scope 1

Near-term science-based targets coverage
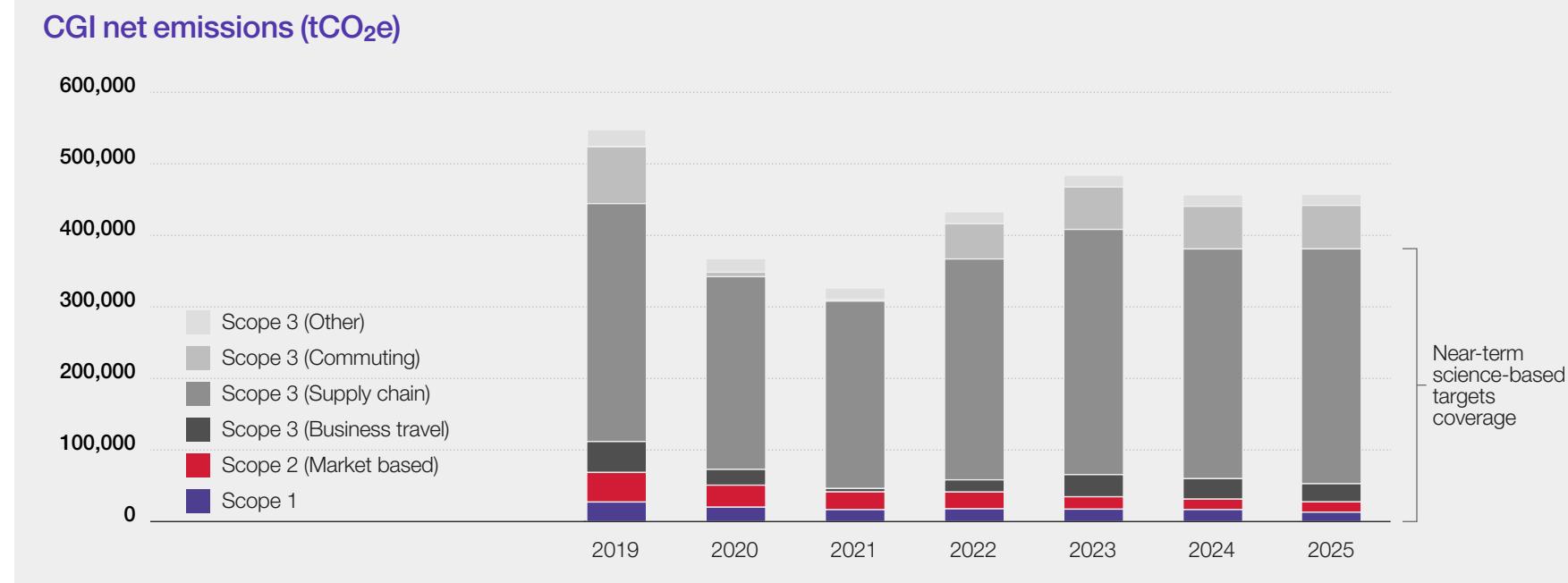
Climate performance (tCO$_2$e)	2019	2020	2021	2022	2023	2024	2025	vs. 2019
Scope 1	**27,265**	**20,059**	**16,595**	**17,754**	**17,292**	**16,710**	**13,022**	**−52.2%**
Scope 2—Market based	**41,346**	**30,763**	**24,819**	**23,513**	**17,363**	**14,637**	**14,207**	**−65.6%**
Scope 3	**479,830**	**316,577**	**285,163**	**391,809**	**445,238**	**425,349**	**436,557**	**−9.0%**
Business travel	*43,182*	*21,998*	*4,763*	*17,053*	*30,931*	*28,611*	*25,499*	*−40.9%*
Supply chain	*332,681*	*269,444*	*262,116*	*308,931*	*338,753*	*321,129*	*333,300*	*0.2%*
Commuting	*79,274*	*6,231*	*1,953*	*49,239*	*59,252*	*59,598*	*62,115*	*−21.6%*
Other	*24,693*	*18,904*	*16,331*	*16,586*	*16,302*	*16,011*	*15,643*	*−36.7%*
Total net emissions	**548,441**	**367,399**	**326,577**	**433,076**	**479,893**	**456,696**	**463,786**	**−15.4%**

Scopes 1 and 2

Under our near-term science-based target for Scope 1 and 2 emissions, CGI aims to reduce absolute GHG emissions by 62.3% between 2019 and 2030. As of 2025, we achieved a 60.3% reduction, reflecting steady progress toward our objective.

These emissions primarily result from energy consumed by our car fleet, offices and data centers, specifically:

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

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

Progress on Scope 1 and 2 target (tCO$_2$e)
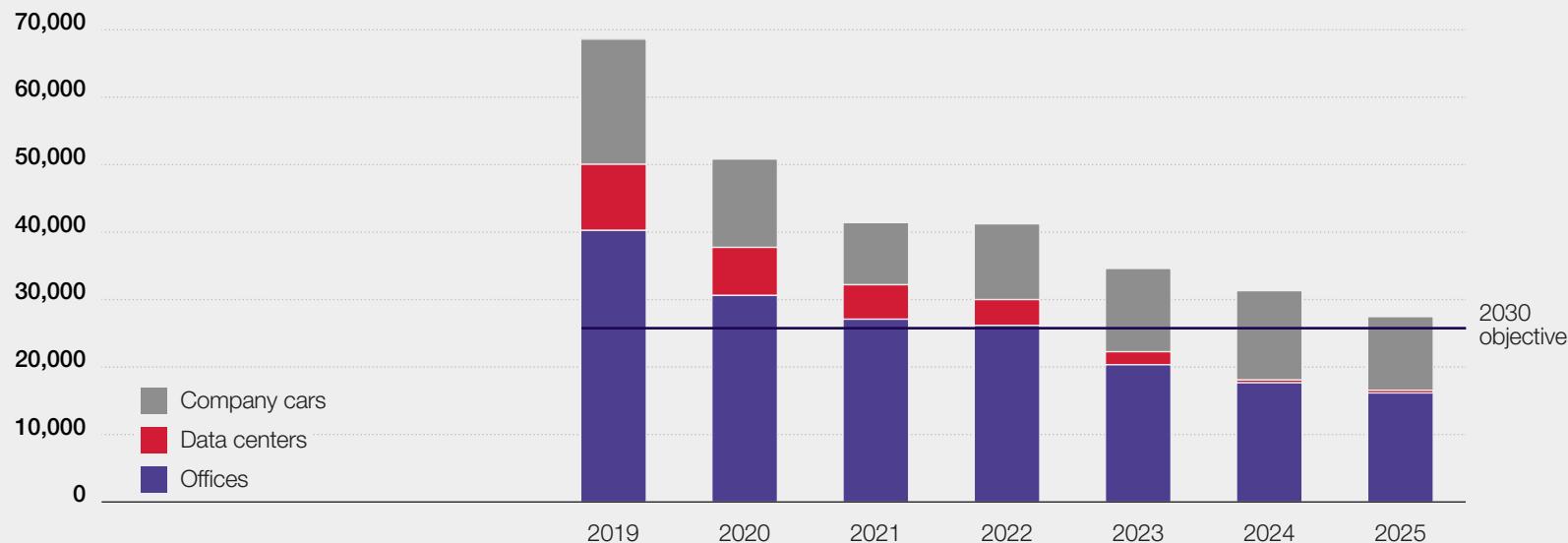
Climate performance (tCO$_2$e)	2019	2020	2021	2022	2023	2024	2025	vs. 2019
Offices	40,252	30,601	27,096	26,197	20,379	17,725	16,243	−59.6%
Data centers	9,804	7,120	5,111	3,839	1,932	341	271	−97.2%
Car fleet	18,555	13,101	9,207	11,231	12,344	13,281	10,715	−42.3%

Scopes 1 and 2

Offices and data centers

Under our Scope 1 and 2 SBT, we aim to achieve 100% of renewable electricity in all CGI offices and data centers by 2030. We report on offices and data centers that CGI owns or operates.

Despite recent acquisitions and the addition of new offices, our level of renewable electricity usage remained relatively stable, albeit slightly lower compared to 2024.

Of the total electricity consumed by our offices and data centers, 77.8% was sourced from renewable electricity in 2025. We achieved this through direct energy contracts with suppliers and by purchasing unbundled Energy Attribute Certificates from third parties in the form of Renewable Energy Certificates (RECs), International RECs, Guarantees of Origin and Renewable Energy Guarantees of Origin. Also, at CGI sites in the UK and in Estonia, we installed solar photovoltaic systems that operate independently from third party grids, with the electricity generated being consumed directly onsite.

This strategy allows for better visibility and tracking of electricity sources across our sites, enabling CGI to effectively meet our target in line with GHG Protocol and the SBTi.

We also continued to explore renewable energy systems for heating and cooling as additional opportunities to reduce our GHG emissions.

As of 2022, CGI reduced power consumption by 50% in our Pitäjänmäki Data Center and co-location data center in Finland. We accomplished this through:

- Consolidation of data centers (from 4 to 2)
- Free air cooling (use of outdoor air)
- Reduction of Pitäjänmäki data halls[1] (from 6 to 3)
- Consolidation of hardware footprints (servers, storage, backup, networks), selection of energy-efficient hardware and extension of hardware life spans
- Upgrade of data center infrastructure (air coolers, pumps, uninterruptible power supplies)
- Upgrade to LED lighting and ultra-clean fuel for reserve power
- Extreme focus on airflows, with implementation of hot and cold corridors
- Heat reuse (in place at Pitäjänmäki, planned for co-location site)

The two data centers maintain Power Usage Effectiveness of 1.3 and the Pitäjänmäki Data Center holds ISO 14001:2015 certification.

Progress on renewable electricity: offices and data centers

Year	Percentage
2019	46.8%
2023	69.2%
2024	78.2%
2025	77.8%
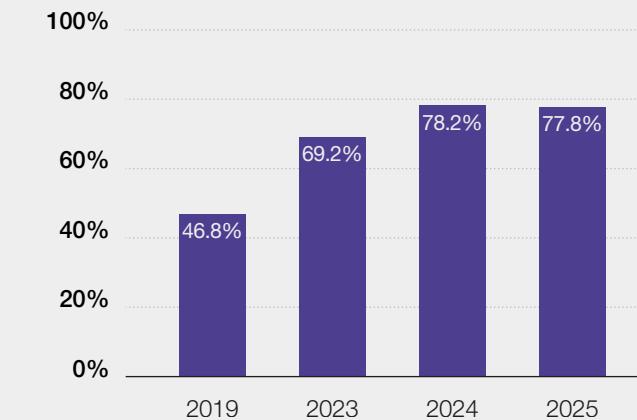
UK

Achieving 100% renewable electricity through solar panels and innovation

In F2025, CGI's Waterton and Chippenham sites in the UK achieved 100% renewable electricity through onsite solar generation and our own innovative energy management solutions. These efforts reduced our Scope 2 CO_2 emissions by 34%, saving 1,110 tCO₂e—comparable to the annual electricity use of more than 2,350 UK homes.

This milestone advances CGI's sustainability objectives and the progress of our near-term targets under the Science Based Targets initiative.

⊕ Learn more

(1) Data hall: Enclosed, secure temperature-controlled room containing server racks, network infrastructure and storage devices.

Scopes 1 and 2

Car fleet

As a key action to achieve our Scope 1 and 2 SBT, we committed to transitioning 80% of our global car fleet to full EVs and 20% to FHEVs and PHEVs by 2030.

Under this plan, CGI will deploy a full EV fleet in Belgium, Denmark, France, Germany, Italy, Luxembourg, the Netherlands, Portugal, Spain, Sweden and the UK. In other geographies, our fleet will be supplemented with FHEVs and PHEVs due to local infrastructure constraints.

With progress made in 2025, our global fleet now consists of 34.5% full EVs and 11.9% hybrid vehicles. Over this period, electricity consumed by this segment of our fleet totaled over 6 million kilowatt hours. Using location-based emission factors, this corresponds to 1,429 tCO$_2$e.

Improvements underway in our data collection will enable better tracking of renewable electricity sources and the application of market-based emission factors, as described in GHG Protocol Scope 2 Guidance.

Progress on global fleet transition

Year	Electric	Hybrid	Fuel
2019			100%
2023	18.5%	9.2%	72.3%
2024	27.1%	10.4%	62.5%
2025	34.5%	11.9%	53.6%

Legend: Electric, Hybrid, Fuel
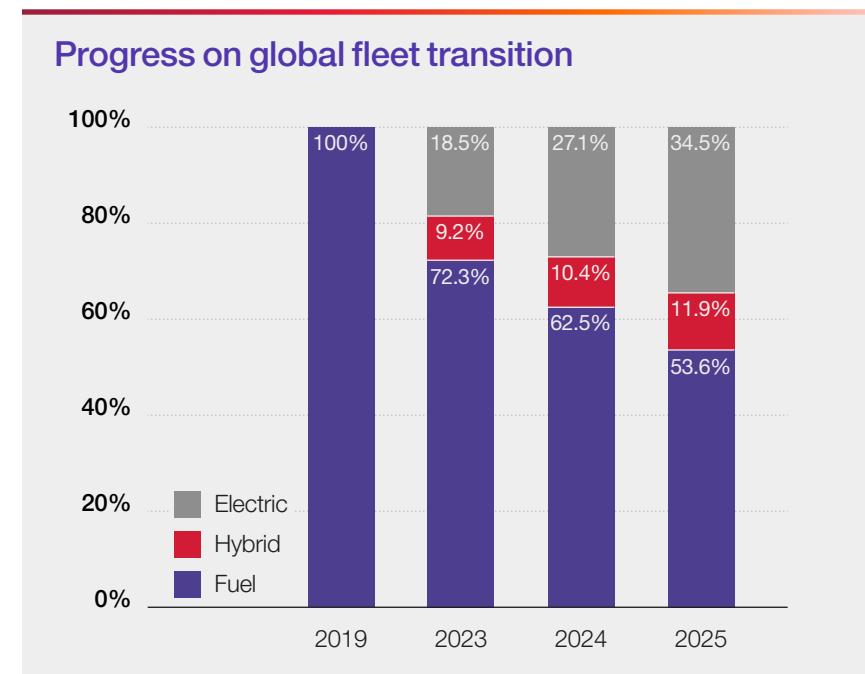
Scope 3

Business travel

Under our SBT for business travel, CGI seeks to reduce emissions by 55% relative to gross profit by 2030, compared to our 2019 baseline.

In 2025, we achieved a 54.5% reduction in emissions intensity compared to 2019, reflecting significant progress toward our near-term goal.

As part of our continuous improvement plan and in compliance with GHG Protocol, we added well-to-tank (WTT) emissions to our reporting. WTT accounts for the environmental impact of emissions from extraction, production and transportation of fuels consumed. Tracking these "hidden emissions" allows us to set a science-based approved intensity target.

We find in-person interactions contribute to effective stakeholder meetings and strengthen interpersonal relationships, particularly through enhanced networking, collaboration and social connections. However, as a global organization mindful of our environmental impact, we leverage virtual collaboration capabilities as much as possible to foster teamwork and connect people wherever they are.

Our Travel Policy encourages CGI Partners to use our internal travel booking service, which promotes sustainable travel options and improves the measurement of our emissions. Where travel remains necessary, we promote lower-carbon choices and active travel.

Progress on business travel target (tCO$_2$e)
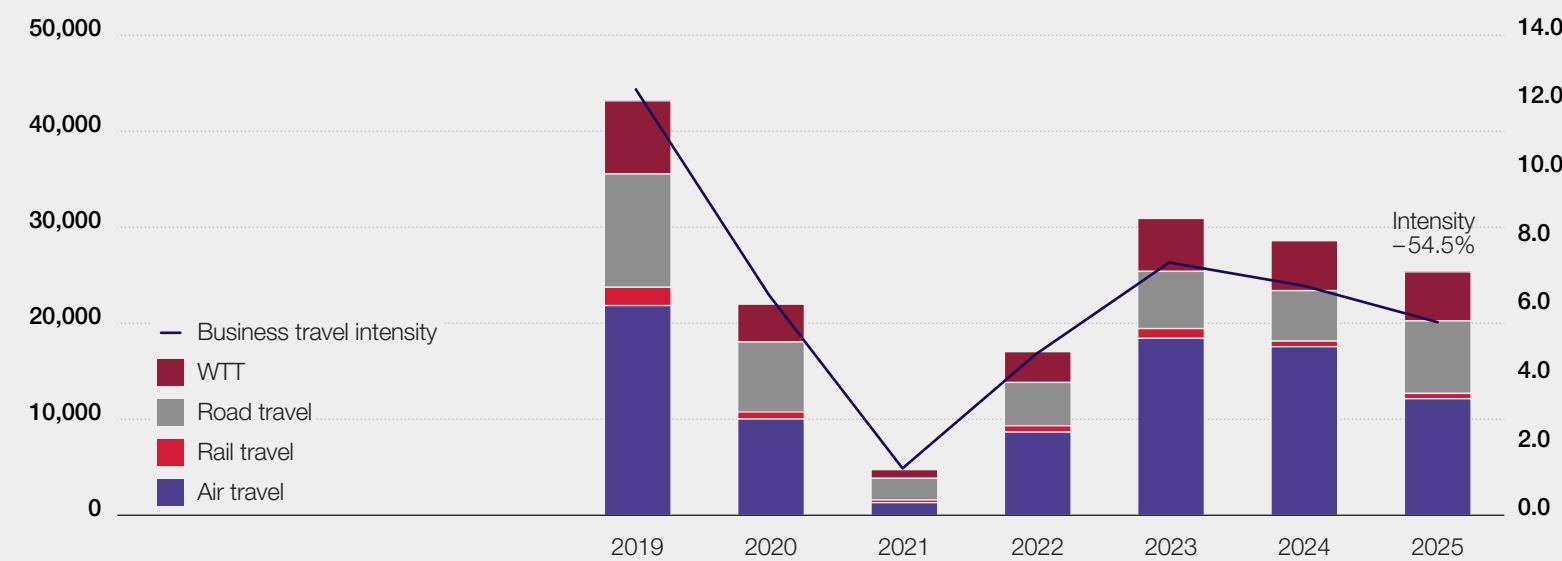
Climate performance (tCO$_2$e)	2019	2020	2021	2022	2023	2024	2025	vs. 2019
Air travel	21,853	10,040	1,368	8,677	18,437	17,574	12,238	−44.0%
Rail travel	1,909	734	188	656	1,023	579	557	−70.8%
Road travel	11,799	7,287	2,304	4,511	5,957	5,261	7,546	−36.0%
WTT	7,621	3,937	904	3,209	5,514	5,197	5,158	−32.3%
Business travel emissions intensity (tCO$_2$e/gross profit in millions-dollars)	12.42	6.42	1.37	4.70	7.37	6.69	5.66	−54.5%

Scope 3

In addition, some CGI SBUs and BUs implement practices and policies tailored to their local context. Our BUs in France make train travel compulsory for journeys under four hours. The BUs also provide small EVs at their sites to enable CGI Partners to get around or to travel for work. Additionally, CGI Partners are fully reimbursed for the cost of their public transport annual subscription.

CGI in Germany has been a Deutsche Bahn (DB) "bahn.business" program partner since 2017, promoting travel by train as a sustainable mode of transport. In 2025, CGI Partners logged more than 3,000,000 kilometers (km) on DB's nationwide rail network, which is primarily powered by renewable sources (long-distance lines use 100% renewable electricity).

Our BUs in India recommend CGI Partners replace air travel with first-class train travel for distances under 400 km. Likewise, CGI Partners in Norway and Sweden are advised to travel by train rather than plane if the journey by rail takes under four hours one way. Travelers must take the lowest air travel option, considering cabin class, number of stopovers and flight duration.

Commuting

As of our 2019 baseline year, CGI monitors and calculates emissions associated with CGI Partner commuting. While we do not include these emissions in our SBTs, CGI is committed to reducing the environmental impact of commuting through the implementation of comprehensive sustainable mobility programs.

Our program incentives and projects reflect local contexts (e.g., infrastructure, habits and culture). CGI regularly launches awareness campaigns promoting sustainable mobility, both through internal initiatives and in collaboration with external partners. These often align with universally recognized events such as Earth Day.

In several countries, including France, the Netherlands, Finland, the UK and Germany, we offer financial support programs to encourage the use of public transportation and cycling. Today, several thousand CGI

Partners benefit from these programs. In India, CGI also provides shuttle services. In France, we are exploring carpooling solutions to complement the other commuting incentives available to our CGI Partners.

More than 800 charging points are available at CGI locations worldwide for use by CGI Partners with their corporate or personal EVs. Our clients and external partners also benefit from these installations.

Supply chain

CGI now has a near-term science-based target that 77% of our suppliers by spend—covering purchased goods and services, capital goods and upstream transportation and distribution—will have SBTs by FY2030.

As of 2025, 28.0% of our suppliers by spend have approved SBTs, 3.7% have made formal SBTi commitments and 4.7% have declared their formal engagement in a GHG emissions reduction pathway.

CGI prioritizes the decarbonization of our supply chain due to the significant contribution of sourcing activities to Scope 3 CO_2e emissions. Our ESG and Procurement teams collaborate closely with the ESG Executive Steering Committee to develop global strategies aligned with CGI's SBTs.

The current geopolitical context and evolving regulatory frameworks mean that sectors and markets are not progressing at the same pace. In this context, CGI concentrates our focus on measurement, dialogue and collaboration with suppliers—key elements in reducing GHG emissions and in understanding the commitments and constraints of stakeholders across our value chain.

Actions we have taken to support this approach include:
- Detailed screening of suppliers and their associated emissions
- Integration of SBTi principles and environmental impact reduction criteria into the onboarding process for all new suppliers
- Continuous support and engagement of our procurement leaders in this transition

Status on supplier target

Bar chart showing 2025 status with stacked values: SBTI target set 28.0%, SBTI commitment 3.7%, Other commitment 4.7%. A dashed line indicates the 2030 objective near 70%.

Legend:
- Other commitment (gray)
- SBTI commitment (red)
- SBTI target set (purple)

Nature and biodiversity

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

Our impacts and actions related to nature and biodiversity focus on four key areas:

- **Reducing and managing waste** generated by our operations
- **Optimizing water consumption** across our sites
- **Implementing nature-positive initiatives** that contribute to environmental restoration and preservation
- **Developing IT solutions** that enable our clients to reduce their environmental footprint

Waste

Waste reduction requires that all SBUs and CGI Partners respect the principle of the three Rs: reduce, reuse and recycle.

As is typical for an IT services and business consulting services firm, electronic waste (e-waste) represents the most significant waste generated by our organization. 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 send most of our e-waste to service providers certified in information security and e-waste treatment, including refurbishing, recycling and energy recovery.

In Germany, CGI implemented an internal platform designed to promote and streamline the donation process for IT devices, in close collaboration with the IT department. This initiative enables CGI Partners to request donations on behalf of eligible institutions. Upon approval, equipment for donation is collected and delivered to the designated organization.

Since 2023, the program has facilitated over 160 donation requests, resulting in the redistribution of nearly 1,000 IT assets to various institutions, thereby supporting digital inclusion and a circular economy by extending the life cycle of electronic equipment.

In 2025, CGI donated more than 1,100 IT devices to nongovernmental organizations (NGOs), including schools in Canada, France, Germany, India, the Netherlands, Poland, Slovakia, Spain and the UK. In the Czech Republic, CGI Partners purchased computers for personal use, giving used office equipment a second life.

Water

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

CGI's direct water usage comes from these sources:

- Cooling and humidity control at our offices and data centers
- Human consumption at our facilities

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.

