



CORPORATE RESPONSIBILITY



Sopra Steria Corporate Responsibility

2015 - Extract from Registration Document

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Corporate Responsibility

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1. Sopra Steria: committed to a more sustainable world

Corporate responsibility means seeing the company differently: through the prism of its social and environmental responsibility, its community engagement and its interaction with the market, taking into account all stakeholders.

Our first responsibility is to secure our business development and our long-term future while considering our local and global economic impact.

As an international group operating in many countries, we play a major role in helping to create a more sustainable world.

As such, the key priority in our day-to-day activities is observing business ethics. We apply this same priority to our clients, our suppliers and our partners, because it is together that we will create a lasting virtuous economic circle.

The group is committed to a continuous improvement process based on the principle of equal opportunities. This process is focused on skills development and employee well-being, as well as access to employment for young people.

As an international player, it is critical that we reduce the environmental impact of our energy consumption and our business travel. But we go further, with innovative programmes such as carbon offsetting and investment in renewable energy projects and access to water. And reducing our consumption and protecting resources day to day is a natural fit with our group culture.

Being responsible also implies a duty to be committed to communities in the countries in which we operate. For example, we work with vulnerable communities to give them access to education, from schooling through to starting a career, favouring openness to digital technologies wherever possible.

Every day, both management and staff support the group's corporate responsibility commitments with pragmatism and a desire for excellence.

We interact with our entire ecosystem to ensure that these commitments create value for everyone, with one shared goal: to contribute to the performance and sustainability of the group and our clients.

1.1. Activities and operations

Sopra Steria, a European leader in digital transformation, has one of the most extensive portfolios of offerings on the market, spanning consulting and systems integration, industry-specific solutions, infrastructure management and cybersecurity, and business process services (BPS).

The group provides end-to-end solutions to address the core business needs of large companies and organisations, helping them remain competitive and grow throughout their transformation, from strategic analysis, programme guidance and implementation, and the conversion and operation of IT infrastructures, to designing and implementing solutions and outsourcing business processes.

Combining added value, innovative solutions and high-performance services, Sopra Steria's hybrid model capitalises on its substantial experience. Thanks to very close relationships with its clients, the group is able to continually innovate to ensure that its offerings remain relevant to the strategic challenges of each of its vertical markets.

Sopra Steria is an independent group that is 23.9% controlled by its founders and managers. Operating in 20 countries, its 38,450 employees implement a strategy focused on European key accounts.

Sopra Steria is also the preferred partner of Axway Software, whose exchange and digital enablement platforms play an important role in renovating information systems and opening them up to digital technology.

The group's strategy is based on an ambitious enterprise project.

In the medium term, this project is based on a differentiated positioning and two specific strengths: developing solutions and maintaining close client relationships.

This subject is discussed in further detail in Chapter 1, Section 3 of the 2015 Registration Document.

1.2. Governance

Sopra Steria Group is a *société anonyme* with a Board of Directors.

The Board of Directors currently consists of 18 voting directors (including two employee representatives) and one non-voting director.

Where appropriate, its work is prepared by an Audit Committee; a Nomination, Ethics and Governance Committee; and a Compensation Committee.

The functions of Chairman and Chief Executive Officer are separate. Executive management responsibility is held by a Chief Executive Officer and two Deputy CEOs.

The group's ongoing structure is composed of four operational tiers and their associated functional structures.

This subject is discussed in further detail in Chapter 2 and in Chapter 1, Section 6 of the 2015 Registration Document.

1.3. Commitments

Sopra Steria is committed to a proactive corporate responsibility policy that is aligned with our business requirements – one that is part and parcel of our broader ongoing commitment to sharing information every year on what we have undertaken and what we have achieved.

For over forty-five years, our group has been built on solid, lasting fundamentals and a set of ethical principles and core values that define us.