CGI's total water consumption in 2025 was 172,000 m³, a 12.7% reduction from our 2019 baseline year.
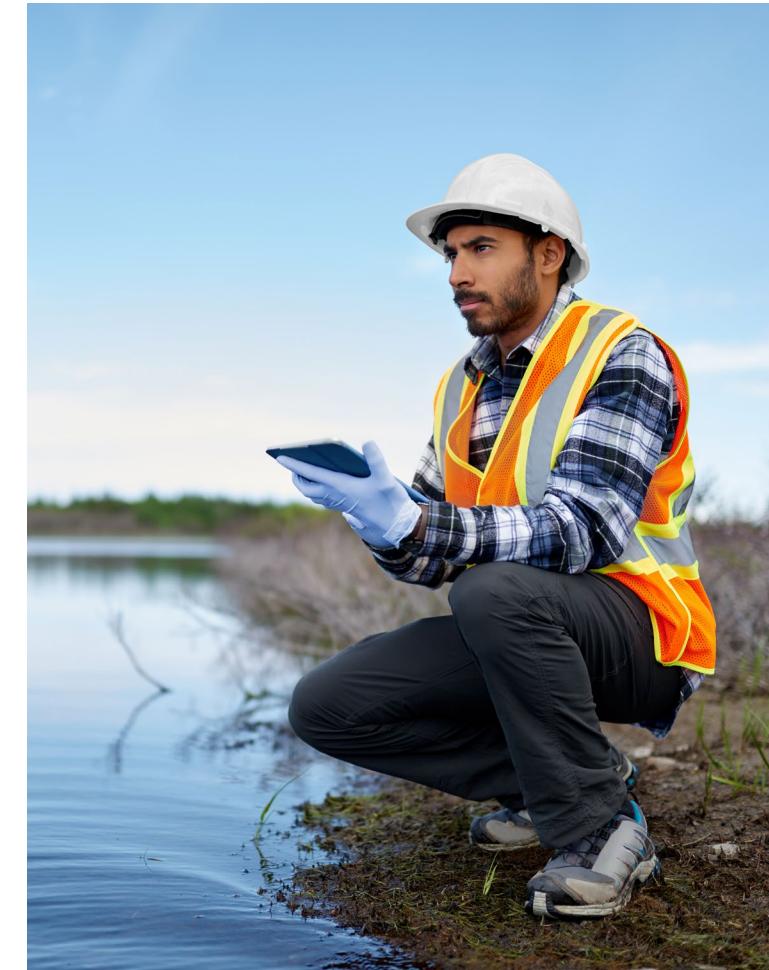
Nature and biodiversity

Nature contribution projects

Aware of the positive global impact of forests on biodiversity, we planted more than 52,000 trees this year through efforts coordinated by CGI Partners and clients across all our geographies. Our consultants and professionals volunteered their time for this project during the week and on weekends.

CGI Partners in India and the Philippines volunteered to plant and maintain 8,500+ saplings, which boosts biodiversity by adding different species that support local wildlife. Variety creates a better habitat, helps maintain a balanced ecosystem and makes the area more resilient to environmental changes.

Working with Tree Canada, we built a meaningful recognition program that celebrates the work anniversaries of CGI Partners in Canada by planting a tree for each year of service. Our colleagues have been the driving force behind the planting of 122,000 trees to date across Canada, with the number increasing each year.

CGI has been a partner of the international solidarity and development aid NGO Planète Urgence since 2008. Over the last five years, our involvement in various joint projects led to the planting of 88,500 trees. This includes CGI France's contribution to the GAPADOU Project, which resulted in the plantation of 10,000 trees in 2025. The Planète Urgence project aims to preserve and restore sacred forests while strengthening local governance through the development of a replicable management model. It also seeks to promote sustainable economic alternatives and to raise awareness of environmental conservation among local communities.

Certain projects contributed to carbon credits totaling **5,240 tCO$_2$e over 2024 to 2025**. These CO$_2$e emissions are **not deducted from CGI's GHG inventory**.

IT for sustainability

We also work alongside our clients to support biodiversity and, more broadly, to minimize their overall environmental footprint through responsible and sustainable practices.

For example, CGI experts in Finland recently concluded an in-depth study for the Finnish Transport Infrastructure Agency (FTIA). The study considered a wide range of environmental aspects, using advanced analytics and machine learning to assess the FTIA's current situation and future needs.

To help the agency in its efforts to prevent biodiversity loss, CGI developed a solution to identify invasive species along roadsides. Consult the article on cgi.com for details: Using AI to help the Finnish Transport Infrastructure Agency promote biodiversity.

Also see related information in the section on Responsible Innovation.

GERMANY, INDIA, UK

Connecting people, purpose and technology to restore and protect aquatic ecosystems

Wetlands, rivers, lakes and peatlands play a critical role in storing carbon, supporting wildlife and reducing flood risks. As climate change accelerates, these ecosystems face increasing pressure, putting communities and species at risk.

We work with partners around the world to protect and restore these natural resources through a blend of science, technology and local commitment. In the UK, we partnered with community organizations to restore rivers and manage invasive species. A collaboration in India helped revive a lake and recharge groundwater for a village. In Germany, we supported conservation activities that protect waterways as essential habitats and breeding grounds.

⊕ Learn more

Social

Our people

Impact

Commitment

Culture

Career

Well-being and safety

Recognition and collaboration

Our communities

Human rights

Social | Our people

Impact

Our 94,000 consultants and professionals, each with their own distinct profile and skillset, contribute to CGI's diverse talent pool.

Across 400 locations worldwide, CGI Partners bring a wealth of experiences and perspectives to our organization. This includes providing valuable insights that respect local considerations and help our clients achieve their business and mission outcomes.

What sets us apart is a culture that unifies CGI Partners and the company's commitment to creating a workplace where everyone can thrive, express their best selves, and contribute to growth in a collaborative, respectful and sustainable way.

Our progress

8.95/10
score for the overall
CGI Partners' satisfaction
8.88/10 in 2024

9.18/10
score for the level of respect
CGI Partners feel at work
9.11/10 in 2024
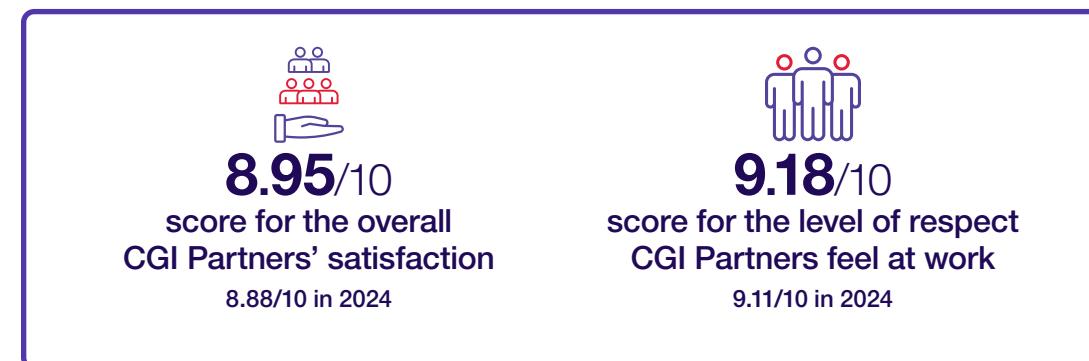
Commitment

Our commitment to CGI Partners starts with providing an environment that reflects one of our six core Values: Respect. This is demonstrated through our actions and in the day-to-day behaviors and habits of our consultants and professionals.

We invest in our talent and ensure fairness and transparency in our people processes and practices. Equally important, we place the health, safety and well-being of CGI Partners at the heart of everything we do.

CGI's talent recruitment process is built on fair and inclusive practices to attract a broad and qualified pool of candidates. We adapt our process to the evolving needs of our people, drawing on diverse abilities and competencies and providing the resources and support they need to grow professionally, expand their knowledge and create meaningful experiences.

Our recognition, career growth, advancement and job rotation opportunities center on learning and skill enhancement. Our learning programs keep pace with the latest technological advances, ensuring CGI Partners and leaders stay at the forefront of innovation.

CGI Partners directly shape our priorities by sharing their insights. As company owners and shareholders, they have a voice in CGI's annual strategic planning process and benefit from profit participation.

Culture

Our Dream, Vision, Mission and Values, collectively known as the CGI Constitution, reflect our Culture—the essence of who we are—and determine our strategic priorities.

CGI's unique culture of engagement unifies and differentiates us. Our Culture empowers CGI Partners to fulfill their ambitions and contribute to a company we can all be proud of.

We strive to create a welcoming and inclusive workplace—an environment where everyone has access to equal employment opportunities, compensation and benefits.

Respect and belonging are central to our Culture and integral to our Values, CGI Management Foundation and how we do business. Our commitment to these ideals deepens as our strategy evolves.

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

Our Dream

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

The CGI Culture: Built to grow and last

Guided by a Dream, Driven by our Vision, Committed to our Mission, and Living by our Values

Learn more about CGI and our Culture.

Fundamentals

Ownership

By empowering our people and aligning individual prosperity with collective success, we drive operational excellence, inspire innovation and strengthen corporate governance, demonstrating our holistic approach to sustainable value creation.

We welcome everyone who joins us as a CGI Partner—a designation that applies to every role and every title within the company. Reflecting CGI's strong ownership culture, our consultants and professionals embody partnership behaviors in their day-to-day work as they collaborate with clients and colleagues to turn meaningful insights into actions. This enables our collective success as we work together to bring our Dream to life.

We aim to make daily life at CGI a true reflection of our Culture by gathering feedback from CGI Partners through multiple channels (see the Dialogue section).

Measuring how we embrace and live our Culture—and by making the results visible—we nurture it at every level of our organization. We also systematically review these results, just as we do with our other strategic indicators.

Upon joining our company, CGI Partners are eligible to participate in our Share Purchase Plan (SPP) and can choose to invest a percentage of their salary in CGI shares. CGI matches their contribution dollar for dollar, up to a certain percentage.

Collectively, CGI Partners are the company's second-largest group of individual shareholders. This means each of our consultants and professionals plays a significant role in shaping CGI's future.

In 2025

87.5%

of CGI Partners participated in our Share Purchase Plan

86.8% in 2024

Respect

CGI fosters a respectful, fair and open environment. Through our talent and culture practices, we ensure every CGI Partner has the opportunity to develop their potential, experience a true sense of belonging and grow their career with us.

Our Respectful Workplace Policy establishes a universal standard of conduct that ensures all CGI Partners experience a safe, inclusive and equitable work environment. This policy serves as the foundation for both individual well-being and organizational success. CGI's Strategic Business Units (SBUs) also have local country-specific versions of this policy.

Culture

Belonging

We want every CGI Partner to feel understood and valued as a member who contributes to CGI's success.

To foster a unifying team experience across our global organization, CGI Partners are encouraged to deepen their awareness and understanding of one another's unique perspectives. This opens doors to respectful dialogue, stronger collaboration within and across teams, and more agile leadership practices.

Through communications campaigns, recognition awards, leadership talks, training and coaching, we encourage discussions and practices that further inclusion, respect and fairness.

These initiatives promote awareness and understanding, with the resulting sense of unity and belonging reflected in the "pride of being part of CGI" score in the CGI Partner Satisfaction Assessment Program (PSAP), which is 9.06/10.

CGI's proximity model combines the advantage of being located close to our clients with the ability to tap into our global capabilities. This model fosters strong connections among CGI Partners at the country level and across CGI worldwide. Its effectiveness is regularly reviewed by the Board of Directors' HR Committee and in leadership forums to ensure our actions remain globally aligned and locally impactful.

Individually and collectively, we embody partnership behaviors in all we do by being consultative and building trusted relationships with one another, our clients, shareholders and within our communities. This culture of dynamic partnership is a key differentiator in our ability to attract and retain exceptional talent.

Accessibility

Our commitment to equipping CGI Partners with the tools and resources to flourish reflects our fundamental responsibility to remove barriers that could limit the full participation or contribution of colleagues with disabilities or those who are neurodivergent. We view a proactive stance on accessibility as integral to fostering a culture of respect and belonging and a key driver of CGI's long-term value.

Across our global operations, we offer working conditions and skills and competencies training adapted to individual needs. We also incorporate inclusiveness in our health and well-being programs.

HR Business Partners (HRBPs) and managers participate in training on workplace adaptability, while sensitization sessions on disability and neurodiversity in the workplace are available to CGI Partners and clients.

Through CGI Resource Groups, we support and gather feedback from CGI Partners who have visible or invisible disabilities, long-term health conditions or caring responsibilities.

GLOBAL

Belonging: a cultural unifier and performance driver

We recognize CGI Partners as co-owners of our success and value their unique qualities and talents.

Our unifying culture prioritizes a respectful and inclusive mindset, creating a connected community that empowers everyone to contribute to innovation and performance.

While the way CGI Partners experience belonging is inherently local, the shared feeling across our global organization is: "I have a place here."

⊕ Learn more

Continuous dialogue

By prioritizing mutual trust and respect, transparency and two-way communication, we encourage open dialogue and active participation. These exchanges and collaborations produce unique insights that inspire innovation and enhance organizational agility.

Opportunities and platforms for purposeful dialogue include:

- Global and local events in which senior leaders share strategic priorities and financial results
- CGI Resource Groups, Internal Community Interest Groups and Viva Engage, our internal social media channel
- The CGI Partner Portal, which provides consultants and professionals with quick access to essential resources and updates, including HR services, performance management (CGI Progressio) and career opportunities (CGI Talento)
- PSAP and Voice of Our Partners (VOP), our formal channels for feedback, collected as part of annual processes

Career

Our ability to help clients navigate complexity and achieve sustainable success is directly tied to the continuous growth and development of our people. CGI's balanced approach to development combines real-world experience, collaboration with peers and leaders, and targeted training.

Attracting talent to enable innovation

CGI's talent acquisition strategy and practices connect us to individuals with a wide variety of skills, experiences and ideas. As consultants and professionals, they drive innovation in our organization and position our clients and community partners to meet the challenges of a rapidly changing world.

Inclusive and fair recruitment practices

With a rigorous focus on skills, competencies, experience and potential, we strive to ensure that every candidate is assessed fairly and objectively. We seek top talent—individuals who will strengthen our organization and possess the breadth of perspective required to lead in a complex world.

To achieve this objective, CGI follows a wide range of talent attraction, interviewing, assessment and selection processes. We embed equal employment opportunity into each of these processes, building diverse, talented teams that enable us to better understand and meet the needs of our clients and communities.

As a quality assurance measure, CGI's Recruitment Model includes a module on interview training and bias designed to raise awareness of unconscious biases and help interviewers objectively assess candidates.

In Canada, we launched an improved recruitment process for individuals with disabilities to reduce systemic barriers and enhance accessibility. Our goal is to support candidates and equip them with the necessary tools to perform at their best throughout the recruitment process.

Discover CGI: Reach your full potential in your next career

We also added accessibility@cgi.com to our external job listings, giving candidates a direct way to request interview accommodations and inquire about accessibility at CGI. To further strengthen inclusion, we have planned a training session for talent acquisition partners and hiring managers in 2026.

Collaborating with local partners to advance future talent

In partnership with local organizations and schools, we connect talent to opportunities at CGI through sponsorships, scholarships, internships and open positions.

Our Future Talent program in Finland offers opportunities to young professionals who are currently facing challenges in finding employment. In France and Morocco, we actively engage in over 40 school events each year, including career fairs, conferences and courses.

In India, CGI is proud to be among select organizations chosen as a partner in the government's Prime Minister's Internship Scheme.

In 2025, our Asia Pacific SBU transformed its early career hiring strategy by adopting a scalable, apprenticeship-led model. Apprentices now represent 40% of graduate hires, creating a cost-effective and future-ready talent pipeline while also driving higher retention and engagement levels.

Onboarding for career success

CGI Partners experience our culture of ownership, teamwork, respect and belonging from day one. We combine universal onboarding principles with a local, personalized approach to offer new hires a welcoming and efficient integration experience.

This includes a structured and supportive process for CGI Partners who join our organization through mergers and acquisitions, ensuring they feel welcomed, aligned with our values and empowered to contribute from the start.

Leaders, colleagues, mentors and HR professionals play a vital role in onboarding and helping new CGI Partners navigate and build internal networks to prepare them for a successful career with us.

For instance, new hires in the UK receive a presentation on CGI's global ESG strategy and learn about regional educational programs and initiatives (STEM Camps, STEM from Home, EmployABILITY Programme and mentoring), volunteering opportunities and sustainability engagement activities, including No Planet B.

Career

Advancing skills and future-ready capabilities

CGI's learning and development programs advance the skills and future-ready capabilities of our consultants and professionals.

These programs help full-time, part-time and temporary[(1)] CGI Partners master new digital tools, processes and technologies, including artificial intelligence (AI). By equipping them with the right knowledge to embrace digital advancements, we grow their careers and deliver exceptional value to our clients.

Comprehensive digital learning platform

CGI Academia, our digital learning platform, provides CGI Partners with universal access to an extensive online learning curriculum.

The platform continues to expand with interactive content, including hands-on practice labs and conversational AI simulations, as well as new skills training available in multiple languages. It also includes a wide array of resources and training to improve their language skills.

In 2025

1,044,403

courses completed on CGI Academia

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

Virtual instructor-led classroom programs

We provide our consultants and professionals access to virtual classes through programs sponsored by CGI's global alliance partners, some of which include AWS, Google Cloud, Microsoft, NetApp, Salesforce, SAP, ServiceNow and UiPath. These courses strengthen skills in client services, collaboration, consulting, design thinking, production support, service delivery and communications.

Award

CGI received the **Skillsoft 2025 impact award** for our innovation in developing tech talent

Shared expertise

Community of learning

Our Viva Engage internal social media channel is a valued global community of practice for CGI Partners. Colleagues share best practices, collaborate on new skills, publicize learning opportunities, and celebrate professional successes and certifications.

Mentorship programs

CGI offers numerous mentorship programs to facilitate professional growth and build relationships. By connecting CGI Partners with experienced leaders, these programs provide access to career opportunities, cultivate the next generation of leaders and deepen understanding of our organizational culture. Mentees receive coaching and career guidance, supported by the extensive resources on CGI Academia.

Motivating through growth opportunities

We strive to create a motivating and rewarding work environment that promotes the professional growth of our people, ensures their ongoing satisfaction and supports their overall well-being.

CGI Partner Partnership Management Framework

A defining element of the CGI Management Foundation, our CGI Partner Partnership Management Framework (PPMF) identifies role-specific competencies and outlines how we operate, measure performance and engage with our teams. As a key objective, the PPMF contributes to developing and strengthening the relationship between CGI Partners and their leaders.

Internal career development

CGI Talento, our career planning platform, gives CGI Partners visibility into thousands of internal roles and billable client assignments. The platform allows them to search for opportunities, match their skills against requirements and request rotations to gain new experiences.

Powered by a Roles and Competencies Framework, CGI Talento provides career path insights. CGI Partners proactively manage their professional growth while helping us better meet client needs.

In 2025
CGI Talento received

1,408

rotation requests, with

651

successfully completed

(1) Eligibility of CGI Partners with a temporary direct contract with CGI is determined on a case-by-case basis.

Career

Performance management and career development

CGI Progressio, our career performance platform, facilitates continuous dialogue between CGI Partners and leaders.

The platform links individual development to team goals through ongoing coaching and annual planning, with regular feedback and career conversations contributing to development and growth.

During the annual performance review period, CGI Partners create a Personal Development Plan (PDP) that identifies their objectives and serves as a roadmap for acquiring the skills and knowledge necessary for career progression. In developing and updating PDPs, we encourage CGI Partners to explore learning opportunities beyond formal training, such as gaining insights from colleagues or through new experiences.

Using the platform, CGI Partners can request performance feedback from peers to support their annual evaluation, which also considers adherence to and application of our Values. Client feedback is also integrated into the performance evaluation through self-assessments and leader reviews, ensuring a well-rounded view of each CGI Partner's contributions and collaboration. Quarterly PDP conversations between CGI Partners and leaders enable more frequent check-ins and real-time feedback.

Developing leadership competencies and behaviors

Through defined role expectations aligned with our management competencies and leadership behaviors, leaders can plan their development, get feedback and progress in their careers at CGI. These universal expectations enable leaders to successfully deliver on all stakeholder expectations.

Each leader creates a personalized Strategic Development Plan (SDP) that reflects their professional aspirations and growth objectives. All plans adhere to CGI's Leadership Model, which defines leadership competencies and behaviors. SDPs capture targeted development actions that measure performance and leadership potential.

Leadership Institute

CGI's Leadership Institute, in place for 24 years, reinforces leadership best practices to ensure effective application and ongoing advancement of quality practices. Our Leadership Institute designs, develops and delivers learning programs and resources for both emerging and experienced leaders across CGI.

CGI 101

Within six months of assuming their role, new directors and vice-presidents complete CGI 101. This program focuses on CGI's Mission, Vision, Values, strategy and operational procedures. Participants benefit from the opportunity to engage with executives and network with other CGI leaders.

BU Leader Integration Program

The Business Unit (BU) Leader Integration Program ensures new leaders are onboarded effectively and successfully.

Through personalized coaching and engagement with key stakeholders, participants develop a strategic action plan with clear objectives and milestones. This process accelerates the ability of these new leaders to provide clear direction, driving organizational alignment, stakeholder confidence and overall business performance.

In 2025

541
leaders completed the program, which achieved an overall satisfaction score of

8.69/10
and a program recommendation score of

8.84/10

In 2025

100%
of CGI's new BU leaders participated in the program

Consultative Selling Leadership Program

Instituted in 2021, our Consultative Selling Leadership Program prepares CGI directors and vice-presidents to become trusted partners to our clients, fostering long-term business growth.

Over a six-month period, participants engage in a blended learning journey that combines live coaching with self-directed study. A core feature is a 360° diagnostic that uses multi-source feedback to create a customized development framework.

Globally, a total of 918 directors and 432 vice-presidents have completed the program.

Local programs

We also offer leadership development programs at the local level.

For example, our U.S. Commercial and State Government (CSG) SBU invited CGI Partners at all levels to participate in its Leadership Behaviors Insight Series.

This new 9-month program is designed to foster day-to-day application of leadership behaviors that shape our culture at CGI—from a coaching mindset and active listening to complex decision-making, emotional intelligence, agility and innovation. SBU leaders provided insights and actionable steps to implement these behaviors. Of the 14 webinar sessions delivered, seven occurred in 2025.

Well-being and safety

The health, safety and well-being of CGI Partners are central to our culture and success. By fostering a safe, supportive environment, we help our people succeed and create lasting value for our organization and the communities we serve.

Building resilience, responsiveness and responsibility

In today's environment of change and uncertainty, safeguarding health and well-being has become even more critical to individual resilience and business performance.

CGI's integrated, holistic and inclusive approach to mental, social, physical and financial well-being spans the full health continuum— from prevention and education to risk identification and intervention. Our comprehensive offerings address the unique needs of CGI Partners, together with the work environments, conditions and practices that shape their daily experiences.

In 2025: Voice of Our Partners

8.6/10
Rating: My leader cares about my well-being and is there to support me when needed

8.3/10
Rating: CGI Partners on CGI's commitment to well-being in work culture

8.4/10
Rating: My work environment and working conditions provide me with the opportunity to work well and comfortably

8.3/10
Rating: If and when I require health and well-being support or intervention, I know whom to contact for support or where to access health and well-being tools and resources

Human-centered strategy

We recognize that the success of complex projects depends not only on technical execution, but also on caring for the people involved.

We prioritize individual and team well-being in high-pressure environments by listening, assessing psychosocial risks and implementing targeted support strategies. Well-being is a core part of CGI's change management process, including during mergers and acquisitions. We also integrate dedicated sessions on health and well-being into onboarding and other HR processes.

Evolving expectations and responsiveness

CGI's well-being initiatives are shaped by CGI Partner feedback, compliance standards and industry trends to stay aligned with evolving workplace expectations.

Tools like the Well-Being Pulse Check gather leaders' insights, while quarterly metrics help leaders support their teams and stay accountable. We also collaborate with clients to promote healthy shared workspaces and contributes to industry forums and publications.

Leadership responsibilities

CGI leaders play a crucial role in advancing health and well-being, with an emphasis on embedding healthy leadership practices into global and local development programs. Training includes recognizing mental health challenges and responding with empathy, supported by tools like My Assistance Program (MAP) and CAISY, our AI learning tool.

Each region offers programs relevant to the local culture. Examples include Building Resilience (Canada), Manager on the Move (U.S.), Responsible and Respectful Management (France), Psychological Safety (SNCE)[1] and Stress Management for High Performers (Asia Pacific). As detailed in the section Dialogue, leaders discuss well-being with their teams during the PSAP process to foster open and supportive work environments.

(1) CGI's Scandinavia, North West and Central Europe SBU.

Well-being and safety

Oxygen Program: Our health and well-being cornerstone

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

We continue to invest in enhancing the accessibility and quality of this program, with a wide range of global and local well-being resources and services available to CGI Partners.

Designed to address personal and professional challenges, CGI's Oxygen Program includes flexible and inclusive benefits tailored to evolving requirements and life stages—from early-career support to retirement readiness (see the section on Working conditions). Throughout, CGI Partners, navigating serious conditions, are assured access to the support and care they need.

As vital to well-being, we promote prevention and education through the Oxygen health and well-being portal, educational newsletters, awareness initiatives, physical activities and proactive healthcare initiatives. MAP provides 24/7 counseling and coaching, as well as learning resources to build skills and confidence.

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

To destigmatize mental health conversations, we established an internal worldwide network of Mental Health Ambassadors. These 638 trained volunteers come from all levels of our organization. Our Ambassadors encourage open discussion, offer an empathetic ear and direct colleagues to available resources.

CGI supports financial well-being through improved benefit plans, access to financial and legal assistance via MAP, educational resources on the Oxygen portal and awareness sessions to enhance financial literacy and resilience.

GLOBAL

Advancing mental health at CGI: local actions drive global momentum

CGI bases our mental health strategy on a simple, yet powerful belief: Care grows through connection.

Our commitment to the mental health of CGI Partners is strengthened by thousands of local actions. Teams across our global organization tailor initiatives to reflect regional realities while contributing to a shared culture of care.

Connecting to these grassroots efforts sparks momentum and builds greater awareness, demonstrating that meaningful change starts close to home.

⊕ Learn more

Well-being and safety

Discrimination and harassment

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

We believe that it is essential to consistently and intentionally take action to maintain a workplace free of harassment, discrimination, disrespectful and inappropriate behavior, and conflict and violence.

CGI will prevent any form of harassment or discrimination against CGI Partners and job candidates on any of the grounds mentioned above, whether during the hiring process or during employment. This commitment applies to areas such as training, performance assessment, promotions, transfers, layoffs, remuneration and all other employment practices and working conditions.

Everyone at CGI, regardless of their role or work location, is responsible for upholding this standard.

Policies

Our dedication to maintaining a workplace free from discrimination and harassment is stated in several key CGI global policies. These policies apply to CGI Partners, job candidates, suppliers and all third parties who work with us.

- **Respectful Workplace Policy (internal)** confirms zero tolerance for harassing behavior and retaliation. To respect regional laws and regulations, SBUs incorporate workplace policies adapted to the country of operation, covering 100% of the geographies in which we operate.
- **Code of Ethics and Business Conduct (Code of Ethics)** expresses our overall commitment to providing an environment free of sexual, psychological and racial harassment, with a focus on prevention, reporting and possible disciplinary sanctions should such situations occur.

- **ESG Policy** expresses our dedication to providing a workplace free of discrimination and harassment.
- **Safety Policy (internal)** covers all potential internal and external threats to CGI Partners, subcontractors, clients and individuals who visit our sites.
- **Third Party Code of Ethics** emphasizes non-discrimination and fairness in the treatment of individuals by third parties that work with us.

Prevention and training

As part of our mandatory Security and Code of Ethics annual learning, we include an anti-harassment module designed to raise awareness, promote early recognition and encourage swift intervention to ensure respectful and inclusive workplaces.

This training emphasizes prevention through education, timely remediation and the importance of feedback mechanisms that empower CGI Partners to speak up. Together with other ongoing training, this module supports a culture where everyone feels safe, valued and heard.

CGI promotes inclusive professional development through training in cross-cultural communication, unconscious bias, inclusive leadership, emotional intelligence and micro-behaviors management. These programs are locally tailored to ensure all team members can contribute equally. AI-enhanced training simulates real-world scenarios to help CGI Partners recognize and address biases in meetings, hiring and decision-making while fostering psychological safety.

Grievance mechanisms

We encourage individuals to voice any concerns regarding workplace conduct, using any of the confidential channels available, including our independently managed Ethics Hotline (see the section on Ethical business conduct).

Some jurisdictions, such as France, India and Spain, have specific legal requirements governing the handling of sexual harassment matters. In these countries, we implement procedures that comply with local laws, including confidential reporting mechanisms and designated points of contact to ensure prevention, awareness and timely action. We adapt our global approach to a respectful and safe workplace to meet each jurisdiction's particular legal and procedural obligations.

Mitigation

Our Ethics Reporting Policy describes the measures and investigation process in place. Upon receiving a report of alleged misconduct, we conduct a prompt investigation. Necessary actions are taken to resolve the situation based on the circumstances. If responsibility is established, CGI will take appropriate disciplinary or legal action.

When we receive a report and until the matter is closed, oversight of any investigation related to the report is managed by the Executive Vice-President, Legal and Economic Affairs, and Corporate Secretary, or any other person performing similar functions at CGI, unless oversight is otherwise delegated by the report's recipients.

Disciplinary action is determined on a case-by-case basis, depending on investigation results and in accordance with local laws.

The social impact commitments and initiatives presented in this report reflect CGI's global approach, developed in alignment with the relevant regulatory obligations and stakeholder priorities across the jurisdictions in which we operate.
Certain commitments described herein do not apply to, and should not be interpreted as applying to, CGI's operations in the United States, where different legal and regulatory frameworks apply.

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Well-being and safety

Safe workplaces

CGI prioritizes the physical and mental well-being of all individuals working with or for the organization (i.e., CGI Partners, subcontractors, clients and other third parties who work with us).

We take active measures to prevent physical and psychological harm in all work settings, including those involving remote work, travel or emergencies. This includes implementing policies, processes and training in a manner that mitigates risk in compliance with local laws and best practices.

While CGI leaders oversee awareness and enforcement of these measures, everyone in our organization shares responsibility and accountability for maintaining a respectful, inclusive and safe work environment, helping to prevent discrimination, harassment, and health- and safety-related risks.

Policies

Our Facility Physical Security Policy establishes baseline physical security requirements that deter, detect, delay and minimize the impact of undesirable events that may threaten CGI Partners, visitors, information, physical assets or business continuity.

This policy establishes minimum physical controls based on ISO/IEC 27001:2022 and includes standards for fire life safety, physical security (people) and operating/data center physical security (property). Our Incident Management Policy and Business Continuity Plan also outline clear safety protocols.

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

Under our Code of Ethics, CGI commits to complying with all applicable health and safety laws, policies and regulations. Our ESG Policy affirms our responsibility to provide all CGI Partners with a safe work environment, appropriate equipment and training.

To ensure continual progress, these policies are reviewed annually and approved by the Board of Directors, one of its committees or the Executive Management Committee. All policies are available to CGI Partners on our intranet. Our Code of Ethics and ESG Policy are also available on cgi.com.

Each SBU manages and governs health and safety policies specific to the respective region, adhering to local requirements, regulations and standards. As a best practice, we translate CGI policies and procedures into all major languages. The subsection Discrimination and harassment identifies policies that address psychological safety.

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

ISO certification

Operations in our UK and Australia SBU are ISO 45001 certified, a designation that demonstrates an organization's commitment to occupational health and safety (OH&S). ISO's internationally recognized framework covers the health and safety of CGI Partners and third parties, such as contractors.

In accordance with this certification, we promote a positive OH&S culture through risk identification and mitigation, competency training and the provision of appropriate personal protective equipment.

In the UK and U.S., CGI holds ISO 22301:2019 certification, a framework for business continuity.

We regularly renew these ISO certifications by successfully completing annual surveillance audits and implementing prioritization and action plans.

Risk management

We demonstrate our commitment to employee health and safety through proactive risk minimization across diverse work settings and professional activities.

Our annual Enterprise Risk Management Assessment and PSAP support our risk mitigation strategy by identifying and assessing OH&S risks.

To minimize injuries and other forms of loss, we prioritize prevention and appropriate incident management. Our Crisis Management team immediately mobilizes to take risk mitigation action should a safety event occur.

CGI implements country-specific procedures to ensure OH&S in the workplace. For instance, in the UK, a formal hazard identification and risk assessment process guides emergency preparedness. In France, a comprehensive risk evaluation document outlines preventive and protective safety measures for various workplace hazards. In Canada, a health and crisis protocol equips leaders and HR personnel with tools to manage immediate health risks, ensuring partner safety across diverse scenarios.

Prevention

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

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

Well-being and safety

Reporting and feedback

CGI's feedback mechanisms contribute to the measures we take to promote an environment where all CGI Partners feel heard, respected and empowered.

CGI Partners are encouraged to report accidents and unsafe conditions, follow safety and emergency procedures at their facilities and actively promote a culture of safety. Our Ethics Hotline provides a safe and confidential way to raise concerns. This is reinforced by CGI's zero-tolerance policy for retaliation against anyone who reports incidents in good faith.

Through consultative programs (detailed in Dialogue), CGI Partners are encouraged to share their opinions on important health and safety topics, such as stress, workload and work-life harmony. Additional actions and resources include the PPMF, MAP and Oxygen health and well-being portal.

Awareness and training

CGI promotes health and safety through local initiatives that address prevention, awareness and training.

CGI Partners receive ergonomic support and training to reduce injury risks, including digital toolkits provided during onboarding and SBU-led events, such as Ergonoweek. Some other country-specific programs include mandatory health and safety training in the UK adapted to specific roles, customized training for OH&S representatives in Finland and awareness campaigns in France.

We also invest in resources and training on domestic violence to support affected individuals and the managers who assist them. Learn about the related initiatives CGI supports around the globe.

Mitigation

We maintain a regularly updated repository of health and safety information and training programs accessible to CGI Partners.

Resources include guidance on physical work conditions, protective equipment and emergency response procedures, such as appropriate handling of chemicals or hazardous substances.

Our intranet serves as a central hub for OH&S templates and procedures, including safety emergency action plans developed and implemented by CGI to respond to urgent situations such as fires or health crises.

In the event of workplace incidents, CGI emphasizes rapid response. We follow thorough investigation practices and clear reporting protocols, as exemplified by the Accident Reporting and Investigation procedure in place at CGI in the UK and the Workplace Commuting Accident Guide produced by CGI in France.

Our Oxygen portal complements these assets, providing comprehensive materials on mental, physical, social and financial well-being that span prevention to intervention.

Well-being and safety

Working conditions

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

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

Compensation

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

A CGI Partner's base salary reflects the level of responsibility, skills and behaviors, sustained performance, and growth potential. CGI reviews base salaries annually, taking into account performance, local market conditions, salary competitiveness, internal equity and operational budget. In certain geographies, we offer allowances to CGI Partners for the use of cars or public transport required in their work (see the section on Environment: Business travel for more information).

Profit sharing and incentives

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

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

The CGI Partner Referral Program offers our consultants and professionals the opportunity to identify, attract and recommend qualified candidates who will contribute to team building and have a positive impact on CGI's growth. For every successful hire, CGI Partners receive a generous referral bonus[1].

An equitable workplace for all

Our goal is to ensure all CGI Partners have the necessary access to every opportunity and available resource.

Fairness drives innovation and growth by leveraging the full potential of diverse talent. We regularly review our policies, processes and tools to ensure they align with our goal of providing a level playing field.

Fair and equitable remuneration

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

Based on local market requirements and practices, CGI's operations in specific geographies measure and disclose the gender pay gap. In the UK (2024 Report) and France (Annual Professional Equality Index (in French)), we use this data to develop action plans aimed at reducing and ultimately eliminating this gap to ensure equitable career growth. In Sweden, we hold an annual pay monitoring meeting with labor unions.

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

Work-life harmony

CGI is committed to supporting work-life harmony through a comprehensive range of global and local programs that address both professional and personal needs.

We also recognize the growing impact of fatigue, burnout and stress in the workplace. To address this, we emphasize adaptability in work arrangements, such as flexible working hours and leadership behaviors that promote sustainable, balanced ways of working.

As a signatory of the MindForward Alliance Leadership Pledge, we reinforce our commitment to accelerating progress in workplace mental well-being. This includes adopting formal policies on flexible work and the right to disconnect, such as limiting the use of digital tools outside working hours.

We encourage teams working across time zones to set clear, respectful expectations, which include adding work schedules to email signatures as a means to manage communication boundaries. CGI's Time Keeping Policy outlines a clear process for timely and accurate timesheet entry, which supports the monitoring of extra hours.

Country-specific initiatives further strengthen this commitment.

For instance, CGI in France added its Charter on the Right to Disconnect to internal regulations and telework agreements. The charter promotes rest, balance and responsible digital use, supported by awareness campaigns for managers and employees.

In Finland, clear guidelines in the collective agreement outline flexible hours, breaks, leave entitlements, holiday bonuses and overtime compensation, ensuring transparency and fairness in work arrangements.

Overall, CGI's approach to work-life harmony is rooted in respect, flexibility and proactive support, ensuring that all CGI Partners thrive personally and professionally.

(1) Subject to local and global stipulations.

Well-being and safety

Benefits

Our benefits framework is reviewed annually to ensure it remains responsive to the evolving needs of CGI Partners and their families. Designed with flexibility in mind, our programs are adapted to reflect local market realities.

Healthcare support and resources

CGI Partners have access to a range of healthcare resources tailored to support both their own well-being and that of their families. These resources, which vary by region, help reduce the financial stress of medical care expenses while ensuring timely and meaningful access to healthcare services.

In Canada, we offer Dialogue, an online healthcare platform that combines telemedicine and employee/family assistance services. Accessible 24/7 via a secure mobile or web app, Dialogue provides free, confidential support for physical, mental, legal, financial and professional well-being. CGI Partners and their dependents benefit from same-day virtual consultations with healthcare professionals, personalized follow-ups and coordinated care, and coverage for approximately 70% of typical walk-in clinic cases.

Family-oriented support

We recognize that family structures and roles are diverse and continue to evolve. From caregiving and homeschooling to coping with the loss of a loved one, life's transitions can bring significant emotional and mental strain.

We encourage CGI Partners to openly communicate the challenges they face through these different life stages. Our aim is to ensure they have access to the right resources at the right time to support healthy and sustainable work-life harmony.

Across our global footprint, we continue to introduce programs that reflect the evolving needs of CGI Partners and the communities in which they live and work. This includes expanding social protection coverage for CGI Partners beyond public programs.

In Spain, we strengthened our focus on women's health through the introduction of a non-invasive prenatal screening test. This advanced diagnostic tool, offered once per pregnancy, supports early detection of chromosomal alterations, providing families with greater peace of mind during this stage of life.

In the U.S., we are expanding our healthcare benefits for women in 2026 with the integration of Visana Health, a program that delivers specialized care with a focus on menopause support. This program helps enhance access to women's healthcare, while also filling expertise gaps in areas like menopause.

We introduced a free health assessment for CGI Partners in the UK. Offered remotely, the assessment ensures convenient access and aims to encourage more preventive care interventions, ultimately supporting long-term health and well-being.

Social dialogue

A European Works Council body at CGI facilitates open dialogue with employee representatives from 20 European countries[1]. Additionally, CGI regularly meets and collaborates with country-level works councils and unions. In some countries, such as Finland, CGI Partners elect representatives (consult CGI's company-level collective agreement). In countries without organized employee representation, CGI Resource Groups, PSAP and VOP offer our consultants and professionals opportunities to participate in social dialogue[2].

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

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

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

Recognition and collaboration

We strive to make a difference and create social impact by engaging with our clients, communities and one another.

Our Dream

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

We take pride in recognizing the contributions of CGI Partners through a range of internal programs and peer-based recognitions that celebrate innovation, collaboration and service excellence.

These initiatives strengthen engagement and reflect our commitment to delivering value to clients.

Recognition

CGI Builders Award

During the annual leadership conference, CGI Partners nominate peers as "Builders" for their outstanding contributions to the longevity, growth and evolution of our company—each an example of our core Values in action.

Peer to peer recognition

We celebrate the career milestones of CGI Partners through many programs to thank them for their contributions.

Our global **APPLAUD Program** allows CGI Partners to send a virtual recognition message to colleagues who demonstrate our core Values.

Locally, for example, CGI Canada's new CGI Excellence recognition platform empowers CGI Partners to celebrate their peers' achievements. The platform also brings together key awards, such as the Woman of CGI Canada Impact Award and the Inclusive Leadership Award, alongside milestones like service anniversaries and birthdays. In only one year, over **62,000 recognitions** have been shared across Canada, reflecting our strong culture of appreciation.

Acknowledgment

Externally, awards such as Great Place to Work and Best Workplaces consistently recognize our culture of excellence—an achievement shaped by the contributions of CGI Partners. Together, these recognitions underscore our dedication to creating an environment where our people thrive and our clients benefit.

In Finland, CGI was awarded the **Mental Health Friendly Workplace** label in recognition of our active support and promotion of mental well-being through systematic practices and policies. Additionally, IT students ranked CGI 8th in the 2025 Universum Talent Survey of the most desirable workplaces in Finland.

In Morocco, CGI received the Feel Good and Krunchy Company (link in French) labels for our HR engagement. Feel Good recognizes companies whose internal culture promotes the well-being and career advancement of their talent. Krunchy Company highlights talent attraction, distinguishing companies that job candidates identify as the most inspiring.

In Canada, CGI was recognized as one of the **Best Workplaces for Mental Well-being** for the second consecutive year. To be eligible, an organization should have been certified as a Great Place to Work in the past year, and at least 80% of CGI Partners must agree their workplace is psychologically and emotionally healthy.

In 2025

104,200+

peer appreciation messages submitted

(Addition of the results of the Applaud program and two new similar recognition programs in Canada and in India)

These achievements reflect our ongoing commitment to HR management, corporate culture and talent attraction.

Partnering for social good and responsible growth

CGI advances social good through a social value philosophy defined by the measurable and purposeful contributions we make to strengthen communities, support people and generate lasting shared benefits.

Through our proximity model and by embedding social value into our initiatives with CGI Partners, clients and suppliers, we advance meaningful outcomes in the communities where we live and work.

Our HR teams play a key role by investing in human capital and building strong ties with academia, tech alliances and other community organizations. These partnerships help prepare future talent for emerging technologies, support inclusive growth, build resilient communities and drive responsible, sustainable progress.

Social

Our people

Our communities

    Impact

    Strategy

    Digital learning

    Shared expertise

    Volunteering and in-kind support
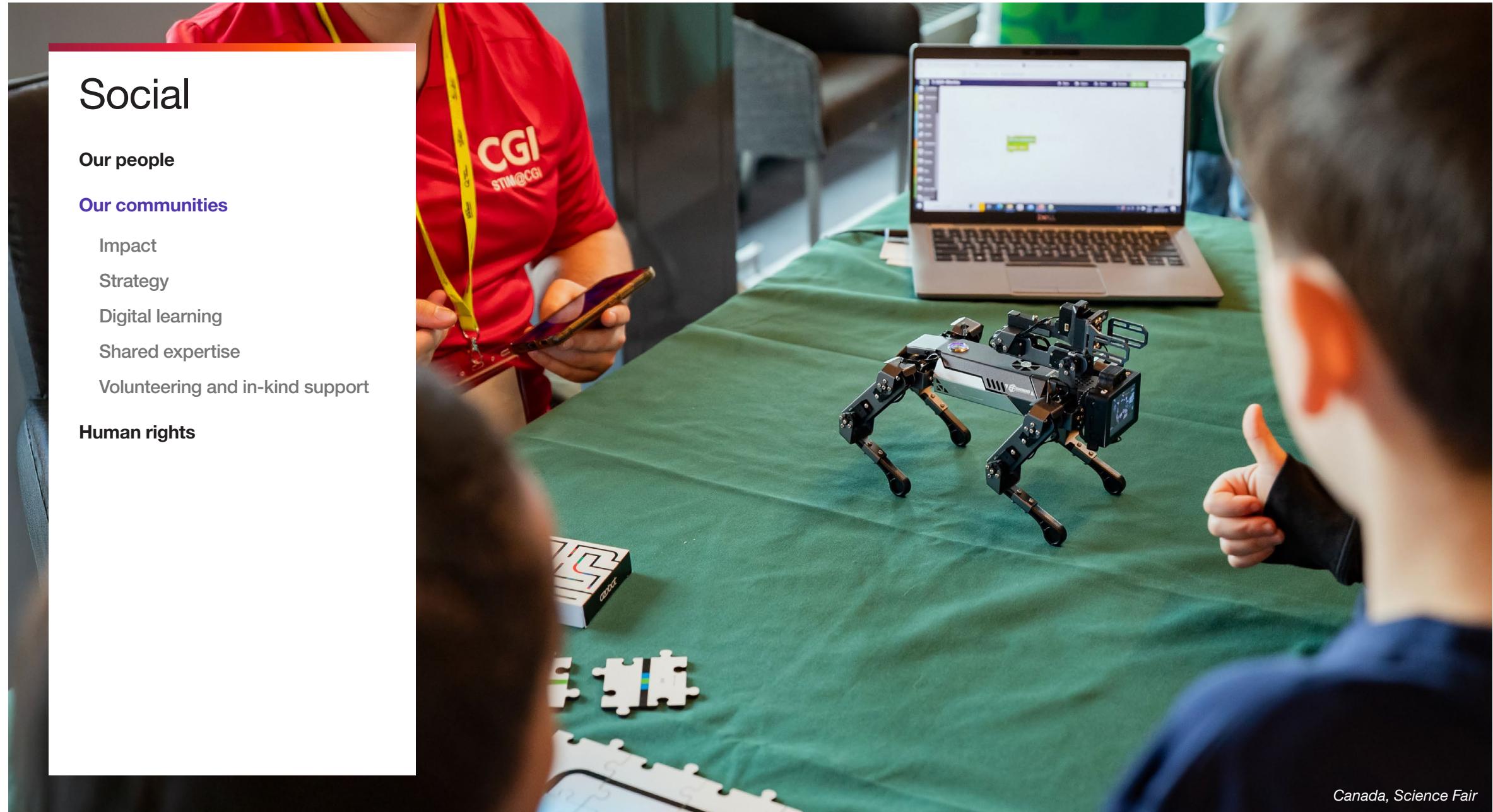
Human rights

Canada, Science Fair

Social | Our communities

Impact

Our proximity model ensures that we stay close to our clients and deeply understand the needs of the communities where we live and work. This enables us to take meaningful actions that continuously enhance the economic, social, and environmental well-being of those communities.

Our progress

114,302
hours of participation in paid/unpaid volunteering

89,837 hours in 2024

24.8%
of CGI Partners participating in community activities

23.3% in 2024

Philippines, Rescue kitchen program

Strategy

We ensure our communities strategy aligns with the expectations of all our stakeholders through regular dialogue and double materiality discussions with clients, CGI Partners, shareholders, suppliers and community organizations.

Our communities strategy focuses on three strategic goals:

- **Advancing digital learning** through programs that build awareness, improve access to digital resources, and support greater inclusivity in IT education and careers
- **Sharing our IT and consulting expertise** in collaboration with local and global partners and through pro bono projects that contribute to social and environmental value
- **Encouraging community volunteering** and in-kind support by offering CGI Partners multiple ways to contribute to local organizations

In pursuing these strategic goals, CGI fosters a culture of partnership with communities and contributes to social and economic development.

We believe that empowering underrepresented communities can lead to profound and sustainable change. Our unified strategy incorporates local perspective, as we aim to adapt our actions to local realities. Governance of CGI's communities strategy is detailed in the [Responsible leadership and governance](#) section.

CGI Partners

CGI Partners play a key role in driving our community engagement and the success of our strategy. We strongly encourage our consultants and professionals to volunteer their time and expertise. Their involvement creates meaningful impact and provides enriching experiences for everyone involved.

CGI for Good

CGI for Good, our global digital volunteering tool, offers a variety of initiatives that support our three strategic priorities. CGI Partners can choose from more than 2,000 activities worldwide that allow them to contribute to causes close to their hearts.

CGI Partners can also propose local community organizations that would benefit from our support. These pro bono and volunteering opportunities are then shared with everyone in our organization.

Modules support global campaigns that promote environmental responsibility (e.g., Earth Day) and raise awareness of the importance of self-care (e.g., our Well-being Around the World initiative). The platform also allows us to collect donations for nonprofits and for community initiatives organized by CGI Partners. This feature is available in all CGI countries.

U.S.

Nurturing student talent through the CGI Innovate IT Challenge

The CGI Innovate IT Challenge, part of our global STEM@CGI program, mentors high school students in mobile application development, fostering teamwork and innovation. The 2025 Challenges were held in Boston and Pittsburgh. Apps submitted by the two winning teams were Collide, which aids students in college selection, and Worldview, which encourages students to ready news daily to gain global perspective.

⊕ Learn more

Community partnerships

We reinforce our impact in communities through collaborations with clients, government institutions, local organizations, associations and educational institutions.

Through these collaborations, we gain a deeper understanding of the support needed locally, which increases the effectiveness of our actions.

More than 800 local organizations are registered on the CGI for Good volunteering tool. Each potential partner organization undergoes a formal due diligence process, which includes completing an assessment integrated into our global digital platform. In addition to a rigorous selection procedure, we maintain regular communication with vetted partners to ensure CGI engages only with organizations that align with our values.

Collaborations with clients

As part of our 2025 ESG dialogue with stakeholders, both our clients and CGI Partners expressed a shared aspiration to do more together for our communities. We plan to meet this expectation by providing opportunities for CGI Partners and clients to collaborate on volunteer efforts that drive positive community impact. For 2026, we set a global target to have 150 community initiatives in place with CGI clients.