As an expression of these values, Sopra Steria is a signatory of the United Nations Global Compact, which serves as the founding framework for its approach to corporate responsibility. Through this commitment, Sopra Steria promotes the Global Compact's ten principles in the areas of human rights, labour standards, protection of the environment and anti-corruption, which are fully in line with the fundamental precepts upon which the group was founded. Sopra Steria is committed to encouraging compliance

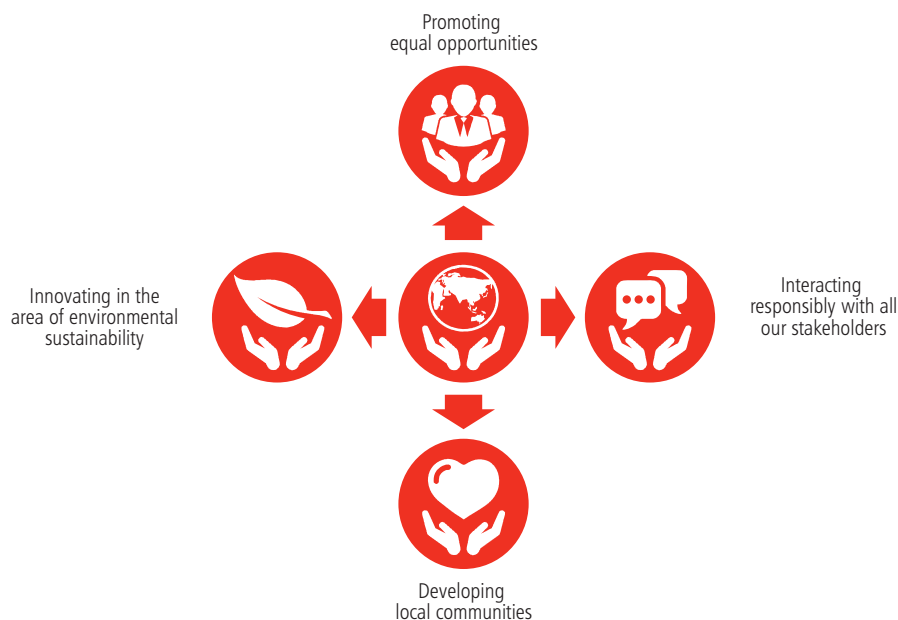
with these principles within its ecosystem, helping its clients and partners to adopt responsible business practices.

The group's commitment to the Global Compact, its day-to-day activities as a responsible company and the publication of this Corporate Responsibility Report are part of its ongoing efforts to ensure transparency, fairness and loyalty in its dealings with all its stakeholders: clients, employees, shareholders and investors, suppliers and civil society.

The corporate responsibility commitments that guide Sopra Steria's action are based on compliance with the laws and regulations in effect in the countries where the group is located, and optimally operating its businesses.

Supported by Sopra Steria's management and by all the employees associated with it, the group's corporate responsibility policy is backed by a continuous improvement process communicated each year to stakeholders through the annual Corporate Responsibility Report. This approach, which aims to reconcile equal employment opportunities, economic efficiency, community engagement and respect for the environment, covers four areas:

- Workforce: promoting equal opportunities;
- Market: interacting responsibly with all our stakeholders;
- Community engagement: developing local communities;
- Environment: innovating in the area of environmental sustainability.



CORPORATE RESPONSIBILITY

Sopra Steria: committed to a more sustainable world

The summary table below shows key objectives and actual performance in 2015 and aims for 2016 by area of corporate responsibility. Details of the programmes in each area are set out in Chapters 2, 3, 4 and 5 of this report.