Digital learning

We believe access to digital learning is essential for building resilient communities and advancing societal progress. Education empowers people, reduces inequalities and helps close the opportunity gap. In an era of rapid technological advancement, digital skills have the power to greatly expand learning and career opportunities.

CGI's proximity model keeps us closely connected to the communities in which we live and work, enabling us to tailor our initiatives to the specific needs of local geographies. We aim to expand our reach by inspiring, attracting and nurturing talent via our educational programs. We also seek to provide individuals with self-advocacy skills to overcome financial challenges and improve their well-being through better job prospects and economic stability.

Our programs support the digital inclusion of underserved and underrepresented groups by supplying tools, knowledge and opportunities to help them thrive in the digital age.

These programs empower communities by advancing:

- Digital awareness and accessibility
- Inclusion in IT education and career opportunities
- IT skills for employability

For example, CGI Partners in the Philippines continue to make a lasting impact in the region through community engagement. In 2025, volunteers built an Information and Communication Technology (ICT) lab, library and clinic for an Indigenous community in Puerto Princesa's remote mountains to improve access to education, technology and healthcare. Volunteers hiked to the site and covered their own expenses to support the project.

In India, CGI is advancing education and holistic development through impactful community programs. The Digital Classrooms initiative equipped 800 rural students across four states with digital tools, AI-based learning and teacher training to enhance education for students in grades 5 to 8. Through the Team Everest partnership, CGI reached 5,000 students with academic support, environmental awareness and community engagement activities.

Digital awareness and accessibility

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

CGI helps promote digital awareness in communities through initiatives that provide access to the necessary resources, teach children about online safety and inspire ESG stewardship.

Access to equipment and training resources

CGI believes in and fosters digital inclusion for all, in both the areas where we live and work and in remote regions. This includes addressing issues of resource availability, such as connectivity, computer equipment and digital skills training in underserved communities.

In several regions, we set up programs that give CGI laptops a second life by donating them to organizations in need. These donations provide children and adults with the equipment they need to support their education and learning. In 2025, CGI donated more than 1,100 IT devices to local community organizations.

In Germany, we repurpose and donate CGI electronic devices through our program IT Asset Donation, enabling CGI Partners to submit proposals for equipment donation campaigns. In Poland, we donate electronic devices no longer in use to children in orphanages.

CGI in Spain donated 30 computers to the Mater Foundation, with the dual purpose of improving the IT management of its facilities and training individuals with disabilities.

In France, CGI Partners volunteered 250 hours with Emmaüs Connect (link in French) to help participants improve their digital skills. Volunteers offered one-on-one support during "connected drop-ins," guiding learners on using digital tools and raising awareness about online safety and information reliability.

Cybersecurity awareness and online safety

CGI considers cybersecurity awareness and education as critical, particularly among youth. By understanding digital tools and platforms, individuals can better protect their personal information and stay safe online, reducing the risk of cyber threats. Developing critical thinking skills also enables them to evaluate digital content and assess the credibility of sources.

Through our initiatives, we teach young people how to use technology wisely. Our programs promote safe and informed Internet use through hands-on activities, including online and in-person games, workshops and awareness campaigns.

Many of our training activities, such as those organized for the children of CGI Partners during CGI Cyber Day in Finland and for youth across 23 schools in Lithuania, share practical tips on how to stay safe online. Introduced in 2021 to teach cyber resilience, CGI Cyber Escape continues to tour the UK to reach as many students as possible. Our cyber "escape room" is designed to adapt to a variety of age groups, from secondary school students to adults.

In 2019, CGI created Spoofy, a popular cybersecurity game for children. Available in over 10 languages and used by 60,000 players across Europe, Spoofy teaches children about the dangers of the Internet, safe online behaviors and other topics related to smart devices.

ESG awareness and stewardship

One of the ways we promote ESG awareness among youth is through gamification. By incorporating game design elements such as points, badges and challenges, CGI helps transform ESG stewardship from an obligation into a proactive and engaging opportunity.

Four of our Strategic Business Units (SBUs) have developed educational games that engage younger generations and underscore the growing importance of ESG—empowering the future leaders, consumers and investors of tomorrow.

Digital learning

Inclusion in IT education and career opportunities

CGI is committed to reducing inequities that may exist in the IT sector by focusing on education, training and development.

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

Our SBUs contribute through research, donations, sponsorships and scholarships. CGI Partners are at the heart of these efforts, volunteering their professional skills to support introductory, mentoring and early career educational programs.

Our goal is to ensure education and career opportunities are available to a wide range of populations, including women and girls, visible minorities, ethnic minorities, individuals with disabilities, and those facing unemployment or other economic challenges. By doing so, we actively address the talent gaps in IT and science, technology, engineering and mathematics (STEM) fields, while cultivating the future workforce.

Among these programs, the Women in STEM Excel (WiSE) co-op program in Canada resulted in around 40 hires in 2025. Launched in 2024, CGI's Indigenous Student Internship Program (ISIP) provides equitable job opportunities for Indigenous students across Canada. Participants complete 100 hours of accelerated technical and soft skills training.

Award

CGI's Young Dreamers won the **Best Education Support Program** category for making a difference to young people's learning and development through innovation, collaboration and inclusion of the **2025 Corporate Social Responsibility Awards in the UK**

Awareness of IT careers

Increasing engagement in IT begins with motivating all young people and expanding their awareness of future career possibilities.

CGI develops partnerships with schools to organize educational activities for children, such as hackathons, STEM events and mentorship programs for middle and high school students.

Through introductory, mentoring and early career programs, we aim to inspire young people by raising awareness of available opportunities in IT.

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

STEM programs are offered across all CGI geographies, engaging more than 184,700 students in 2025.

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

CZECH REPUBLIC, INDIA, UK, U.S.

Inspiring the next generation to explore emerging technologies

Through science, technology, engineering and mathematics (STEM) learning initiatives, CGI inspires young minds and helps develop the next generation of innovators. Four projects in four different geographies showcase the range and depth of our STEM activities, with CGI Partners using emerging technologies to engage students in hands-on learning experiences and challenges. Sharing our passion for STEM enriches student learning and reinforces CGI Partner engagement in our communities.

⊕ Learn more

India, laptop donations to Indi Village Foundation

Digital learning

IT skills for employability

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

Building capabilities for new graduates

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

Our Bridge Program in the U.S. offers internships to late high school and first- and second-year college students to help them prepare for a career in IT. In the Netherlands, we collaborated with the ministries of Economic Affairs, Education and Social Affairs to develop a curriculum for ICT learning paths, resulting in higher enrollment in IT projects.

Career transition

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

In Germany, we teamed up with ReDI School of Digital Integration in Hamburg, a nonprofit tech school providing access to free digital education, to support nearly 150 underprivileged students, including 7 temporary CGI interns, through training and mentoring for IT jobs in 2025. Through unITed (university IT education), a program launched by CGI and Skillsoft in 2022, Ukrainian students access free online IT training, helping them continue their education during exceptionally challenging times.

Australia, First Nations STEM workshop

Shared expertise

In supporting clients with their digital and ESG efforts, we also share our expertise to ensure that the communities where we live and work are equipped to adapt and thrive amid these transformations.

IT and management skills for communities

We provide pro bono IT and business consulting services for social impact programs, collaborating with a network of local and global partners that includes associations, government agencies and academic institutions.

These projects address complex societal challenges by utilizing our services and solutions and leveraging our greatest strength: CGI Partners. Our teams contribute their expertise and skills to these projects, with the goal of creating long-term positive change.

In Canada, for example, CGI created a sustainable development strategy (link in French) for the Festival International Bach Montréal. CGI in France deployed Salesforce and created performance dashboards highlighting key metrics for Foundation Agir Contre l'Exclusion, an organization dedicated to fighting exclusion, discrimination and poverty.

We also combine innovation and our technology expertise to address environmental challenges and develop awareness, especially among young people.

APAC

Strengthening communities in Asia Pacific through shared expertise

Across our Asia Pacific operations, we volunteer our expertise to support nonprofit organizations (NGOs) in their missions. In India and the Philippines, we work alongside NGOs to address community challenges through technology-driven solutions and outreach programs that improve operational efficiency, strengthen visibility and expand community impact.

In F2025, our projects included developing a digital mentor for students, a community climate action chatbot and capacity-building programs. Each initiative is designed to improve lives and support sustainable development in underserved communities across the region.

⊕ Learn more

CZECH REPUBLIC, GERMANY, UK

Supporting people with disabilities using digital innovation

We partnered with organizations in the UK, the Czech Republic and Germany to deliver innovative digital solutions supporting people with disabilities. Our solutions included a virtual reality app for neurodivergent marathon participants, a mobile community platform for parents of children with pes equinovarus congenitus (clubfoot), and an online catalog to boost sales and awareness of products handcrafted by people with disabilities.

⊕ Learn more

Volunteering and in-kind support

CGI encourages our consultants and professionals to use their knowledge, skills and time to support communities in need. Community volunteering and in-kind support activities bring together hundreds of CGI Partners and clients. These interactions build shared commitment and strengthen relationships.

As a global organization, we tailor CGI's charitable contributions to the distinct cultures, needs and environments of the locations where we operate. This approach enables us to collaborate with local organizations and maximize our impact.

We ensure CGI Partners have access to the tools, resources and opportunities to give back to worthy causes that are important to them.

Volunteering

Several of our 2025 global volunteering activities addressed biodiversity and environmental sustainability.

In Estonia, Germany and the U.S., CGI teams organized community cleanups. During Earth Month, more than 800 CGI Partners worldwide participated in coordinated efforts to reduce waste, including collecting and recycling over 900 pounds of coffee pods.

A large-scale waste management project led by CGI in India benefited more than 73,000 people, generating circular value through recycling and reuse and receiving strong support from local government.

Our team in Erfurt, Germany, supported change to NABU (The Nature And Biodiversity Conservation Union) e.V., the country's oldest and largest environmental association, through a voluntary initiative to help preserve the Südhang Ettersberg nature reserve. In Hamburg, we collaborated with a German nongovernmental organization (NGO) focused on forest preservation and environmental awareness to support the restoration of the Susebek stream.

Donations and in-kind support

CGI provides financial and in-kind support with the goal of ensuring communities have access to essential resources such as food banks. We invest in sustainable projects that drive long-term positive change— from education and healthcare to environmental support.

Several SBUs run programs for CGI Partners to nominate organizations (such as NGOs) for donations. One such example is the Passion Project in Sweden, which supports one initiative each quarter. Through this program, donations have gone to groups like Blue Heroes (link in Swedish), a basketball team for people of all ages with disabilities that plays a vital role in fostering inclusion and belonging.

For the third consecutive year, CGI organized a UNICEF campaign in conjunction with the Voice of Our Partners survey. We made a donation for every questionnaire submitted by CGI Partners during the first two weeks of the survey. In 2025, our UNICEF donation totaled $50,000. We also awarded the CGI Business Unit with the highest survey participation a monetary contribution toward local community initiatives, resulting in a $500,000 donation that benefited 33 NGOs.

CGI Partners regularly engage in sporting events like running, cycling and football to raise funds for charity and promote eco-friendly transport and health. In Finland, CGI Partners participated in the nationwide Kilometrikisa cycling challenge, turning the team's collective cycling efforts into funds for the Red Cross to help communities prepare for and adapt to climate change.

Disaster relief

CGI coordinates global fundraising and contributes to both domestic and international relief organizations, ensuring that those in need receive the necessary assistance. CGI Partners make monetary donations, collect food and essential goods, and send medical and humanitarian aid.

In 2025, we supported disaster relief efforts across multiple countries through pro bono work, donations and volunteer initiatives.

CGI Partners in the U.S. held fundraisers and supply drives, contributing over US$135,000 to relief organizations aiding communities affected by hurricanes, floods and wildfires. This includes the contributions of CGI interns, who raised funds for World Central Kitchen, Team Rubicon and the American Red Cross.

In the Czech Republic, CGI Partners supported recovery efforts in the village of Zátor following severe flooding. In India, we provided tools, training and grants for a flood recovery project, helping displaced families rebuild their homes. We donated nearly 300 IT devices to support students and people with disabilities affected by flash floods in Spain.

Our consultants and professionals in the Netherlands contributed to Missing Maps, a collaborative project to map inaccessible areas and improve emergency response for communities at risk of disasters and crises. In Germany, CGI Partners collected in-kind donations for hospitals and communities in Ukraine.

2025 ESG Report

Introduction | Responsible innovation | Environment | Social • Our people • Our communities • Human rights | Governance | Reporting and data

Social

Our people

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Human rights

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Salient risks

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Impact

CGI is fully committed to respecting human rights throughout our operations and supply chain, in accordance with United Nations (UN) guidelines.

Modern slavery: Report on Fighting Against Forced Labour and Child Labour

Our report details the measures CGI takes to identify, address and prevent forced labor in our operations and supply chain. This document outlines our global approach and alignment with local regulations in the prevention and reduction of risks associated with all forms of modern slavery. It also addresses our established commitment to providing CGI Partners with safe and fair working conditions.

In 2025, we updated our report to reflect the evolution of CGI's strategy.

[Access the report](#).

Strategy

With 94,000 CGI Partners worldwide and almost 15,000 suppliers in our global supply chain, we regard human rights as fundamental to our Culture, Values and corporate responsibility.

Our policies and standards align with the Universal Declaration of Human Rights, and as a signatory, CGI operates in accordance with the Ten Principles of the UN Global Compact. As a mandatory requirement for participating companies, we produce an annual Communication on Progress that details how we embed the Ten Principles into our strategies and operations, as well as our efforts to support societal priorities.

We continue to monitor and benchmark CGI's performance against best practices to strengthen our human rights commitments.

Policies

Our Code of Ethics and Business Conduct (Code of Ethics) and Third Party Code of Ethics (Third Party Code), which have successfully guided our organization since CGI's founding in 1976, uphold the Values that define us. These Codes contain CGI's expectations regarding human rights, which apply throughout our operations and supply chain. CGI's ESG Policy and Modern Slavery Policy in the UK also acknowledge our human rights responsibilities. Our policies on anti-discrimination, anti-harassment, equal opportunity and a respectful workplace further reinforce these statements.

Governance and oversight

As stewards of our company, the Board of Directors oversees CGI's ESG commitment, which includes human rights. The Board's Audit and Risk Management Committee receives a quarterly report on ethical incidents, while its Corporate Governance Committee is informed of any significant changes to modern slavery regulatory or legislative reporting requirements.

CGI's ESG Executive Steering Committee oversees the functional implementation of our ESG commitment and monitors the progress of ongoing initiatives. Corporate teams that include Ethics, Legal, Human Resources and Procurement leadership develop the standards,

policies and training programs required to uphold our human rights commitments—particularly the right to a workplace free from discrimination and harassment.

The global Modern Slavery working group, comprised of ESG, Ethics, Legal and Procurement team representatives, meets monthly to address risk mitigation actions and objectives related to our organization and supply chain.

Risk mapping

Several distinct processes support human rights risk assessment and management within our operations, which are reviewed annually.

Stakeholder engagement

Ongoing engagement with our stakeholders promotes transparency, builds trust and shapes our human rights strategy. Through open dialogue, we gain insight into our stakeholders' challenges and assess the positive and negative impacts of our policies, decisions and activities on different groups.

A structured risk mapping process helps us identify any human rights impact (risks or opportunities) directly or indirectly linked to CGI's operations.

Our engagement with CGI Partners begins with onboarding and continues through multiple forms of consultation, such as the programs under the CGI Partner Partnership Management Framework, CGI Resource Groups and works councils (see the Dialogue section). Targeted discussions with groups most at risk—such as women, children, minorities, suppliers and their workforce, and marginalized communities— ensure that human rights remain a central consideration in all we do.

Enterprise Risk Management

Our Enterprise Risk Management process identifies and effectively manages risks across our company, including the reporting of any significant company-wide risks (see the section on Risk Management).

We assess risks arising from our value chain through several processes, as described in Prevention and mitigation and in Responsible procurement.

External surveys conducted through independent third parties also serve as a valuable source to identify CGI's strengths and areas for improvement. We undergo an annual assessment by EcoVadis and participate in the S&P Global Corporate Sustainability Assessment (CSA) to evaluate our progress on ESG matters, which include human rights. Top employer recognition received from global and regional organizations also serves as a measure of our performance. These honors are listed on our website at CGI recognition.

Impactful initiatives

CGI champions human rights by focusing on four key pillars: gender equality, responsible innovation, supplier inclusivity, and digital equity and inclusion. We empower women's careers through mentorship, leadership and development programs that strengthen representation at every level of our organization. In line with this commitment, we collaborate with The A Effect (L'effet A in French), an initiative designed to accelerate the advancement of women by fostering confidence and ambition in professional settings.

We embed ESG principles at the core of our innovation strategy. CGI Partners are trained on the responsible use of artificial intelligence and cloud technologies, ensuring the highest standards of data privacy, cybersecurity and ethical integrity across our operations and client engagements. Across Australia, Canada and the UK, region-specific supplier inclusivity programs reinforce our engagement with businesses from diverse backgrounds, helping to build more inclusive and resilient value chains. We also advance digital equity and inclusion by bridging the digital divide. Through global community initiatives, we promote equal opportunities in IT education and careers, enabling people everywhere to participate fully in the digital economy.

The social impact commitments and initiatives presented in this report reflect CGI's global approach, developed in alignment with the relevant regulatory obligations and stakeholder priorities across the jurisdictions in which we operate. Certain commitments described herein do not apply to, and should not be interpreted as applying to, CGI's operations in the United States, where different legal and regulatory frameworks apply.

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Salient risks

To fulfill our human rights commitments, CGI focuses on the areas of most relevance to our stakeholders, industry and operations. Through our policies, processes and reporting mechanisms, we seek to ensure transparency of our actions to support human rights.

Stakeholder engagement mapping

Salient risk	Value chain impact area	Policies/External guidance	Additional resources	Report section
Equal opportunity and fair treatment for all	• Our teams • Communities • Supply chain	• Code of Ethics • Third Party Code • Ethics Reporting Policy • Respectful Workplace Policy (includes local adaptations) • ESG Policy	• Mandatory Ethics and Anti-Corruption training (upon onboarding) • Annual acknowledgement of the Code of Ethics • Third Party Due Diligence process • Ethics Reporting Policy • CGI Partner Satisfaction Assessment Program (PSAP), Voice of Our Partners (VOP) • My Assistance Program (MAP) • Unconscious bias training for leaders • Mandatory DE&I training (UK) • LGBTQIA+ statement • CGI Resource Groups • Supplier inclusivity and small business programs (mainly Australia, Canada, UK)	• Our people • Ethical business conduct • Responsible procurement
Protection against discrimination and harassment	• Our teams • Clients • Communities • Supply chain	• Code of Ethics • Third Party Code • Ethics Reporting Policy • Respectful Workplace Policy (includes local adaptations and covers local anti-discrimination and anti-harassment policies) • ESG Policy	• Mandatory Ethics and Anti-Corruption training (upon onboarding) • Mandatory Security and Code of Ethics annual learning (includes an anti-harassment module) • Annual acknowledgement of the Code of Ethics • Third Party Due Diligence process • Ethics Hotline, Ethics Inbox • Ethics Reporting Policy	• Our people • Ethical business conduct • Our communities

Salient risks

Salient risk	Value chain impact area	Policies/External guidance	Additional resources	Report section
Safe, healthy and favorable conditions of work	• Our teams • Supply chain	• Code of Ethics • Safety Policy • Facility Physical Security Policy • Security Incident Management Policy • Health and Safety Policy • Travel Policy • Respectful Workplace Policy (includes local adaptations) • ESG Policy • ISO 45001 (UK, Australia)	• Oxygen Program for all CGI Partners • Incident Management Policy and Business Continuity Plan • Health and Safety Committees (global and local) • Annual Enterprise Risk Management Assessment • Ethics Hotline • PSAP, VOP • MAP	• Our people • Responsible procurement
Recognition of the right to social dialogue, freedom of expression and association	• Our teams • Clients • Communities • Supply chain	• UNGC signatory • European Works Council member	• Country-level works councils and unions • CGI's company-level collective agreement • CGI Resource Groups	• Our people • Our communities
Anti-corruption	• Our teams • Clients • Communities • Supply chain	• Code of Ethics • Anti-Corruption Policy • Third Party Code • Ethics Reporting Policy • Respectful Workplace Policy (includes local adaptations)	• Mandatory Ethics and Anti-Corruption training (upon onboarding) • Mandatory Security and Code of Ethics annual learning (includes an anti-harassment module) • Annual acknowledgement of the Code of Ethics • Third Party Due Diligence process • Ethics Hotline, Ethics Inbox	• Ethical business conduct
Protection from modern slavery, including forced labor, child labor and human trafficking	• Our teams • Supply chain	• Code of Ethics • Third Party Code • Ethics Reporting Policy • ESG Policy • Modern Slavery Policy (UK) • Report on Fighting Against Forced Labour and Child Labour	• Global Slavery Index (used to identify risks) • Transparency Act Statement (Norway) • Combating modern slavery training • Third Party Due Diligence Process • Supplier Onboarding Questionnaire • EcoVadis IQ Plus	• Our people • Responsible procurement

Salient risks

Salient risk	Value chain impact area	Policies/External guidance	Additional resources	Report section
Digital security/privacy	• Our teams • Clients • Communities • Supply chain	• Data Privacy Policy • Records Retention Policy • Social Media Policy • Binding Corporate Rules • ESG Policy • ISO/IEC 27701 • ISO/IEC 27001, ISO 27017, 27018 (UK) • CyberVadis (France, India)	• Security baseline • Global Privacy Program pillars (principles and procedures) • Global Security Operations Center • Legal Compliance Center of Expertise • Data Processing Inventory tool • Data Privacy Risk Review processes • Responsible Use of AI and Responsible Use of Data Frameworks • Internal audits, including verification of applicable data protection regulatory requirements • Mandatory Security and Code of Ethics annual learning • Mandatory Data Privacy and Records Management Fundamentals training	• Data privacy • Security
Cultural rights (including the rights of Indigenous peoples)	• Our teams • Communities • Supply chain	• Respectful Workplace Policy • Code of Ethics	• Reflect Reconciliation Action Plan (Australia)	• Our people • Our communities
Digital equity and inclusion	• Our teams • Communities	• ESG Policy	• CGI Academia learning platform • Local learning opportunities • CGI 101 leadership development transition program and other Leadership Institute learning programs • Educational and talent development programs offered to underrepresented communities	• Our people • Our communities

Prevention and mitigation

Supply chain

As a global IT and business consulting services organization built on the expertise and integrity of our people, CGI considers the risk of modern slavery and forced labor within our operations to be low. Nevertheless, we acknowledge that modern slavery remains a pervasive global challenge, one that affects many sectors and regions, including those where we operate and source products and services. We remain steadfast in our commitment to vigilance, transparency and ethical practices across our entire value chain.

In recognition of these factors, we manage third party suppliers through a comprehensive governance framework that ensures ethical standards and responsible business practices across our supply chain. All new suppliers meeting certain criteria must complete an onboarding questionnaire covering ESG topics. We analyze the responses to identify risks such as modern slavery, particularly in high-risk industries or countries identified by the Global Slavery Index.

Suppliers may also undergo detailed assessments by EcoVadis or another approved partner, supported by EcoVadis IQ Plus, a tool to evaluate risks related to ethics, corruption, bribery, fraud and information management. If a supplier scores below 44/100 or declines to undergo an assessment, alerts are raised, and corrective actions may be required. As part of these actions, CGI reserves the right not to engage or to discontinue collaboration with the supplier until compliance expectations are met. Additionally, the EcoVadis 360° Watch system monitors external sources such as media, governments, nongovernmental organizations and unions to identify potential risks.

Recruitment

Our recruitment and onboarding practices reflect the high standards that guide CGI's commitment to human rights.

Our employment contracts, processes and policies uphold fundamental principles of fairness, safety and respect, and include the following provisions:

- The right of CGI Partners to voluntarily terminate their employment with us at any time
- Protection from any threat of violence, harassment or intimidation in the workplace
- The opportunity for all CGI Partners to exercise their individual data protection rights as granted by applicable legislation in the regions where we operate
- A commitment to pay transparency and equitable compensation practices, ensuring the valuable contributions of CGI Partners to our organization's success.

We engage only with reputable recruitment agencies and always validate their business practices before accepting candidates from their firm.

Awareness and training

Internal

All members of CGI's Procurement team complete mandatory annual training on modern slavery to understand potential risks in the supply chain and how to address them. The training covers the International Labour Organization indicators of forced labor, how to consider modern slavery risks in procurement, and relevant CGI policies and practices, including how to respond to suspected cases of modern slavery. We extended this training to our Procurement Council, which includes individuals from outside the Procurement team who manage supplier relationships.

We introduced training on combating modern slavery, which is available to our consultants and professionals worldwide through CGI Academia. In 2025, more than 10,300 CGI Partners completed this training.

Alert mechanisms

CGI is committed to fostering a culture of integrity, accountability and respect for human rights. We encourage all CGI Partners, suppliers, contractors and third parties to speak up and report any ethical or compliance concerns, including potential human rights issues, without fear of retaliation. We provide multiple confidential reporting channels, including an independently managed Ethics Hotline (see the section on Ethical business conduct), to ensure accessibility and transparency. Every report is taken seriously and investigated promptly and thoroughly, in accordance with our Code of Ethics and all applicable laws and regulations. Through these measures, we reinforce our collective responsibility to upholding the highest ethical standards in everything we do.

Governance

Governance

Impact

Integrity, transparency and accountability guide our organization and our actions. By prioritizing these principles of sound governance, we strengthen our operational efficiency and resilience, build trust with our stakeholders and advance our ESG commitments.

Our progress

43%
of women on the
Board of Directors
43% in 2024

70%
of our most significant suppliers
assessed on environmental and
social criteria

2025 target reached

The social impact commitments and initiatives presented in this report reflect CGI's global approach, developed in alignment with the relevant regulatory obligations and stakeholder priorities across the jurisdictions in which we operate. Certain commitments described herein do not apply to, and should not be interpreted as applying to, CGI's operations in the United States, where different legal and regulatory frameworks apply.

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Responsible leadership and 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 have put measures in place to ensure we act in compliance with the letter and spirit of 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 independent IT and business consulting services firms, CGI is committed to applying high levels of ethical, legal and security standards required to meet our obligations.

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

CGI is a foreign private issuer, as defined under the U.S. Securities Exchange Act of 1934, as amended, and files disclosure documents in accordance with the multijurisdictional disclosure system (MJDS). As such, many of the corporate governance rules applicable to U.S. domestic companies are not applicable to CGI. However, CGI's corporate governance practices generally conform to those followed by U.S. domestic companies, other than with respect to certain specific rules that are outlined in our public disclosure documents (available online at SEDAR+, EDGAR and cgi.com).

Consult our Notice of Annual General Meeting of Shareholders and Management Proxy Circular 2025 for a concise overview of CGI's corporate governance policies and practices, including those related to Board composition and independence, oversight and shareholder rights.

The charters of our Board of Directors (Board) and its three standing committees detail the experience, qualifications, attributes and skills specific to these governance bodies:

- Charter of the Board of Directors
- Charter of the Corporate Governance Committee
- Charter of the Human Resources Committee
- Charter of the Audit and Risk Management Committee

Access these and other key corporate governance documents, including Director biographies and committee composition, in the Investors section of cgi.com.

We prioritize decision-making that creates value for CGI and our stakeholders through principles and practices that include responsible leadership and corporate governance; regular engagement and ESG dialogue with our stakeholders; business ethics, values and integrity; business resilience to systemic risks; profitable and sustainable growth; data privacy and cybersecurity; ESG governance and reporting; responsible procurement; and human rights.

Our ESG Policy aligns with CGI's overall strategic objectives and ensures continuous improvement of our sustainability performance within our operations and in our work with suppliers and partners.

Our global ESG team evaluates the policy every year in consultation with internal subject matter experts (SMEs). Our CEO oversees final policy review and approval.

The Board also shapes the company's ESG strategy. Several directors have previously held, or currently hold, management or Board positions in energy sector companies. Ms. Brochu was President and Chief Executive Officer (CEO) and Director of Hydro-Québec and of Énergir. Ms. Powell is CEO and Director of SunRun, Inc. and was President and CEO and Director of Green Mountain Power Corporation.

Roles and responsibilities in setting and monitoring CGI's ESG targets and strategy, including climate-related issues, are described in the following pages.

Responsible leadership and governance

ESG operating model and governance

CGI's ESG governance structure guides our strategic decisions and business practices in a framework that fosters integrity and transparency.

Management oversight

Board of Directors
Approves CGI's strategic plan, which includes ESG-related objectives and targets, reviews and approves material ESG public disclosure

Corporate Governance Committee
Reviews ESG strategies, objectives, policies and practices
Updates the Board on ESG issues and risks

Human Resources Committee
Advises the Board on human resources topics
such as discrimination and harassment

Audit and Risk Management Committee
Assesses CGI's risk tolerance and actions taken to manage
major risks, including climate and ESG-related issues
Provides Board recommendations on how to handle those risks

CEO and Executive Management Committee
Chief Executive Officer; Founder and Co-Chair of the Board; Executive Chair of the Board; Presidents and Chief Operating Officers; Executive Vice-President (EVP) and Chief Financial Officer;
EVP, Legal and Economic Affairs, and Corporate Secretary; Executive Vice-President (EVP), Human Resources
Reviews quarterly progress against global ESG targets

Strategy and recommendations

ESG Executive Steering Committee
Senior VP, Investor Relations (Chair); Members from Executive Management Committee,
executive leaders from each Strategic Business Unit (SBU), and corporate function representatives
Provides leadership and direction on key corporate responsibility matters

Global operations leaders
Management team, SBU and Business Unit leaders
In compliance with all applicable local laws, review quarterly SBU progress against global ESG targets

Execution, monitoring and reporting

Global ESG team
Coordinates and monitors sustainability strategy development and performance

ESG Leads
In compliance with all applicable local laws, implement strategy and company programs and policies
adapted to their SBU's needs and requirements

Working groups
ESG Leads and corporate function subject matter experts (SMEs) dedicated to material topics
Develop and implement strategic priorities

Local engagement and communication

Local ESG teams and committees
ESG Leads, SMEs
Implement, introduce and oversee initiatives tailored to local needs, in compliance with all applicable local laws

CGI Partners
CGI Resource Groups, training, volunteering, annual consultation processes
Contribute to ESG strategy

Responsible leadership and governance

CGI Board of Directors and standing committees

The Board and Corporate Governance Committee oversee CGI's ESG strategy, with the contribution of the Human Resources Committee and Audit and Risk Management Committee.

In addition to regular updates provided by internal SMEs, CGI provides relevant training on sustainability matters to the Board as needed. In 2025, members of the Corporate Governance Committee received a presentation on corporate governance practices, including ESG matters.

Board of Directors

Board responsibilities specific to ESG include the review and approval of CGI's ESG-related material public disclosure and the formulation of our long-term strategic, financial and organizational goals, which include ESG-related objectives and targets.

The Board oversees and approves CGI's strategic plan. This plan takes into account the opportunity and risks of the company's business, which include certain climate-related and other ESG issues.

In its stewardship capacity, CGI's Board sets the tone for our culture of integrity and compliance, including reviewing, approving and monitoring compliance with our Code of Ethics and Business Conduct (Code of Ethics), Anti-Corruption Policy, and other processes and policies.

Corporate Governance Committee

Corporate Governance Committee responsibilities specific to ESG include review of our ESG strategies, objectives, policies and practices, including with respect to climate change.

Related to this review and CGI's purpose as an organization, the committee seeks to maintain the best equilibrium when considering the interests of our three stakeholders (clients, CGI Partners and shareholders) and the communities in which CGI Partners live and work. The committee reviews criteria and sets objectives or targets regarding the composition of the Board of Directors and its committees to promote independence and an inclusive culture.

Committee members receive presentations on regulatory developments and best practices in governance trends and requirements, such as disclosure of ESG and climate matters. The Committee updates the Board on ESG issues and risks, reviews and revises our Code of Ethics and oversees the Directors' continuing education program.

Human Resources Committee

Human Resources Committee responsibilities specific to ESG include, in compliance with all applicable local laws and practices, considering and promoting inclusiveness among the executive team, including in terms of gender, ethnicity, race, disability, age and experience.

The committee advises the Board on human resources and succession planning, the health and well-being of CGI Partners, and compensation. The committee annually reviews our inclusiveness strategies[1], disclosures, objectives, policies and practices, and our progress in achieving these objectives. Committee members review CGI's leadership development programs, career plans and executive succession plans. They also observe market trends and good practices on executive and director compensation.

Audit and Risk Management Committee

Audit and Risk Management Committee responsibilities specific to ESG include reviewing and monitoring procedures for the handling of ethical incidents relating to, among others, discrimination, harassment, fraud and corruption, and other potential breaches of our Code of Ethics.

The committee receives quarterly updates on data privacy and cybersecurity matters, assessing CGI's risk tolerance and steps taken to address significant risks, uncertainties or exposures— including with respect to climate-related and other ESG issues, as well as their potential impact on CGI. The committee then provides recommendations to the Board on the effective management of those risks.

(1) Excluding our operations in the U.S.

Responsible leadership and governance

CEO and Executive Management Committee

The President and CEO is responsible for enterprise governance. This position reports to the Board of Directors, leads CGI's management team, oversees operations and disclosures, and drives strategic and operational planning.

The Executive Management Committee (EMC) meets twice monthly and supports enterprise-wide strategy, approves all corporate policies and oversees operations to ensure alignment with organizational goals.

Each quarter, the committee meets with the Global Operations Leaders, represented by Strategic Business Units (SBUs) and Business Unit (BU) leaders, to review progress against the company's goals, including environmental, social and governance targets. The SBUs are jointly responsible for meeting these sustainability targets.

ESG Executive Steering Committee

The ESG Executive Steering Committee oversees the functional implementation of CGI's ESG commitment and monitors progress of ongoing initiatives.

The committee provides leadership and direction on key corporate responsibility matters and organization-wide goals and oversees our global ESG program, including climate-related issues, risks and regulations (e.g., Corporate Sustainability Reporting Directive and International Sustainability Standards Board). The committee meets at least quarterly and holds dedicated meetings as needed. The committee consists of some members of the EMC, an executive leader from each SBU and a representative from corporate functions with ESG-related impact.

The Senior Vice-President, Investor Relations acts as committee Chair and reports to the CEO. With responsibilities similar to those of a Chief Sustainability Officer, the Chair leads the company's sustainability

agenda and communicates all significant committee activities. This position actively engages with CGI's Board, executive leadership and operations management, ensuring consistent updates and alignment across all levels of governance.

Global and local ESG teams

Led by the Vice-President, Social Responsibility and Sustainability, the global ESG team is responsible for executing CGI's ESG strategy. This includes disclosure and reporting on environmental, such as greenhouse gas emissions reduction.

Serving as a central hub, the team coordinates activities across internal departments, working groups, councils and other stakeholder groups. It monitors key risks, regulations, emerging trends and stakeholder priorities, advising leadership on decisions that may impact CGI's ESG strategy. The team enhances internal processes and tools and tracks performance against the company's ESG goals, as well as priority ratings, rankings and recognitions.

In each SBU, an ESG Lead drives progress against CGI's global ESG commitments. These Leads identify and execute ESG priorities aligned with the expectations of stakeholders in their respective regions. ESG Leads collaborate on reporting and new projects and contribute to corporate-led initiatives. Accountability for the success of these regional ESG programs remains with SBU and BU leaders.

ESG Leads and corporate function SMEs meet monthly to develop and implement strategic priorities in working groups dedicated to material sustainability. For example, the environmental working group focuses on cross-organizational alignment, monitoring regional and global progress on targets and sharing best practices.

In line with CGI's proximity model, local committees and SMEs implement initiatives tailored to local needs.
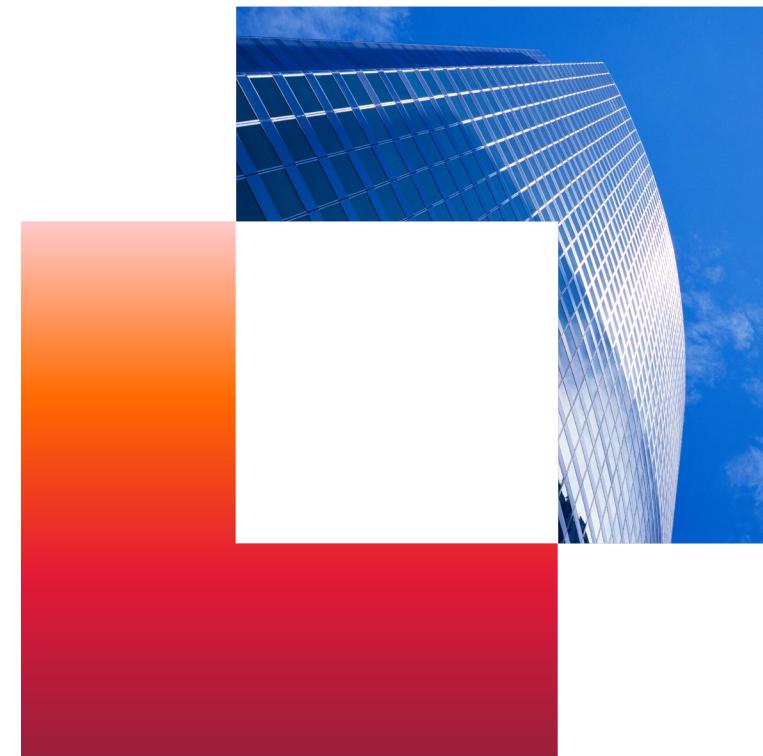
CGI Management Foundation

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

The Management Foundation integrates 50 years of know-how and proven best practices into frameworks that ensure we deliver services and solutions that meet the most stringent quality, security and data privacy standards. It enables us to drive client innovation, provide exceptional client support, integrate new mergers rapidly and profitably, and facilitate the onboarding of new CGI Partners as owners. Further, it integrates all aspects of our ESG strategy and program.

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

We continuously evolve our Management Foundation to ensure its relevancy and effectiveness. This includes ongoing investment in a modern platform that centralizes Management Foundation content and resources to improve the user experience. Our content management processes also help us to deliver and update Management Foundation content on a timely basis for our business and technology leaders.

ESG in the Management Foundation

All aspects of ESG are integrated into the Management Foundation's principles, policies, measures and processes. This includes details of our ESG policy and principles, ESG governance, key metrics, external indices and annual ESG Report.

The Management Foundation contains a section entirely focused on ESG. For CGI consultants and professionals, this section serves as a gateway that enables them to easily access all ESG-related content and share it through dialogue with our clients or their teams.

Risk management

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

Our approach

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

Our approach provides increased risk awareness and effectiveness in managing risks and promotes consistency and transparency, allowing for comparisons across the company and enabling a portfolio view that can be reviewed by the Board of Directors.

Operational management in all BUs and corporate functions actively anticipates, manages and monitors the evolution of risks, contains potential threats, and identifies and takes advantage of opportunities.

Independent from operational management, we have processes to facilitate and coordinate risk assessment and monitoring, and to provide reports to the Audit and Risk Management Committee on our most material risks, as well as the overall risk posture.

A culture of managed risk

Our CGI Constitution lays the foundation for our culture. Central to this culture is the concept of ownership, which fosters intrapreneurship. This in turn stimulates looking for and acting on opportunities that bring value to our three stakeholders: Our clients, CGI Partners and shareholders.

Every decision we take aims to achieve a balance, or equilibrium, between the value gained for our three stakeholders. Simultaneously, we look at assessing and mitigating the risks for each of these stakeholders. This reflects our open approach to risk management in everything we do, and this is integrated in the Management Foundation, from strategic planning to opportunity, engagement and delivery management, and internal investments. During team and client meetings, and in open discussions with their managers, we encourage CGI Partners to be proactive in identifying possible risks early, so we can act swiftly and effectively. This could involve specific risks associated with a project or managed services mandate or related to broader business or strategic risks.

Risk management education

CGI Partners receive mandatory training in the CGI Management Foundation, Culture and the Client Partnership Management Framework (CPMF). The CPMF training includes principles of risk management and describes the policies and processes for running client engagements.

We also incorporate risk management into CGI 101, a leadership development transition program completed by new leaders (directors and above) throughout the organization. Our CGI Engagements training (tailored according to role) features an Early Risk Management component.

CGI's Board of Directors participates in a continuing education program that provides in-depth information on key issues facing our business, including material risks.

For specific risks (e.g., data protection, security, anti-corruption), additional mandatory training modules provide awareness for CGI Partners on their role in managing the risk and reporting requirements (see the dedicated sections of this report).

Integrated approach for assessing and managing enterprise risks

We assess enterprise risks on an annual basis, aligned with the timing of our strategic planning process. We monitor these risks continuously and formally reassess them periodically.

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 related to achieving our ESG objectives.

Our Risk Universe integrates the ESG dimensions of environment (including external climate-related physical and transition risks, and existing and emerging environmental regulations), social (including human capital risks), and governance (including security, data privacy and ethics).

We review and update our Risk Universe every year, based on input from the Board of Directors and executive and operational management, and a review of emerging risk trends.

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

Following the assessment of risks across all our operations and corporate functions, we facilitate discussion and alignment on each risk element through a series of meetings with leadership and other internal stakeholders and SMEs.

The process is supported by top-down reviews and assessments led by the domain owner for each risk area.

Risk management

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

Management reviews the risk assessments and mitigation plans at an appropriate level, according to the scope and potential impact (i.e., BU or SBU management committee, Executive Committee or Board).

We report significant and emerging risks to our Board of Directors through the Audit and Risk Management Committee, as required. 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 likelihood of risk 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 gained during the risk assessment process, along with those gathered from all stakeholder groups (clients, CGI Partners and shareholders), inform our annual and longer-term strategic business planning.

Along with other entity-level controls, CGI's Enterprise Risk processes are audited at least annually by our Internal Audit team.

Similarly, external auditors conduct Service Organization Control audits multiple times a year, which include coverage of global corporate controls such as our Enterprise Risks process.

Third party management

Our Third Party Management Framework (TPMF) 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. For more information, see the section on Responsible procurement.

Assessing and managing enterprise risks

Enterprise risk facilitation and coordination, monitoring and reporting process

Board — The Board's Audit and Risk Management Committee 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 operation, including setting risk tolerance, and direction of 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 and Centers of Expertise.

We detail all material assessed risks and uncertainties in our 2025 Management's Discussion and Analysis document (pages 58 to 72), including external risks, such as natural disasters and climate change, and their impact on our business.

Engagement risk management

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

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

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

Risk management is incorporated into our services, as defined in the CPMF and in intellectual property (IP) solutions, as defined in the IP Management Framework.

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.

Ethical business conduct

CGI upholds the highest standards of ethical business conduct, in full compliance with all applicable laws and regulations.

Endorsed by the CGI Board, Code of Ethics and Business Conduct (Code of Ethics) and Third Party Code of Ethics (Third Party Code) foster a culture of accountability, integrity and compliance. Within the Code of Ethics, an Executive Code of Conduct establishes the standards for ethical behavior at the leadership level. An Anti-Corruption Policy reinforces our zero tolerance for bribery and improper influence.

The two foundational Codes—supported by corporate policies, processes and mechanisms—form our Ethics and Compliance Program. They outline our six core Values and define the mandatory behaviors and ethical standards expected of CGI Partners, officers[1], Board members, suppliers, contractors and external partners.

Acknowledgement and training

We require all new CGI Partners to sign or acknowledge (depending on applicable legislation) a commitment to the Code of Ethics as part of our onboarding process. They must also complete mandatory introductory ethics training within the first 30 days of their employment, which includes the Security and Code of Ethics annual learning and Anti-Corruption training.

All CGI Partners must reaffirm their commitment to the Code annually. In 2025, 97.7%[2] of CGI Partners renewed their pledge and they also completed the Security and Code of Ethics annual learning. We update this combined training yearly to address the top risks identified by our Security and Ethics teams.

Ethics and Compliance Program overview

Governance and oversight
- Tone from the top
- Board of Directors Codes endorsement
- Biweekly reports to senior management
- Quarterly reports to Board
- Key performance indicators

Policies and processes
- Code of Ethics and Business Conduct
- Third Party Code of Ethics
- Third Party Due Diligence
- Anti-Corruption Policy
- Ethics Reporting Policy
- Conflict of Interest Disclosure

Mandatory acknowledgment and training
- Ethics and Anti-Corruption training (upon onboarding)
- Security and Code of Ethics annual learning (includes reporting processes)
- Annual signature or acknowledgment of Code of Ethics and Business Conduct
- Annual and ad hoc Conflict of Interest Disclosure

Reporting and investigation
- Internal and external monitoring
- Reporting channels: CGI leadership/ management/officers, Ethics Hotline, Ethics Inbox
- Ethics investigation guiding principles

Diagram center: Fostering a culture of ethical business conduct. Inner ring: Uphold and enforce, Address, Monitor, access and improve. Outer ring: Governance and oversight, Policies and processes, Reporting and investigation, Acknowledgement and training.

(1) The Code of Ethics specifically covers CGI's principal officer, principal financial officer, principal accounting officer or controller, or other persons performing similar functions (collectively, the "officers").

(2) Excludes CGI Partners on leave, and those who have not yet completed training within 90 days of their start date, as of September 30, 2025.

Ethical business conduct

Policies

Code of Ethics and Business Conduct

CGI's Code of Ethics serves as a reference for principled behavior and actions, stipulating high levels of ethics related to:

- CGI Partner conduct and behavior
- Sound accounting practices
- Financial reporting and disclosure
- Confidential information and IP
- Data privacy protection
- Conflicts of interest
- Laws, statutes and regulations
- Investor relations
- Community activities, and political and public contributions

Third Party Code of Ethics

CGI holds all third parties doing business with us to high standards of integrity and ethical business conduct. As per the CGI Third Party Code, we regard full compliance with these standards as fundamental to a mutually beneficial business relationship with us. This Code applies to all CGI third parties, except for firms that have implemented or are otherwise subject to comparable rules of ethical conduct.

Anti-Corruption Policy

CGI's Anti-Corruption Policy addresses proper handling of bribery and corruption issues, listing general requirements and procedures for risk areas. This policy applies to all CGI Partners, officers, Board members and third parties acting on our behalf.

Ethics Reporting Policy

Our Ethics Reporting Policy outlines the measures and investigative process in place for reporting incidents of possible misconduct or alleged violations of CGI's Code of Ethics or Third Party Code. This policy applies to all CGI Partners, officers, Board members and third parties acting on our behalf.

Insider Trading and Blackout Periods Policy

Our Insider Trading and Blackout Periods Policy specifies proper action and guidance to prevent improprieties related to CGI securities trading or communicating confidential or material undisclosed information. This policy applies to all CGI Partners, officers and Board members.

Monitoring

Internally, we monitor the effectiveness of our training, policies and procedures to track where improvements can be made in CGI's reporting and investigation processes. Externally, we also monitor best practices, emerging risks and changes in applicable laws and legislation to strengthen our Ethics and Compliance Program.

Reporting

In our Code of Ethics, Ethics Reporting Policy, and underlying policies, CGI provides clear, accessible reporting processes for anyone to voice a concern.

Incidents may involve, but are not limited to, human rights violations, harassment, discrimination, and unfair labor practices; corruption, bribery, insider trading, conflicts of interest, and financial fraud; and data privacy and IP violations and theft.

We support and encourage CGI Partners to report as soon as possible:

- Noncompliance with our Code of Ethics, Third Party Code or other CGI policies
- Known or suspected violation of applicable laws, rules or regulations
- Observed instances of misconduct or pressure to compromise our ethical standards

Reports can be made openly, confidentially and anonymously, as permissible by law, through the following channels:

- Any manager or any other individual in our management chain or leadership team
- Any member of the Human Resources, Ethics or Legal departments
- Any officer of CGI, especially when mandated by the Code of Ethics or Third Party Code
- Our Ethics Hotline, managed by an independent third party.
- Our Ethics Inbox, ethics@cgi.com

Our Ethics Reporting Policy details CGI's ethics investigation process, which follows the guiding principles presented below.

Ethical business conduct

Compliance

We conduct a prompt and comprehensive investigation into any alleged misconduct within our organization, in adherence with our Code of Ethics and all relevant laws and regulations.

Protection against retaliation

CGI firmly believes in maintaining a safe environment where individuals can raise concerns without fear of reprisal.

We have zero tolerance for retaliation against anyone who files a report in good faith, or who cooperates in the investigation of a reported violation. Should a report ultimately prove to be unsubstantiated, this protection remains intact.

Confidentiality

In compliance with our legal obligations, we handle every submission in a confidential manner and only disclose information to the extent necessary to facilitate a thorough investigation.

Conflicts of interest

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

Key 2025 achievements

To further strengthen CGI's commitment to ethics and compliance, we:

- Designed and deployed a **robust monitoring** tool to ensure timely execution **of investigation recommendations**, reinforcing accountability and preventing future recurrences through targeted corrective actions

- Continued to **strengthen the organization-wide Conflict of Interest Disclosure process** (both annual and ad hoc) by embedding it into our Security and Code of Ethics learning journey, fostering a culture of transparency and integrity

- **Expanded our global network of Ethics and Compliance Ambassadors**, enhancing local engagement and enabling more effective communication and knowledge sharing across all regions where CGI operates

- **Led a series of Ethical Business Forum initiatives**, convening suppliers through roundtables, webinars and in-person events to collaboratively address key topics such as third party accreditations, modern slavery and Science Based Targets initiative commitments

Responsible procurement

As fundamental to responsible procurement, CGI recognizes the importance and impact of our commitment to engage suppliers that adhere to sound environmental and ethical standards. Within our organization and across our global supply chain, we implement best practices that reflect our role as a leading global provider of IT and business consulting services operating in 40 countries.

In 2025

70%

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

2025 target reached

Policies

Our Code of Ethics and Business Conduct (Code of Ethics), Third Party Code of Ethics (Third Party Code) and Procurement Policy communicate the sustainability and sustainable sourcing practices that CGI Partners and our suppliers must follow. Additional requirements for all third parties doing business with us are outlined in the Ethical business conduct and Human rights sections of this report.

Code of Ethics and Business Conduct

CGI's Code of Ethics affirms our principles of human rights protection. Section 1.7 of the Code specifically addresses our position on modern slavery.

Third Party Code of Ethics

Our Third Party Code specifies the standards of integrity and ethical business conduct we expect from all CGI third parties. Code compliance is included as a requirement on every CGI purchase order.

Procurement Policy

Our Procurement Policy further stipulates:

- CGI Partners must follow our business ethics guidelines when procuring products or services.
- We procure goods or services only from third parties that adhere to CGI's Third Party Code or have comparable rules of ethical conduct in place.
- We prioritize working with third parties who share our commitment to sustainability, minimizing their carbon footprint.

Governance

Our ESG and Procurement teams convene biweekly to progress on different initiatives (e.g., high-level enhancement of processes and related documentation) and discuss any regulatory or legislative developments affecting our supply chain. The ESG Executive Steering Committee receives regular updates on CGI's sustainable procurement strategy from the Vice-President, Procurement and Real Estate, who serves on the committee.

Risk mapping

CGI's ESG due diligence processes and methodology allow us to effectively monitor the extent of our suppliers' ESG involvement and their adherence to relevant local regulations governing the provision of goods or services.

Selection process

In accordance with our TPMF and as a standard best practice, we select suppliers through a fair and competitive bidding process.

Our request for proposal (RFP) template includes a comprehensive set of questions pertaining to ESG. We carefully evaluate responses to these questions. When feasible, CGI prioritizes suppliers who demonstrate a strong commitment to and active involvement in ESG initiatives.

Responsible procurement

Onboarding suppliers

All prospective suppliers are required to complete CGI's onboarding process.

As part of this process, potential new suppliers must complete a Supplier Onboarding Questionnaire, which includes sections on ESG topics that cover environmental, ethics, labor and human rights, DE&I, and sustainable procurement practices. Certain suppliers may be exempt from this requirement or required to undergo additional screening based on their industry and geography.

The Procurement Business Partner (PBP) then initiates an EcoVadis assessment via our Third Party Supplier Portal. This may involve suppliers (subject to certain exceptions) completing a detailed assessment with our external partner EcoVadis, a specialized sustainability ratings agency[1].

In parallel, we use EcoVadis IQ Plus to conduct a preassessment based on the industry and country in which the supplier operates. This additional clearance enables us to work with the supplier to resolve any challenges identified.

The assessment analyzes suppliers' social and environmental performance, business ethics and sustainable procurement practices.

If a supplier receives a subpar EcoVadis score (below 44/100) or declines to participate in an assessment, the global ESG team and designated PBP are instantly notified. Appropriate action is then taken to support the supplier in identifying areas for improvement.

We follow the same evaluation methodology if a client requests that a supplier assigned to their project undergo an ESG assessment.

Prevention and mitigation

Our evaluation procedures and Third Party Supplier Portal are central components for ensuring due diligence in supplier compliance.

Training

In 2025, we reinforced our commitment to embedding ESG considerations into procurement by advancing the knowledge and engagement of our Procurement team. Building on progress made in previous years, we implemented a structured approach to ESG training that is now integrated into our team's annual performance objectives.

As of this year, every member of the Procurement team is required to complete at least one ESG-related training course of their choice, aligned with their responsibilities and interests. This initiative is designed to strengthen individual ownership of ESG topics and ensure that all team members are equipped to identify, assess and address ESG risks and opportunities throughout the procurement life cycle. Topics covered range from responsible sourcing and environmental impact to human rights due diligence, modern slavery and circular economy principles.

This targeted learning complements the foundational ESG content included in our onboarding curriculum for CGI Partners, which provides guidance on supplier ESG assessments, with a specific focus on the EcoVadis methodology and rating system. New team members are also introduced to the broader significance of ESG performance through our supplier selection and monitoring processes.

We review the content of our onboarding training regularly to ensure alignment with emerging regulations and evolving ESG challenges.

These cumulative efforts reflect CGI's ongoing ambition to professionalize and operationalize ESG throughout our procurement function. By developing internal capabilities and embedding ESG principles into both individual goals and organizational processes, we enhance the resilience, accountability and sustainability of our global supply chain.

Monitoring and screening

As part of our supplier due diligence framework, we leverage the EcoVadis platform to assess and monitor our suppliers' sustainability performance.

A key feature of this platform is 360° Watch, which enriches our assessments by providing real-time insights drawn from over 100,000 publicly available data sources, including government databases, reports by nongovernmental organizations and media coverage.

This external intelligence complements the self-assessment data provided by suppliers, helping us identify potential risks related to environmental practices, labor and human rights, ethics, and supply chain transparency. EcoVadis 360° Watch also enables us to detect early warning signals of misconduct or noncompliance, even among suppliers who may not yet be formally rated.

These insights strengthen our ability to make informed sourcing decisions, initiate timely risk mitigation actions, and maintain high standards of accountability across CGI's supply base.

We screen all active suppliers monthly based on industry and geographic location to identify any emerging ESG risks. Where elevated risk is detected, a full ESG assessment is initiated via EcoVadis. As for new suppliers, if the EcoVadis rating falls below 44, a corrective action plan is implemented to monitor and support progress.

To further reinforce CGI's risk mitigation strategy, we also process an initial restricted and denied-party screening of all active suppliers. This screening, conducted against international watch lists and sanctions databases, ensures our supplier relationships remain fully compliant with applicable trade regulations, anti-corruption laws and international security standards. Any positive match triggers an internal review process led by our compliance and procurement teams.

(1) Suppliers can also select an assessment partner of their choice.

Responsible procurement

These mechanisms form part of a broader effort to align our supplier engagement with ESG expectations worldwide and to proactively manage reputational, regulatory and operational risks. By combining robust screening tools with continuous external monitoring, we enhance the integrity and resilience of our supply chain.

Onsite supplier audits

We strengthen responsible sourcing practices across our operations through a proactive approach to risk management, fostering a more resilient, ethical and sustainable supply chain.

In 2025, we initiated onsite audits of selected suppliers in France. We prioritized suppliers operating in sectors considered to present a higher potential risk in terms of labor conditions, environmental impact or ethical business practices. Our initial focus included categories such as cleaning services, where working conditions and subcontracting practices can be particularly complex. The audits provided valuable insights and will serve as a foundation for continuous improvement.

In parallel, our UK entity continued its active membership in the Responsible Business Alliance, the world's largest industry coalition dedicated to responsible business conduct in global supply chains. Through this membership, our UK operations benefit from access to tools, assessment frameworks and capacity-building programs related to supplier audit best practices. This affiliation supports the alignment of our supplier engagement practices with international standards and facilitates cross-border collaboration on supply chain due diligence.

These endeavors reinforce our commitment to promote high ESG performance standards throughout CGI's supply chain.

Supplier Inclusivity Programs

Where possible (respecting local restrictions), our UK and Australia, and Canada SBUs apply region-specific supplier inclusivity classifications, request certification and track-related spend.

Internally, we encourage our Procurement team to consider inclusiveness in purchasing decisions by including precise criteria in our RFP.

Alert mechanism

As specified in the Ethical business conduct section, any third party who observes, experiences or suspects a violation of our Code of Ethics, Third Party Code or any potential breach of law, can use our confidential Ethics Hotline (where permitted by law), along with other resources, to report incidents anonymously. Such incidents may involve, but are not limited to, harassment, bribery, forgery, insider trading, conflicts of interest, financial fraud, data privacy breaches, IP violations and theft.

As an additional measure, we are researching new capacity-building opportunities to ensure suppliers better understand and address the risks of modern slavery that may be occurring in their businesses and supply chains. This includes articulating CGI's expectations toward the prevention, detection and reporting of modern slavery in our Third Party Code. We detail our efforts to date in the Human rights section.

Key 2025 achievements

We continued to advance our ESG commitments through the following actions:

- **Increased our overall EcoVadis score** from 74 to 77, with a score of 83 under procurement—well above the industry average of 46—positioning us among the sector's sustainability leaders
- Launched our **first onsite supplier audits**, starting with categories identified as higher risk, to strengthen our ESG oversight and supplier due diligence
- Completed **ESG assessments for 70% of our most significant suppliers**—achieving this target six months ahead of schedule through strong engagement and accelerated implementation
- Introduced the requirement for all Procurement team members to **complete at least one ESG-specific training** course per year, reinforcing ESG integration across our sourcing processes
- Invited by the French National Procurement Council (Conseil National des Achats) to **speak on best practices at a conference on supplier risk mapping**

Data privacy

As a global leader in IT and business consulting services, CGI is committed to safeguarding personal data and preserving stakeholder trust. We align our practices with industry-leading standards, our contractual obligations and applicable laws to ensure robust data protection across our operations. This commitment extends to all CGI Partners and third parties we engage, who are required to implement rigorous data protection measures in line with our expectations and the CGI Data Privacy Policy.

Pillars of our Privacy Program

Our Privacy Program is anchored in a series of strategic pillars:

- **Privacy by design:** All internal and client-facing solutions that process personal data undergo comprehensive privacy assessments.
- **Cross-border compliance:** We implement approved data transfer mechanisms such as Binding Corporate Rules (BCRs), updated in 2024, to align with the most recent European Data Protection Board referential, and EU-U.S. Data Privacy Framework.
- **Transparency:** CGI publicly shares key components of our privacy framework, including policies and rights request procedures.
- **Certified excellence:** Our global operations hold ISO/IEC 27701 (Privacy) certification across 80 CGI sites. In addition, many more of our locations are ISO/IEC 27001 (Security) certified, reflecting our strong commitment to both privacy and information security.
- **Access governance:** Technical and organizational measures enforce strict access and usage limitations to personal data.

Supporting the pillars of our Privacy Program, CGI embeds privacy into every aspect of our operations through:

- **Mandatory training:** All CGI Partners undergo mandatory annual training on data privacy and records management, with optional modules tailored to specific roles.
- **Risk mitigation:** Providing all CGI Partners with the means to assess any risk to both CGI and our clients through our data privacy review process ensures proactive issue identification.
- **Expert network:** Local Privacy Business Partners and Data Protection Officers ensure jurisdictional compliance under the leadership of our Chief Privacy Officer (CPO) and Head of Legal Compliance.
- **Client assurance:** We prohibit the use of client data for secondary purposes and ensure processing aligns with the client's documented instructions (SASB TC-SI-220a.2).
- **Breach management:** We implement robust security procedures to manage incidents involving personal data, including the formal recording and assessment of all potential impacts to CGI, affected individuals, and other stakeholders in the event their data is involved.
- **Detailed records:** We maintain a record of all data processing activities in our Data Processing Inventory tool as per applicable data protection legislation.

Policy and governance

Data Privacy Policy

The CGI Data Privacy Policy reflects our high standards to meet applicable data protection legislation. We review the policy annually and publish it on cgi.com. Policy implementation remains binding for all CGI legal entities (except for CGI Federal Inc., which is bound by specific rules applicable to organizations dealing with the U.S. government) and our entire operations, including all CGI Partners regardless of location, suppliers and any third party engaged by CGI. We require full compliance from these stakeholders.

We assess our compliance with the Data Privacy Policy through our organization-wide Internal Audit Program. We conduct third party risk assessments to verify privacy and security capabilities, maturity and compliance with CGI standards, policies and procedures. Our policy defines a structured approach to proactively inform clients about privacy protection, reinforcing trust and accountability.

Governance

Our CPO and Head of Legal Compliance oversees CGI's global data protection strategy, is responsible for the continuous alignment of CGI's operations with evolving data protection frameworks worldwide and also assumes responsibility for CGI's Legal Compliance Program—supporting the business to operate with integrity. Privacy Business Partners and Data Protection Officers, based locally as per our proximity model, reinforce CGI's policies and procedures across the organization, maintaining privacy controls in accordance with applicable data protection legislation for their respective jurisdictions.

Every quarter, our CPO and Head of Legal Compliance reports to the Board of Directors and executive management on the implementation of CGI's global Privacy and Legal Compliance Programs, with associated metrics to monitor continuous improvement.

Over 90% of our Privacy professionals have successfully earned individual certifications, demonstrating our team's strong commitment to excellence and expertise in data privacy.

Data privacy

Privacy compliance and risk management

Using well-established processes, we closely manage privacy compliance, particularly risk management, across our operations and stakeholder interactions. These processes integrate layers of risk assessment into our daily activities, from bid activity to the delivery life cycle.

Cross-border transfers using approved data transfer mechanisms

CGI leverages our BCRs to facilitate lawful intragroup data transfers globally. These frameworks support both data controller and processor activities.

These BCRs reflect our advanced maturity in privacy and data protection. They serve as an efficient alternative to EU Standard Contractual Clauses for each engagement involving the transfer of personal data to CGI legal entities outside the European Economic Area.

Wherever CGI processes personal data, such information will continue to benefit from the high standards of protection and proper safeguards approved by all European Data Protection Authorities.

Our self-certification under the EU-U.S. Data Privacy Framework, including its UK and Swiss extensions, enables the compliant transfer of EU, UK and Swiss personal data to certified CGI U.S. legal entities and demonstrates our strong privacy practices and alignment with Schrems II ruling requirements.

Assessment of project risks and requirements

CGI's data privacy review process is designed to ensure a consistent approach to assessing both external and internal projects involving personal data. This process allows us to identify privacy risk early and determine any necessary mitigation actions.

To protect personal data from unlawful access or unauthorized use, we continue to implement technical and organizational safeguards that meet or exceed the standards set by CGI's Security Baseline. Any significant changes to a client contract are assessed through this review process to evaluate their potential impact on our security controls.

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. When acting as a data processor, CGI processes personal data exclusively in accordance with the written instructions of the client, who serves as the data controller.

Our stakeholder engagements clearly reflect these commitments to data protection and security.

Ethical and responsible use of personal data in AI

CGI embeds data privacy and ethical safeguards into every use of artificial intelligence (AI), in alignment with our Responsible Use of AI and Responsible Use of Data Frameworks and all applicable regulatory requirements. We implement comprehensive security and governance controls to ensure responsible data practices while upholding the rights and freedoms of data subjects. Our commitment to governance and accountability is further strengthened by our ISO/IEC 27701:2019 certification, which provides a structured and internationally recognized framework for privacy compliance in the evolving AI and data landscape.

Third party controls

Any third party we engage to process personal data must provide appropriate safeguards that align with applicable data protection legislation, comply with the Data Privacy Policy and meet applicable contractual commitments. Additionally, third parties are required to follow the documented instructions and apply the technical and organizational measures agreed upon with CGI. Agreements entered between CGI and the third party expressly reflect such commitments.

Third parties regularly undergo re-evaluation. As part of our procurement life cycle processes, we conduct third party risk assessments to verify privacy and security capabilities, maturity and compliance with CGI standards, policies and procedures.

Data classification and labeling

CGI has a universal information document classification process that is automatically installed on all CGI computers. We require CGI Partners to apply the appropriate classification label, including embedded encryption as required, to all emails and other documents. This practice helps reduce the risk of sensitive data being shared with an unauthorized recipient or stored in the wrong repository. It also sets the foundation for protection capabilities and consistently improves CGI Partners' awareness in this domain.

Awareness and training

CGI has established a comprehensive training program to ensure that all CGI Partners, freelancers and subcontractors understand and adhere to the organization's global Privacy Program principles and procedures. This training includes both mandatory and optional courses designed to build foundational knowledge of personal data processing and records management.

Mandatory Data Privacy and Records Management Fundamentals training, a key component of our program, underscores the critical importance of safeguarding data and ensuring compliance with privacy and records management requirements. We update this course annually to address the latest regulatory requirements, including the use of AI tools.

Beyond formal training, CGI maintains continuous awareness through regular internal communications and global initiatives like Data Privacy Day in January, which is used to highlight best practices and the value of protecting personal data.

Data privacy

Certifications achieved

We continued to extend and strengthen our existing ISO/IEC 27001:2022-compliant information security management system (ISMS) with ISO/IEC 27701:2019 Privacy Information Management System (PIMS) requirements related to data protection, across all our activities.

Our ISO/IEC 27701:2019 certification extends to 80 offices located across the U.S., Canada, the UK, Australia, several European countries and our Asia Pacific operations.

To further advance our external compliance portfolio, we achieved CyberVadis certification in France and India. Our UK operations maintained their certifications to ISO 27017:2021 [1] and ISO 27018:2020 [2]. These certifications demonstrate CGI's advanced privacy maturity and strengthen client confidence in our ability to responsibly manage their personal data as a trusted partner of choice.

Remediation alert mechanism (incident and breach processes)

Our mature, standards-based security incident response and management process is designed to handle all phases of a security incident. The process clearly defines CGI Partner responsibilities at all levels, with incident assessment prioritization ensuring appropriate engagement levels and timely resolution. As an integral part of this incident response process, CGI's 24/7 Global Security Operations Center (GSOC) immediately engages with our Privacy and Legal Compliance team when it suspects an incident includes or involves any element of personal data.

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

Our incident management process includes formal recording of incident events, escalations to senior management where required, and complete audit trails on actions taken to resolve any personal data incidents. To the extent permitted by law, any violation of the Data Privacy Policy may result in administrative and/or disciplinary action by CGI (including suspension or termination).

Secure records management

As a responsible, data-driven organization, CGI takes the necessary steps to retain records that support our rights and demonstrate compliance with our legal and contractual obligations. Our Records Retention Policy governs the entire data life cycle, ensuring proper management, protection and preservation of all data types, including personal data, in line with applicable regulatory requirements.

Our user-friendly online platform simplifies access to country-specific retention rules, helping CGI Partners easily understand and apply records management requirements. It provides clear guidance based on record and data types, while also highlighting relevant exceptions, in accordance with local legislation.

Key 2025 achievements

In 2025, the Privacy and Legal Compliance team made significant strides in delivering on key mandates, driving process efficiencies, strengthening CGI's compliance framework, and enhancing enterprise-wide support to promote a deeper understanding of data privacy, records management and legal compliance.

Key accomplishments include:

- **Optimized key tools and processes**: Improved the Data Processing Inventory tool and Data Privacy Risk Review processes, introducing new functionalities and streamlining operations to drive greater efficiency and usability
- **Achieved high training completion rates**: Launched the annual update of the mandatory Data Privacy and Records Management Fundamentals training required for all CGI Partners, freelancers and subcontractors—as of 2025, the training achieved a 98.4% completion rate (excluding new joiners and long-term leaves)
- **Led impactful awareness campaigns**: Coordinated internal and external communications for Data Privacy Day, with a strong emphasis on embedding Privacy by Design and by Default across the organization
- **Established the Legal Compliance Center of Expertise**: Created a dedicated department of data privacy, security, ethics and regulatory compliance SMEs, entrusted with driving CGI's global legal compliance strategy, program and culture

(1) Code of practice for information security controls for cloud services.
(2) Code of practice for protection of personally identifiable information (PII) in public clouds acting as PII processors.

Security

In the interest of protecting CGI, our reputation and our stakeholders (clients, CGI Partners and shareholders), we implement holistic, risk-based security and data protection practices in our day-to-day operations as part of CGI's Global Security Program.

We view our commitment to security as essential to building and maintaining trust, and critical to fulfilling our contractual obligations and complying with applicable laws and regulations. Our commitment is integral to ensuring due diligence and care for the consistent management of security risks and effective protection across CGI's global operations.

We monitor and address potential cybersecurity threats and challenges at all levels, investing in the growth of our capabilities and technologies. As a significant business differentiator, CGI's defense in depth security[1] strategy provides further opportunities to add value to our company and clients.

Certification

CGI received the Gold certificate of Cybersecurity Assessment from Cybervadis in France.

Certificate of Cybersecurity Assessment

CGI France SAS

completed a cybersecurity assessment, scoring:

945/1000 **MATURE**

2025 **GOLD** cybervadis

Policies and standards

Our security policies and standards govern information assets within CGI (internal), multi-client environments and client-dedicated environments (as applicable). These policies and standards address the key security processes and measures identified in our Global Security Program. They also clarify the roles and responsibilities of CGI Partners regarding security when performing their assigned duties.

Among them, our Information Security Policy sets the direction for the consistent management of CGI security risks and provides guidance for the establishment of security controls required to adequately protect CGI and client information assets.

We review and update our security policies and standards annually or more frequently, should significant changes occur. Changes may include emerging threats, new client needs, technology updates, evolving legal and regulatory requirements, business resilience needs, incident management, and other security and business conditions. Any amendments follow CGI's established governance processes for life cycle management and require executive management approval.

Third party vendors, other suppliers and subcontractors are also bound by our security policies and standards and any other security controls contractually agreed upon between CGI and our clients and external parties.

Violations to our security policies and standards may result in administrative or disciplinary actions, including penalties, suspension or termination, in compliance with local legislation.

Governance

Top-level organizational awareness and engagement in our security oversight ensure a thorough, cohesive approach to protecting CGI and our stakeholders.

The Board of Directors' Audit and Risk Management Committee oversees our Global Security Program, including cybersecurity, providing overall strategic direction and guidance.

The Committee receives quarterly reports from our Chief Security Officer (CSO), who leads CGI's enterprise security efforts and implementation of our global security policies, standards and practices worldwide. These reports update the Committee on the status of any critical or high-severity incidents and the progress of remediation efforts associated with any ongoing investigations.

During security meetings attended by the CEO, senior management and all SBU leaders, the CSO reviews projects, key performance indicators and security developments. These monthly meetings provide a forum for feedback and guidance on program enhancements.

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

CGI's Global Security Operations Center (GSOC) monitors our network and critical assets, overseeing incident management, threat intelligence, threat management and forensic investigation practices. This central function also conducts continuous network testing to proactively evaluate the performance of controls against potential cybersecurity threats.

(1) Defense in depth refers to an information security approach in which a series of security mechanisms and controls are thoughtfully layered throughout a computer network to protect the confidentiality, integrity and availability of the network and the data within (CIS).

Security

Security Business Partners serve as the primary point of contact for Global Security within the SBUs. They execute our Global Security strategy at the SBU level while supporting local business objectives. These teams ensure that CGI's Security Program operates throughout our delivery life cycle, which focuses on the stages of developing, implementing and maintaining security measures.

Security committees (Forum, Leaders/Domain and Steering) and top-level management (who participate in Global Operations meetings) regularly review our security risk posture and program performance. This governance and oversight process allows CGI to maintain a strong, integrated level of strength and readiness, enabling prompt action on critical incidents and continuous improvement aligned with organizational goals.

Our program

CGI's Global Security Program is holistic and risk-based, aiming to:

- Put in place protection appropriate to the significance of the risks, including for information security, data privacy, physical security, people safety, IP and business continuity
- Integrate security requirements and adapt to address current and emerging threats effectively while supporting CGI's operations and technology evolution
- Enable CGI to leverage industry-recognized security standards and certifications to build and maintain trust with our three stakeholders while complying with applicable regulations

Enterprise Security Management Framework

At CGI, information security is a business imperative essential to:

- Build trust with our clients
- Meet our contractual requirements
- Comply with applicable legislation and industry practices in all jurisdictions in which we operate

Security is integrated into CGI's day-to-day operations as part of everything we do and everything we deliver. CGI is committed to protecting client, third party supplier and CGI Partner data and systems with due care, ensuring information and systems are secured from threats, misuse or unauthorized access.

The CGI security approach leverages the Enterprise Security Management Framework (ESMF), based on applicable external standards and legislation including, but not limited to, ISO/IEC 27001, 27701, 27017 and 27018; The National Institute of Standards and Technology (NIST) Cybersecurity Framework 2.0; Control Objectives for Information and Related Technology (COBIT); EU Network and Information Systems Directive (NIS2); the General Data Protection Regulation (GDPR); the EU AI Act; and EU Digital Operational Resilience Act (DORA). Individual BUs or countries where CGI operates may also be required to comply with local standards or legislation that impact them.

Risk management

Our security risk management process, an essential element of the ESMF, delivers powerful insights into our cybersecurity risk exposure and ensures alignment with CGI's global risk tolerance.

CGI's security risk posture is constantly monitored, reviewed by the security committees and reported to management to evaluate the overall effectiveness of risk identification, mitigation and management processes.

For more information, see the Risk management section of this report.

Security

Three Lines of Defense

We apply the three lines of defense model, a widely recognized approach that enhances how we identify, manage and mitigate risks. The model identifies the following lines of defense with clearly defined risk management roles and responsibilities:

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

This layered approach strengthens the effectiveness of risk identification and mitigation, and balances control through operational management, oversight and independent assurance while supporting enhanced governance and regulatory compliance.

External audits and verifications

Independent regulatory bodies and external regulators serve as an additional line of defense by providing oversight and assurance, typically within a defined scope, through annual ISO, System and Organization Controls (SOC) and Sarbanes-Oxley (SOX) audits conducted in accordance with regulatory, contractual or certification requirements.

To ensure adequate security of our infrastructure and systems, third party vulnerability analysis and simulated attacks are regularly performed through exercises, campaigns and scanning methods.

Compliance

Our global security compliance process verifies that CGI and all third parties follow all security policies, standards and processes defined by our ESMF. Our compliance management function provides mechanisms, methods and activities to consistently track and measure compliance across our organization. We apply these measures to validate control effectiveness, identify nonconformity across BUs and define proper risk mitigation activities.

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

We perform security maturity assessments to evaluate our global security capabilities and maturity levels. Assessment results, combined with Information Security Forum and NIST benchmarks, help us identify priorities and drive continuous improvement in our Security Program.

We also conduct regular internal and external audits to ensure compliance with global policies, standards, certifications and regulations. Any discrepancies are addressed through risk mitigation. We monitor progress through security scorecards and management reports to ensure adherence to the best security practices.

Security alerts and incident management

We monitor cybersecurity risks and collect and analyze threat intelligence across systems, enabling proactive prevention of incidents through a coordinated approach.

Our 24/7 monitoring and response capabilities detect cybersecurity events by analyzing critical logs, in combination with continuous automated security assurance and vulnerability assessments.

CGI Partners are encouraged to promptly report any suspicious activity or security event (incident) they may encounter. These practices strengthen our global cybersecurity assurance and reduce the time required to respond to and mitigate risks.

CGI's global security incident management process covers all phases of security incidents, ensuring timely resolution through clear priorities and defined responsibilities at all levels. Regular cybersecurity incident simulations validate performance and readiness.

Our GSOC Incident Response team manages high-priority incidents. This team coordinates with all required parties and escalates incidents based on priority, with collection and preservation of evidence protocols observed throughout the process. Incident records are maintained and reported to senior management.

Incident management teams provide required notifications and updates to internal teams and external parties (clients, legal/regulatory authorities and users/individuals), in alignment with local laws and client agreements.

We design our business continuity plans to ensure operational resilience of critical services during disruptions. These plans are tested annually to validate their effectiveness, with directives on crisis management and key resource involvement. This structured approach supports secure recovery of essential services in the event of an incident.

Security

Third party security

As part of our enterprise risk approach, CGI applies security controls to third parties through due diligence, contractual safeguards and ongoing reviews. These include prescreening and periodic post-engagement risk assessments, evaluations of security controls and business continuity, and additional reviews based on the nature and risk of services provided.

For more information, see the Responsible procurement section of this report.

Security training and awareness

CGI views security as a mandatory business requirement and everyone's responsibility. We require CGI Partners, freelancers and subcontractors to undergo mandatory security awareness training when joining the company and on an annual basis. We also conduct ongoing targeted training in topical areas.

Our Security Awareness Training Program strengthens CGI's security ecosystem and protects us from current and evolving security threats. By addressing the human risks introduced in daily activities, we prevent incidents from occurring and security risks from developing.

In addition to security training, CGI maintains a proactive Phishing Protection Program as part of our broader cybersecurity strategy.

Key elements of the program include:

- Email threat detection
- Ongoing awareness campaigns through phishing simulations
- Reporting mechanisms through the "Report Phishing" feature
- Key phishing performance metrics (regularly shared with executive management)
- Rewards and recognition

Additional cybersecurity training resources, available through CGI Academia, our digital learning platform, provide SMEs with opportunities to deepen their understanding of emerging security threats and risks. These elective courses enhance our collective ability to protect CGI and our stakeholders.

We continuously update our awareness campaigns and training curriculum to reflect the evolving threat landscape.

Key 2025 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:

- **Established governance, risk and compliance frameworks** to guide secure and responsible AI adoption, mitigating risks of data leakage and misuse
- **Delivered a Cloud Workload Protection Platform** embedding protection by design to enhance security and resilience in cloud operations
- **Advanced an enterprise Data Leakage Prevention Program** to better prevent unauthorized sharing of sensitive information.
- **Upgraded global ISO 27001 certifications** to the 2022 standard across all geographies, strengthening controls and governance in alignment with evolving risks and the regulatory landscape
- **Implemented an insider risk program** to proactively detect and mitigate risks originating within the organization, whether intentional or accidental
- **Conducted crisis simulations and improved business impact analyses** to bolster resilience and response capabilities.
- **Automated credential-leak alerts**, expanded hunting workflows, and enriched detection content to identify and contain threats earlier

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 Montreal and in our SBUs also receive support from external consultants as required to ensure compliance.

Risk management

As a global organization, we are subject to many complex and evolving tax laws that may expose us to risk. To mitigate potential risk, we devote particular attention to procedures and processes that may impact compliance with our tax responsibilities. Additionally, we follow comprehensive measures to ensure internal tax due diligence in the acquisition, merger, and integration of companies.

Transparency

For country-by-country reporting and transfer pricing documentation, we observe applicable laws and OECD guidelines. We also follow DAC6, the EU directive on cross-border tax arrangements.

Reporting and data

Performance data tables

Double materiality in detail

Environmental emissions methodology

Glossary

Performance data tables 2025

Our 2025 performance data tables are aligned with the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), the latter a leading source of reference used by the software and IT services industry. See our GRI-SASB Index table.

CGI AT A GLANCE	F2019	F2023	F2024	F2025
Revenue	$12.11B	$14.3B	$14.68B	$15.91B
Operating expenses	$10.28B	$11.98B	$12.26B	$13.30B

ENVIRONMENT

	F2019	F2023	F2024	F2025
Workforce covered with environmental management system certified to ISO 14001:2015	31.7%	41.7%	41.5%	41.8%
Operational sites for which an environmental risk assessment has been conducted	—	—	43.0%	46.4%
Percentage of the total workforce across all locations who completed ESG learning that addressed environmental issues	—	26.8%	39.2%	37.2%
GREENHOUSE GAS EMISSIONS—METRIC TONS OF CO_2e[1]				
Change in total carbon emissions, compared to 2019 baseline	—	–12.5%	–16.7%	–15.4%
Market-based emission intensity (tCO_2e/employee)	7.1	5.2	5.1	4.9
Market-based emission intensity (tCO_2e/revenue in millions)	45.3	33.6	31.1	29.1
Scope 1 [2]	27,265	17,292	16,710	13,022
Scope 2 market based[3]	41,346	17,363	14,637	14,207
Scope 2 location based	47,627	29,286	28,636	29,482
Scope 3 [4]	479,830	445,238	425,349	436,557
Scope 3–Purchased goods and services	246,033	248,375	219,258	214,631
Scope 3–Capital goods	73,592	83,889	95,618	114,152
Scope 3–Fuel- and energy-related activities	24,565	16,153	15,925	15,552
Scope 3–Upstream transportation and distribution	13,056	6,489	6,253	4,517
Scope 3–Waste generated in operations	128	149	86	91
Scope 3–Business travel (including well-to-tank)	43,182	30,931	28,611	25,499
Scope 3–Commuting	79,274	59,252	59,598	62,115
Total emissions market based	548,441	479,893	456,696	463,786
Total emissions location based	554,722	491,816	470,695	479,061

(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 CO_2.
(2) Scope 1: CO_2e direct emissions.
(3) Scope 2: CO_2e indirect emissions from purchased energy.
(4) Scope 3: CO_2e other indirect emissions.

Performance data tables 2025

ENVIRONMENT

	F2019	F2023	F2024	F2025
ENERGY (SCOPES 1 and 2)				
Total energy consumption (MWh)	332,142	223,789	211,575	192,602
% of energy consumption reduction from baseline 2019	—	−32.6%	−36.3%	−42.0%
Energy intensity (total energy MWh/employee)	4.3	2.4	2.3	2.0
Total fuel consumption from nonrenewable sources (MWh)	104,832	70,814	67,626	51,941
Total electricity consumption (grid + renewable) (MWh)	216,877	143,947	136,304	133,792
% of renewable energy	30.6%	44.2%	49.4%	52.0%
% of renewable electricity	46.8%	67.9%	75.7%	74.3%
OFFICES and DATA CENTERS				
Total energy consumption (MWh)	256,962	174,180	158,450	148,769
Total energy consumption in data centers (MWh)	101,970	68,261	61,091	59,871
Energy intensity (total energy MWh/sq ft)	0.03	0.02	0.02	0.02
Total district heating consumption (MWh)	8,221	8,255	6,840	5,809
Total district cooling consumption (MWh)	2,212	773	805	1,060
Total electricity consumption (grid + renewable) (MWh)	216,664	141,334	131,908	127,756
% of energy consumption reduction from baseline 2019	—	−32.2%	−38.3%	−42.1%
% of renewable electricity	46.8%	69.2%	78.2%	77.8%
Data center average Power Usage Effectiveness (PUE)	1.61	1.53	1.48	1.43
WASTE				
Total e-waste generated (metric tons)	194	117	120	121
Total general waste generated (metric tons)	795	943	932	1,055
% of waste recycled and reused	51.7%	49.6%	61.9%	58.7%
% of waste composted	11.9%	13.2%	12.1%	17.3%
% of waste incinerated without energy recovery	0%	0.1%	0%	0%
% of waste incinerated with energy recovery	11.7%	13.7%	12.7%	10.3%
% of waste landfilled	5.7%	6.4%	7.1%	5.3%
% of waste with unknown treatment	18.9%	17.0%	6.2%	8.4%
TOTAL WATER CONSUMPTION—MILLION CUBIC METERS				
Total water used	0.197	0.219	0.165	0.172
Water intensity (m³/employee)	2.5	2.4	1.8	1.8

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Performance data tables 2025

SOCIAL

OUR PEOPLE	F2023	F2024	F2025
EMPLOYEES			
Global population[1]	91,500	90,250	94,000
Permanent employees[1][2]	97.3%	97.5%	97.6%
Permanent employees and breakdown by region[1][2][3]			
Australia	0.3%	0.3%	0.3%
Belgium	0.2%	0.2%	0.1%
Brazil	—	—	<0.1%
Canada	13.7%	13.3%	12.7%
Colombia	0.2%	0.1%	0.2%
Costa Rica	—	—	<0.1%
Czech Republic	0.9%	0.8%	0.8%
Denmark	0.4%	0.4%	0.4%
Estonia	0.2%	0.2%	0.2%
Finland	4.2%	4.2%	3.8%
France	14.7%	14.7%	13.8%
Germany	5.3%	5.1%	5.0%
Hungary	<0.1%	<0.1%	<0.1%
India	21.2%	21.6%	21.6%
Ireland	—	—	<0.1%
Italy	0.1%	0.1%	0.1%
Latvia	0.1%	0.1%	0.1%
Lithuania	0.2%	0.2%	0.2%
Luxembourg	0.2%	0.2%	0.2%
Malaysia	0.1%	0.1%	0.1%
Morocco	1.2%	1.2%	1.4%
Netherlands	2.7%	2.8%	2.7%
Norway	0.6%	0.5%	0.4%
Panama	—	—	<0.1%

(1) Not taking into account ongoing integrations from recent mergers and acquisitions.
(2) Permanent full-time and part-time, fixed-term, temporary employees and trainees.
(3) Individual percentage represents proportion of total permanent employees.

The social impact commitments and initiatives presented in this report reflect CGI's global approach, developed in alignment with the relevant regulatory obligations and stakeholder priorities across the jurisdictions in which we operate. Certain commitments described herein do not apply to, and should not be interpreted as applying to, CGI's operations in the United States, where different legal and regulatory frameworks apply.

Performance data tables 2025

SOCIAL

OUR PEOPLE		F2023	F2024	F2025
Philippines		2.0%	2.2%	2.4%
Poland		0.3%	0.4%	0.4%
Portugal		1.9%	2.1%	2.0%
Romania		0.1%	0.1%	0.1%
Singapore		<0.1%	<0.1%	<0.1%
Slovakia		0.1%	0.2%	0.2%
South Africa		<0.1%	<0.1%	<0.1%
Spain		1.7%	1.6%	1.6%
Sweden		3.9%	3.8%	3.5%
Switzerland		<0.1%	<0.1%	<0.1%
United Kingdom		7.4%	7.4%	9.3%
United States		16.1%	16.2%	16.3%
Permanent employees and breakdown by gender[1][2]				
Women		35.4%	35.4%	35.1%
Men		64.6%	64.6%	64.9%

(1) Not taking into account ongoing integrations from recent mergers and acquisitions.
(2) While CGI recognizes that gender identity is more than binary, this report references existing data categorized as male and female, which aligns with our government reporting obligations.

Performance data tables 2025

SOCIAL

OUR PEOPLE	F2023	F2024	F2025
Full-time employees[1]	87,514	86,059	87,677
Full-time employees breakdown by region[1][2]			
Australia	0.3%	0.2%	0.3%
Belgium	0.2%	0.1%	0.1%
Brazil	—	—	<0.1%
Canada	13.6%	13.2%	12.7%
Colombia	0.2%	0.2%	0.2%
Costa Rica	—	—	<0.1%
Czech Republic	0.8%	0.8%	0.8%
Denmark	0.4%	0.4%	0.3%
Estonia	0.2%	0.2%	0.2%
Finland	4.1%	4.0%	3.7%
France	15.2%	15.1%	13.9%
Germany	4.9%	4.7%	4.6%
Hungary	<0.1%	<0.1%	<0.1%
India	21.6%	22.2%	22.4%
Ireland	—	—	<0.1%
Italy	0.1%	0.1%	0.1%
Latvia	0.1%	0.1%	0.1%
Lithuania	0.2%	0.2%	0.2%
Luxembourg	0.2%	0.2%	0.2%
Malaysia	0.1%	0.1%	0.1%
Morocco	1.2%	1.3%	1.4%
Netherlands	2.3%	2.3%	2.3%
Norway	0.6%	0.5%	0.4%
Panama	—	—	<0.1%
Philippines	2.1%	2.2%	2.5%
Poland	0.3%	0.4%	0.4%
Portugal	2.4%	2.5%	2.5%

(1) Not taking into account ongoing integrations from recent mergers and acquisitions.
(2) Individual percentage represents proportion of total full-time employees.

The social impact commitments and initiatives presented in this report reflect CGI's global approach, developed in alignment with the relevant regulatory obligations and stakeholder priorities across the jurisdictions in which we operate. Certain commitments described herein do not apply to, and should not be interpreted as applying to, CGI's operations in the United States, where different legal and regulatory frameworks apply.

Performance data tables 2025

SOCIAL

OUR PEOPLE		F2023	F2024	F2025
Romania		0.1%	0.1%	0.1%
Singapore		<0.1%	<0.1%	<0.1%
Slovakia		0.1%	0.2%	0.2%
South Africa		<0.1%	<0.1%	<0.1%
Spain		1.6%	1.5%	1.5%
Sweden		3.9%	3.8%	3.5%
Switzerland		—	—	<0.1%
United Kingdom		7.2%	7.1%	9.0%
United States		16.1%	16.2%	16.4%
Full-time employees breakdown by gender[1]				
Women		34.4%	34.6%	34.4%
Men		65.6%	65.3%	65.6%
Offshore employees[2]		24.2%	27.9%	25.5%
Hires from employee referrals		28.6%	31.0%	29.7%
Average tenure in years		7.0	7.4	7.7
Employees in the Share Purchase Plan (SPP)		85.2%	86.8%	87.5%
Employees covered by works council[1]		42.1%	45.4%	45.4%
Women employees overall[1]		35.3%	35.5%	35.2%
Women in leadership[1][3]		28.6%	29.2%	29.8%
Women Strategic Business Unit presidents[1]		44.4%	44.4%	44.4%
Employees with disabilities[4]		3.2%	3.5%	4.3%

(1) Not taking into account ongoing integrations from mergers and acquisitions.
(2) Includes employees from India, Malaysia, the Philippines, Morocco and Colombia.
(3) Categories: Manager and above. Not taking into account ongoing integrations from mergers and acquisitions.
(4) For Canada, Germany, France, the UK, India, the Philippines and in the U.S. This information is obtained through voluntary declarations.

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Performance data tables 2025

SOCIAL

OUR PEOPLE	F2023	F2024	F2025
Employees age group breakdown[1]			
<30 years old	26.4%	24.9%	23.3%
30-50 years old	53.6%	54.4%	55.5%
>50 years old	20.0%	26.6%	21.2%
Federal Employment Equity Program in Canada—Overall population[2]			
Visible minority	32.4%	33.1%	37.3%
Indigenous	0.6%	0.6%	0.9%
Federal Employment Equity Program in Canada—Leadership population[1]			
Visible minority	24.8%	25.7%	28.4%
Indigenous	0.4%	0.5%	1.0%
TRAINING AND DEVELOPMENT[1]			
Average hours per employee for training and development	64.2	61.8	46.3
Employees who received an annual regular performance and career development reviews[3]	96.9%	94.3%	94.4%
CGI 101 graduates	1,888	716	541
EMPLOYEE SATISFACTION ASSESSMENTS[1][4]—SCORE (SCALE OF 10)			
PSAP—Overall employee satisfaction	8.86	8.88	8.95
PSAP—Working environment in which to build a career	8.79	8.79	8.83
PSAP—Training and development	8.68	8.74	8.86
PSAP—Being treated with respect	9.11	9.11	9.18
PSAP—Richness that inclusivity brings to the company[5]	8.23	8.25	8.94
VOP—CGI health and well-being programs and services are effective at supporting my needs	8.30	8.30	8.40
VOP—My work environment and working conditions provide me the opportunity to work well and comfortably	8.40	8.30	8.40

(1) Not taking into account ongoing integrations from mergers and acquisitions.
(2) Categories are determined through the Federal Employment Equity Program. This report analyzes data provided voluntarily by our employees. Approximately 67% of Canadian employees responded to that survey.
(3) Mandatory process for all employees, excluding employees on leave, and those who have not completed the reviews by September 30, 2025.
(4) CGI Partner Satisfaction Assessment Program (PSAP) and Voice of Our Partners (VOP) questions related to ESG. See page 12.
(5) CGI's commitment to sustainability and inclusivity.

Performance data tables 2025

SOCIAL

OUR PEOPLE	F2023	F2024	F2025
HEALTH, WELL-BEING AND SAFETY[1]			
Number of peer appreciation messages submitted[2]	—	—	104,200
Permanent employees with healthcare coverage facilitated by CGI	100%	100%	100%
Number of Mental Health Ambassadors	680	643	622
Sites with employee health and safety risk assessment	100%	100%	100%

OUR COMMUNITIES	F2023	F2024	F2025
COMMUNITY INITIATIVES			
Hours of participation in paid/unpaid volunteering	89,837	94,850	114,302
Employees participating in pro bono programs, volunteering	20,327	21,024	23,342
Employees involved in community activities	20.9%	23.3%	24.8%
EDUCATIONAL INITIATIVES			
Beneficiaries	204,601	287,486	267,789
Volunteer instructors	6,374	6,717	7,251
Initiatives delivered	1,094	9,437	8,363

(1) Not taking into account ongoing integrations from mergers and acquisitions.
(2) Addition of the results of the Applaud program and two new similar recognition programs in Canada and in India.

Performance data tables 2025

GOVERNANCE

CORPORATE GOVERNANCE[1]	F2023	F2024	F2025
Attendance rate of Board members at regular meetings	94.7%	99.2%	98.0%
Women on the Board of Directors	40.0%	42.9%	42.9%
Independent Board Directors	73.3%	71.4%	71.4%
Board members who reside outside of Canada	33.3%	35.7%	35.7%
Average age of Board Directors	64.7	64.1	65.1
Average tenure of Board members in years	11.5	8.5	9.3

ETHICAL BUSINESS CONDUCT[2]	F2023	F2024	F2025
Employees who annually reconfirmed through signature or acknowledgement (depending on applicable legislation) our Code of Ethics and Business Conduct[3]	90.2%	98.8%	97.7%
New employees who signed or acknowledged (depending on applicable legislation) our Code of Ethics and Business Conduct	100%	100%	100%
Number of confirmed material incidents involving third parties that were related to corruption	0	0	0
Operational sites for which an internal audit/risk assessment concerning business ethics issues was conducted	100%	100%	100%
New employees who received mandatory Ethics training[1][4]	95.9%	93.1%	90.6%
New employees who received Anti-Corruption training[3]	97.3%	90.5%	87.6%

(1) Information for F2025 is provided as at September 30, 2025.
(2) Not taking into account ongoing integrations from recent mergers and acquisitions.
(3) Mandatory process for all regular employees, excluding employees on leave, new hires, temps and subcontractors.
(4) 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.

The social impact commitments and initiatives presented in this report reflect CGI's global approach, developed in alignment with the relevant regulatory obligations and stakeholder priorities across the jurisdictions in which we operate. Certain commitments described herein do not apply to, and should not be interpreted as applying to, CGI's operations in the United States, where different legal and regulatory frameworks apply.

Performance data tables 2025

GOVERNANCE

DATA PRIVACY AND SECURITY[1]	F2023	F2024	F2025
Number of material complaints regarding breaches of customer 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	75%	75%	75%
Employees who received mandatory Security and Code of Ethics annual learning and Anti-Corruption training (employees, freelancers and subcontractors)[1]	96.8%	98.2%	97.5%
New employees who received Data Privacy training[1][2]	96.9%	98.6%	98.4%
Employees who completed the mandatory Data Privacy and Records Management Fundamentals training (employees, freelancers and subcontractors)[2]	96.9%	98.6%	98.4%
New employees who received training on Security Awareness[3]	87.9%	91.5%	88.4%

SUSTAINABLE PROCUREMENT	F2023	F2024	F2025
Most significant 250 suppliers assessed by EcoVadis on environmental and social criteria	65.0%	68.4%	70.0%
Suppliers with whom CGI placed purchase orders who acknowledged our Third Party Code of Ethics[4]	100%	100%	100%
Global Procurement Business Partners who received human rights training	100%	100%	100%

ESG indices

GOLD | Top 5%
ecovadis
Sustainability Rating
JUL 2025

77/100

- Top 5%
- Top 2% in our industry
- Industry average score: 56/100

S&P Global
© S&P Global 2025

IT Services
Corporate Sustainability Assessment (CSA) Score 2025

58 /100

As of July 11, 2025.

CDP
DISCLOSURE INSIGHT ACTION

Management level score: B
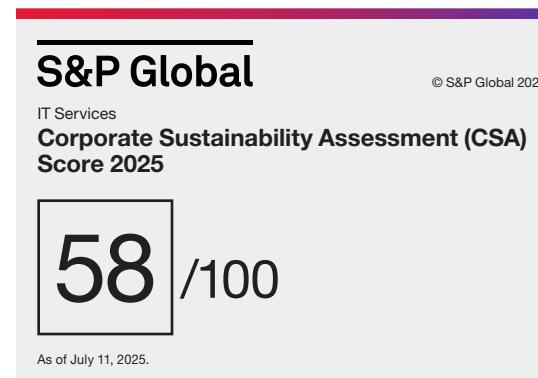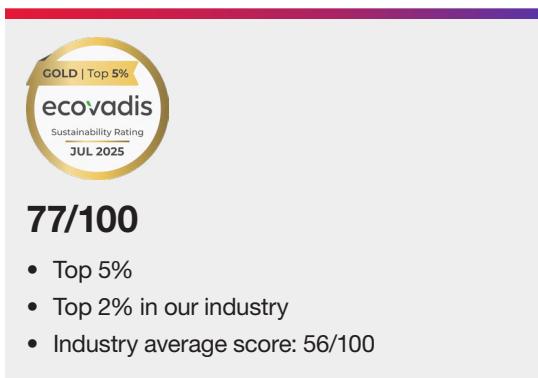
(1) Not taking into account ongoing integrations from recent mergers and acquisitions.
(2) Excludes CGI Partners on leave, and those who have not yet completed training within 90 days of their start date, as of September 30, 2025.
(3) Mandatory process for all regular employees, excluding employees on leave, new hires before the first 30 days, temps and subcontractors.
(4) Every CGI purchase order includes a requirement for the supplier to comply with our Third Party Code of Ethics.

Double materiality in detail
Process

Mapping of all stakeholders	ESG topic mapping and prioritization	Consultation with stakeholders	Consolidation and pre-assessment	Final assessment	Integration of DMA outcomes into CGI's ESG strategy
• Identified internal and external stakeholders, including our three key stakeholders (clients, CGI Partners and shareholders) • Classified stakeholders by group and relation to ESG (affected and/or information users) • Created a consultative approach for each group, supported by a survey distributed to all stakeholder groups	• Reviewed European Sustainability Reporting Standards (ESRS) sustainability topics (i.e., topics, subtopics and sub-subtopics) and CGI's 2022 simple materiality exercise • Selected sustainability topics most relevant to our organization, based on these sources • Prioritized the list of topics based on CGI's business model and activity • Identified the 14 most relevant topics for the group as a whole for discussion with stakeholders in the consultation phase	• Compiled data from more than 50 in-depth interviews and focus groups in all CGI geographies • Collected insights, including examples and scenarios related to our potential and real positive and negative impacts on people and environment (impact materiality) and risks and opportunities related to CGI's financial performance (business materiality)	• Used qualitative and quantitative inputs from consultations with stakeholders for further materiality evaluation, incorporating CGI Enterprise Risk Management (ERM) annual outcomes, climate-related risks and opportunities, and scenario analysis (see CGI's CDP response for more details), external studies and stakeholder engagement channels (e.g., Voice of Our Clients, Voice of Our Partners, Voice of Our Shareholders) • Developed quantitative and qualitative thresholds for the relevant Corporate Sustainability Reporting Directive (CSRD) criteria—including the scale and scope of impact (positive/negative), remediability, likelihood, and magnitude of risks and opportunities—taking into account information specific to our industry, business model and each stakeholder group. The evaluation was based on a three-level approach (high, medium, low), considering environmental, internal, and external people aspects for impact assessment, as well as financial, infrastructural, natural, intellectual, human and social factors for the evaluation of risks and opportunities. • Formalized CGI's first double materiality qualitative and quantitative pre-assessment	• Conducted internal workshops with corporate and Strategic Business Unit (SBU) teams (ERM, ESG, human resources, legal, procurement, SBU ESG Leads, etc.) to review and complete the assessment • Finalized evaluation of impacts, risks and opportunities (IROs) according to CSRD criteria and defined thresholds and considering short-term (0 to 1 year), medium-term (1 to 3 years) and long-term (3+ years) financial effects	• Reviewed by the ESG Executive Steering Committee, presented to the Board and shared with internal teams to ensure that stakeholders' expectations, as well as the IROs formalized within our DMA, are taken into consideration within the dedicated roadmaps (human resources, procurement, ERM, etc.) • Used to guide CGI's 2025 ESG strategic meeting, shaping priorities, policies, actions and key performance indicators • Incorporated into the three-year ESG roadmap codeveloped with the participation of ESG representatives from corporate and all SBUs

Double materiality in detail

CGI DMA: Results highlights

The following table presents CGI's key sustainability topics, ranked according to their material relevance.
It includes key examples of IROs formalized within our DMA exercise and provides references to dedicated ESG Report sections for more information on our policies and actions.

ESG topics	Impacts on people and environment	Risks and opportunities for CGI	Policies and actions (corresponding sections)
Data privacy and cybersecurity ESRS–S4: Consumers and end users (Information-related impacts for consumers and/or end users, Privacy)	Protecting the right to privacy and ensuring the security of personal data and information assets for clients, employees, global operations and other business partners	• Noncompliance risk • Opportunities related to cybersecurity and other CGI expertise (business, industry, community)	• Data privacy • Security
Business ethics and compliance ESRS–G1: Business conduct (Corruption and bribery)	Addressing compliance with the spirit and letter of all applicable laws and regulations Building organizational trust internally and externally and fostering a culture of awareness, integrity and transparency within the company	• Reputational risk • Noncompliance risk • Opportunities from positive brand equity and reputation	• Ethical business conduct
Climate change mitigation and energy ESRS–E1: Climate change (Climate change mitigation, Energy)	Limiting the extent of global warming through the reduction and prevention of GHGs	• Opportunities related to climate change and CGI's expertise (business, industry, community)	• Environment • Responsible innovation
Equal treatment and opportunities for all ESRS–S1: Own workforce (Equal treatment and opportunities for all: Gender equality and equal pay for work of equal value; Employment and inclusion of persons with disabilities, Measures against violence and harassment in the workplace, Diversity)	Ensuring CGI Partners at all levels in the company—regardless of seniority—are treated fairly and without discrimination in recruitment, compensation and benefits, and career development	• Hiring and retention risk • Noncompliance risk • Increased stakeholder trust through enhanced digital inclusion and accessibility	• Our people

Double materiality in detail

ESG topics	Impacts on people and environment	Risks and opportunities for CGI	Policies and actions (corresponding sections)
Responsible leadership and governance ESRS−G1: Business conduct (Corporate culture)	Promoting value creation for all stakeholders and long-term financial strength through responsible, transparent, fair and inclusive leadership, and corporate governance practices	• Governance risk • Increased business performance opportunity	• Responsible leadership and governance
Sustainability solutions ESRS−E1: Climate change (Climate change mitigation, Energy)	Raising awareness of sustainable IT practices within the organization and in CGI's work with clients Supporting clients in the reduction and prevention of GHGs and fostering broader action on their ESG imperatives	• Business development opportunities	• Responsible innovation
Talent attraction, retention and development ESRS−S1: Own workforce (Equal treatment and opportunities for all, Training and skills development)	Ensuring fair and inclusive talent recruitment practices and contributing to the satisfaction and development of CGI Partners	• Noncompliance risk • Hiring risk • Knowledge capital risk • Hiring and new market opportunities	• Our people
Our workforce working conditions ESRS−S1: Own workforce (Working conditions)	Ensuring positive working conditions and fair treatment, as well as the safety and well-being of CGI Partners	• Noncompliance risk • Health and safety risk • Business performance of CGI Partners	• Our people
Community development ESRS−S3: Affected communities (Economic, social and cultural rights, civil and political rights, and the rights of Indigenous peoples)	Contributing to improving the quality of life in local communities, including economic and social well-being and environmental protection	• Risk related to resource allocation • Reinforcement of partnerships through joint community activities with clients and community organizations	• Our communities

Double materiality in detail

ESG topics	Impacts on people and environment	Risks and opportunities for CGI	Policies and actions (corresponding sections)
Workers in the value chain ESRS−S2: Workers in the value chain (Working conditions, Equal treatment and opportunities for all, Other work-related rights)	Ensuring human rights and working conditions are protected by CGI suppliers and partners Increasing positive impacts by assisting suppliers in their ESG performance	• Noncompliance risk • Improved service efficiency and quality by working within an ethical value chain	• Human rights • Responsible procurement
Responsible digital innovation ESRS−S3: Affected communities ESRS−S4: End users and consumers	Making responsible use of innovations and new technologies and focusing on innovations that deliver value to society and the environment Negative impact: Increasing energy consumption for artificial intelligence and other digital solutions (data centers, etc.)	• Innovation risk • Legal risk • Opportunities to address the environmental and social challenges associated with digital technology (business, industry, community)	• Responsible innovation
Climate change adaptation ESRS−E1: Climate change (Climate change adaptation)	Minimizing the damage caused by climate change	• Physical risk • Transition risk (see CGI's CDP response) • Business opportunities	• Environment • Responsible innovation
Responsible procurement ESRS−G1: Business conduct (Management of relationships with suppliers, including payment practices)	Allowing CGI to increase our positive impact on people and the environment by engaging in fair and ethical practices with suppliers	• Noncompliance and reputational risk • Business development opportunities	• Responsible procurement
Circular economy ESRS−E5: Circular economy (Waste)	Reducing waste from business operations (including e-waste) and increasing recycling/reuse practices *Consideration: Countries without waste sorting policy may not have a disposal infrastructure in place.*	• Operational and resource allocation risk • Business opportunities • Cost reduction through our solutions related to circular economy	• Environment • Responsible innovation

Environmental emissions methodology

To ensure our organization aligns with the highest environmental and social standards in our emissions reporting, CGI adheres to the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard, the Scope 2 Guidance (an amendment to the Corporate Standard), and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

These leading sources provide a comprehensive global standard for quantifying and managing GHG emissions across Scopes 1, 2 and 3.

CGI complies with the Global Reporting Initiative Standards (GRI), which guides our sustainability reporting and enables us to transparently disclose our economic, environmental and social impacts. Our practices also align with Sustainability Accounting Standards Board (SASB) Standards, ensuring the disclosure of material sustainability information relevant to our industry, our stakeholders and the United Nations (UN) Global Compact.

Our fiscal year reporting covers sites over which CGI has operational control: owned, leased or rented properties and data centers (includes outsourced or co-located data centers).

For reported Scopes 1, 2 and 3 emissions, the carbon dioxide equivalent (CO_2e) includes carbon dioxide (CO_2), nitrous oxide (N_2O) and methane (CH_4) emissions.

We calculate CO_2e emissions using the Global Warming Potential values established in UN Intergovernmental Panel on Climate Change (IPCC) Assessment Reports (ARs).

For all methodologies, the approach follows either Embedded AR (AR4/AR5/AR6) or Applied AR (AR4/AR5/AR6).

We apply the appropriate and most recent emission factors to actual or estimated activity data (e.g., energy consumption, fuel use). We review and update emission factors annually, where applicable.

Scope 1 emissions

Scope 1 covers direct GHG emissions from stationary fuels (diesel for generators and natural gas), mobile fuels (used in company-owned and leased vehicles) and refrigerant gases use at CGI sites. It also includes energy generated and consumed in relation to onsite solar installations.

We use diesel backup generators in certain offices in India and at data centers where we have operational control. CGI obtains diesel consumption data from invoices and measures units in liters. As we gather real data from generator testing and from actual power failures, no estimates are required.

We determine natural gas consumption at U.S., Canadian and European sites, based on invoices, where available. Where natural gas consumption data is unavailable (either for specific months or the entire reporting year), we use the intensity factor defined by the U.S. Energy Information Administration 2018 Commercial Buildings Energy Consumption Survey. For Canada and some European regions, our estimate is based on the average intensity factor calculated from the data provided by the property owners or the energy providers and the actual leased area to be estimated.

Scope 1 fuels for company-owned and leased vehicles include gasoline and diesel.

We track fuel consumption from car leasing companies or from claims submitted via CGI's internal expense tool. Units are typically in liters. Where real data is unavailable, we estimate usage based on the prior months consumption. Occasionally, we receive additional data (distance details) on our car fleet.

By applying the appropriate mileage conversion factor, we determine fuel consumption in liters. In exceptional cases, we use the country's actual cost of fuel to convert the submitted monetary value into liters.

Scope 1 emissions associated with refrigerant gases include GHGs regulated under the Kyoto Protocol, released during the operation and maintenance of refrigeration and air-conditioning equipment across CGI sites.

At CGI sites in the UK and in Estonia, solar photovoltaic systems operate independently from third party grids, with the electricity generated being consumed directly onsite.

In accordance with the GHG Protocol Corporate Standard, the energy produced by these onsite solar panels is considered self-generated renewable energy. Accordingly, the associated emissions are included in Scope 1 and reported as zero-emission sources, since no fossil fuel combustion occurs during the generation process.

Emission factors

- **Germany**—For the natural gas emissions calculation, we source emission factors from the German Environment Agency (UBA).
- **The Netherlands**—For the natural gas emissions calculation, we source the emission factors from CO2emissiefactoren.

We calculate remaining Scope 1 emissions from GHG Protocol and UK Department for Environment, Food & Rural Affairs (DEFRA) standards.

Environmental methodology

Scope 2 emissions

Scope 2 emissions cover the electricity consumption of our company-owned and leased electric vehicles (EVs). For data collection and estimation, we follow the same methodology used for company-owned and leased fuel vehicles.

Scope 2 also covers purchased electricity used at CGI offices and data centers, either purchased by us as the contract owner or supplied by building management (contract owner) for direct onsite use.

To capture accurate usage data, we use invoices, where available, to document actual kilowatt hours (kWh) of electricity consumption.

CGI relies on the following estimation methodology, where actual consumption data is unavailable.

We arrive at an average intensity factor (kWh/square feet) by using real figures from CGI sites. We source data from the same country, during the same time period, using the same type of energy (electricity only, electricity and gas, electricity and district cooling, or district heating). Our estimates also incorporate seasonal variations, which differ from country to country.

To meet CGI's sustainability goals, we are considering various renewable energy sourcing options, including Power Purchase Agreements (PPAs), Virtual Power Purchase Agreements (VPPAs), direct contracts with providers and unbundled Energy Attribute Certificates (EACs).

We continue to explore renewable electricity sources to power our offices, including wind, solar, hydro, geothermal, biomass and other sustainable energy options.

This includes the purchase of EACs to track and verify our commitment to sourcing green energy, such as Guarantees of Origin (GOs) for Europe, Renewable Energy Certificates (RECs) for Canada and the U.S., India RECs, Renewable Energy Guarantees of Origin (REGO) systems for the UK and International RECs (I-RECs) for other countries.

Electricity from these renewable energy sources is considered zero emissions (including wind, solar, hydro, geothermal and biomass) in CGI's market-based reporting.

Emission factors

Location-based grid electricity references:

- **UK**—DEFRA
- **U.S.**—Environmental Protection Agency
- **Canada**—National Inventory Report
- **Australia**—National Greenhouse Accounts
- **All other countries**—International Energy Agency

We apply these location-based emission factors to calculate Scope 2 emissions related to the electricity consumption (offsite charging) of CGI's EV fleet.

Market-based grid electricity references:

- **India**—Ministry of Power Central Electricity Authority
- **Finland**—Statistics Finland
- **Other European countries**—Association of Issuing Bodies (AIB)
- **All other countries**—Location-based calculations (specific market-based emission factors unavailable)

District heating and cooling:

- **France**—The French Agency for Ecological Transition (ADEME)
- **Finland**—Statistics Finland
- **Netherlands**—CO2emissiefactoren
- **Germany**—UBA
- **All other countries**—Location-based emission factors (specific market-based emission factors unavailable)

Scope 3 emissions

Supply chain

Scope 3 supply chain emissions cover categories 1: Purchased Goods and Services, 2: Capital Goods and 4: Upstream Transportation and Distribution.

These Scope 3 categories encompass the upstream (cradle-to-gate) GHGs associated with the production and transportation of all goods and services purchased or acquired by CGI.

They include:

- Emissions resulting from the production of all products and services procured by CGI, such as office supplies, professional and catering services, consulting, insurance and other operational expenditures.
- Emissions related to the production of long-term assets, such as servers, IT and networking equipment, office furniture, leasehold improvements and other durable assets used over multiple years.
- Emissions from the inbound logistics of purchased goods, such as IT equipment and office supplies, from their point of production or origin to CGI offices and data centers. Transportation and distribution activities managed directly by CGI are excluded from this category.

Data is primarily obtained from CGI's financial systems, which capture the total monetary spend with suppliers across all categories of goods and services.

We apply a hybrid calculation approach that combines both spend-based and supplier-specific methods. In the spend-based method, emissions are calculated by multiplying the monetary value of purchased goods and services by the relevant emission factor.

In the supplier-specific method, Business Units directly request detailed emissions data from suppliers for specific products or services provided to CGI, allowing for more accurate and supplier-informed reporting.

The input data used in these calculations is monetary spending, with amounts expressed in U.S. dollars (for the U.S.) and British pounds (for all other regions). Emissions output is expressed in metric tons of CO_2 equivalent (tCO_2e). Emission factors are primarily sourced from DEFRA.

Environmental methodology

Fuel and energy-related activities

These emissions are reported under Scope 3, category 3: Fuel- and Energy-Related Activities (not included in Scopes 1 or 2), as defined by the GHG Protocol Corporate Value Chain (Scope 3) Standard.

This category quantifies the upstream and downstream life cycle emissions associated with energy sources already included in CGI's Scope 1 and Scope 2 inventories.

Emissions from fuel- and energy-related activities are calculated using CGI's fuel and energy consumption data.

While Scope 1 and Scope 2 emissions represent direct combustion and consumption emissions occurring at the point of use, Scope 3 category 3 captures the additional indirect emissions associated with the extraction, refining, processing and transportation of fuels consumed by CGI. Category 3 also includes Transmission and Distribution (T&D) losses related to the delivery of electricity and other forms of energy to CGI facilities.

These emissions occur outside CGI's operational boundary, but are necessary to supply the energy we use.

Our calculation methodology follows the GHG Protocol Corporate Value Chain (Scope 3) Standard principles and uses emission factors from DEFRA, the International Energy Agency (IEA) and Australia's National Greenhouse Accounts (NGA) for both well-to-tank (WTT) and T&D activities.

Emissions are estimated by applying these factors to the corresponding fuel and energy consumption data obtained from CGI's Scope 1 and Scope 2 inventories.

Waste

CGI reports on two categories of waste:

- Hazardous—waste from electrical and electronic equipment.
- Nonhazardous—general waste from offices, like paper, aluminum, plastic or organic waste.

We receive real data and report units in kilograms. Where information is available, we classify the treatment type as recycled, reused, incinerated (with energy recovery or without energy recovery) or landfilled. Where information is unavailable, we classify the treatment type as unknown.

Where the real volume of waste is partial or unavailable, we rely on the following estimation methodology:

- To arrive at an average intensity factor per treatment type, we consider the total real consumption and associated headcount of regions that provided data.
- To determine an estimate, we multiply the global average intensities of each treatment type by the headcount of the specific region.

For waste emissions included in Scope 3, we apply DEFRA emission factors. In limited cases where the waste treatment type is unknown, we consider and apply the highest emission factors.

Business travel

For air and rail travel, CGI receives data from two internal tools.

Internal booking travel service

Data is extracted from a third party travel management company tool that includes the total direct distance traveled per trip for business travel and the associated travel class (economy, premium economy, business, first).

Internal expense tool

Data capture encompasses the cost of all travel, including air and rail travel class. We estimate distance using conversion rates.

Other modes of transport are either calculated based on cost, which is then converted into a distance equivalent, or on direct distance submitted through CGI's internal expense tool. This method ensures that all modes of transport (e.g., taxis, rental cars) are accurately accounted for in our reporting.

Emission factors

- **Worldwide (air travel)**—DEFRA: Calculated based on the cabin class and distance traveled, using emission factors that do not account for radiative forcing associated with condensation trails
- **Finland, the Netherlands and Sweden (national rail)**— Updated as zero (carbon neutral trains) based on the local sources
- **France (national rail)**—ADEME
- **The Netherlands and Sweden (light rail and trams)**— Updated as zero (carbon neutral trams)
- **Morocco (national rail)**—National Office of Railways of Morocco
- **Europe (public transportation)**—DEFRA
- **Asia, North America and other regions (Australia, Brazil, Colombia and Mexico)**—GHG Protocol

Environmental methodology

Commuting

Employee commuting emissions include all travel between employees' residences and their designated work locations, such as CGI offices or client sites. Data is collected through mobility surveys or internal estimation methods.

In France, Luxembourg, Morocco, Portugal, Romania, Spain and the UK, annual mobility surveys collect information on round-trip distances, modes of transport and frequency of office attendance. A minimum response rate of 20% is required, and results are extrapolated to represent the entire employee population.

In India, commuting data is gathered locally by internal teams at the city level, covering shuttle services, public transport and private vehicles.

In Canada, estimates are based on internal human resources data, employee addresses and the most common modes of transport.

Emissions are calculated using DEFRA emission factors, and total kilometers traveled are extrapolated where necessary.

For other regions where survey data is unavailable, we apply regional intensity factors (tCO$_2$e per employee) to estimate emissions.

For Europe, we use EU-based factors. For Malaysia and the Philippines, we use India as our regional reference. For the U.S. and Australia, Canada is our reference.

Other categories

CGI's Scope 3 reporting focuses on the categories most relevant and material to our value chain, ensuring accuracy, completeness and alignment with the GHG Protocol Corporate Value Chain (Scope 3) Standard.

Scope 3 categories 8 through 15 are not applicable to CGI, either due to their lack of materiality, their irrelevance to the company's business model, or because the related emissions are already accounted for within Scope 1, Scope 2 or other Scope 3 categories.

Water

For water consumption, we obtain real data from CGI's Building Management team. This data is reported in cubic meters.

To arrive at an average intensity factor, we consider the total real consumption and associated headcount corresponding to the regions that provided the data. Where real consumption data is unavailable, we multiply the global average intensity by the headcount of the specific region to determine an estimate.

ISO 14001:2015

To calculate ISO 14001:2015 coverage, CGI uses workforce and certified site percentages as our two key metrics.

The percentage of CGI's workforce covered by ISO 14001:2015 includes the number of CGI Partners working at certified sites worldwide, reflecting the company's commitment to environmental management across our global workforce.

The percentage of certified sites represents the total number of physical locations that meet the ISO 14001:2015 standard for environmental management.

Tracking both metrics enables monitoring and reporting on the extent of ISO 14001:2015 certification within our organization—a testimony to CGI's commitment to environmental stewardship and the effectiveness of our environmental management systems.

This methodology helps quantify our progress toward adopting ISO 14001:2015 globally. It also enables us to identify areas for further improvement, ensuring CGI continues to embed environmental sustainability across our organization.

Glossary

AI	artificial intelligence	**ESG**	environmental, social and governance	**PBP**	Procurement Business Partner	**TCFD**	Task Force on Climate-related Financial Disclosures
BCRs	Binding Corporate Rules	**ESMF**	Enterprise Security Management Framework	**PDP**	Personal Development Plan	**tCO$_2$e**	tons of carbon dioxide equivalents, based on the GHG protocol
BU	Business Unit			**PHEV**	plug-in hybrid electric vehicle		
CEO	Chief Executive Officer	**ESRS**	European Sustainability Reporting Standards	**PPMF**	CGI Partner Partnership Management Framework	**TPMF**	Third Party Management Framework
CoE	Center of Expertise	**EU**	European Union			**UN**	United Nations
CO$_2$e	carbon dioxide equivalents, based on the GHG protocol	**EV**	electric vehicle	**PSAP**	CGI Partner Satisfaction Assessment Program	**UNGC**	United Nations Global Compact
		FHEV	full hybrid electric vehicle	**RAI**	Responsible AI	**VOC**	Voice of Our Clients
CPMF	Client Partnership Management Framework	**GHG**	greenhouse gas	**RFP**	request for proposal	**VOP**	Voice of Our Partners
CPO	Chief Privacy Officer	**GSOC**	Global Security Operations Center	**SBT**	science-based target	**VOS**	Voice of Our Shareholders
CSAP	Client Satisfaction Assessment Program	**HRPB**	Human Resources Business Partner	**SBTi**	Science Based Targets initiative	**WTT**	well-to-tank
CSO	Chief Security Officer	**ICT**	Information and Communication Technology	**SBU**	Strategic Business Unit		
CSRD	Corporate Sustainability Reporting Directive			**SDP**	Strategic Development Plan		
		IP	intellectual property	**SME**	subject matter expert		
DEFRA	UK Department for Environment, Food & Rural Affairs	**IROs**	impacts, risks and opportunities	**SPMF**	Shareholder Partnership Management Framework		
		KPI	key performance indicator				
DMA	double materiality assessment	**MAP**	My Assistance Program	**SSAP**	Shareholder Satisfaction Assessment Program		
EMC	Executive Management Committee	**MWh**	megawatt hour				
EMS	environmental management system	**NGO**	nongovernmental organization	**STEM**	science, technology, engineering and mathematics		
ERM	Enterprise Risk Management	**OH&S**	occupational health and safety	**T&D**	Transmission and Distribution		

Insights you can act on

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