Targets for 2015	Results for 2015	Ambitions for 2016
WORKFORCE: Promoting equal opportunities		
Harmonise HR practices following the tie-up between Sopra and Steria	Staff successfully integrated International HR governance implemented for sharing best practices All HR processes incorporated into French entities through a major training and support programme	Continue harmonising practices and rolling out the group's standard job descriptions in all countries
Boost access to employment for young people	7,197 employees recruited in 2015. In France, the group is the biggest recruiter of young graduates in the digital sector	Roll out an international mobility programme to offer career paths and trajectories to young graduates in particular Support national efforts to boost access to employment for young people
Raise awareness of gender equality best practice internationally	In-house network of female ambassadors created to promote digital professions	Develop workplace gender equality initiatives in all of the group's countries and gradually put in place systems to monitor key indicators
Mobilise employees around social responsibility issues	Awareness raised via the group's information-sharing arrangements	Include more information in induction seminars and management tracks
MARKET: Interacting responsibly with all our stakeholders		
Align corporate responsibility policy with new challenges facing the group	Gaïa Index: rating of 92 out of 100	Continue to roll out action programme across all countries and new entities acquired
Define an ethical framework across new scope	Code of ethics rolled out across all Group entities	Strengthen control system by incorporating new acquisitions
Apply sustainable development principles to our value chain	New supplier assessment system implemented with Ecovadis at group level (head office) and in France and the United Kingdom	Roll out Group responsible purchasing charter across all entities Extend the new supplier assessment system to Belgium, Luxembourg, Poland and Spain
Propose services to help our clients be more sustainable	Smart cities Energy Management: Smart Metering, Smart Grids, Smart Buildings and Grid Balancing Smart usages: Smart homes Transport Sustainability consulting	Continue to innovate and develop new services to help our clients achieve their sustainable development goals
Dialogue responsibly with all our stakeholders	Corporate Responsibility Advisory Board with external experts to challenge the group's approach Corporate responsibility demonstration area covering all the themes from the January 2016 annual launch seminar, which brought together over 3,000 managers	Continue with sustained dialogue
Be committed to sustainable development	Joined "We Mean Business" and "Business Proposals for COP21" coalitions to promote new regulatory frameworks	Participate in actions within our ecosystem to promote sustainable development

Targets for 2015	Results for 2015	Ambitions for 2016
COMMUNITY ENGAGEMENT: Supporting local communities		
Provide access to education	Implemented an education programme in 49 schools in India for 70,000 children from poor rural backgrounds Higher education scholarship programme in India: 76 new students enrolled (out of a total of 361) Initiatives in France, Spain, Morocco, etc.	Broaden countries' involvement in the group's commitments across its four key themes (education, digital inclusion, employability and access to water)
Foster digital inclusion	12 projects supported by the Foundation in France Six new computer labs converted to solar energy in India Initiatives in the United Kingdom, Italy, Poland, etc.	Support new initiatives that respond to local challenges
Contribute to employability	Professional development centre in India: 1,493 students enrolled; 301 have found a job Initiatives in France, the United Kingdom, Norway, Spain, etc.	Support volunteering and fundraising actions
Be committed to water rights	Sponsorships with Green Cross, 1001fontaines, TCHAPE, Planet Water Foundation and Gold Standard Water Health Awareness raised among clients at a conference hosted by personalities and experts in Paris	Foster synergies with our ecosystem (civil society, foundations, clients, partners, etc.)
ENVIRONMENT: Innovating in the area of environmental sustainability		
Define greenhouse gas emissions reduction targets	Published target of 15% reduction in greenhouse gas emissions by 2020 relative to 2014 4% reduction in greenhouse gas emissions in 2015 relative to 2014 CarbonNeutral® certification for all the group's business travel and data centres	Scientifically model the group's carbon footprint before 2017 (Science-Based target) Renew carbon neutrality for all the group's business travel and data centres
Report to clients and investors by responding to CDP programmes	CDP Climate Change: 100B – included in Carbon Disclosure Leadership Index and 100% score for transparency	Maintain a high level of recognition
Implement an Environmental Management System (EMS) across the new scope	Environmental Management System harmonised and ISO 14001-certified across certain Group sites	Roll out ISO 14001 certification across new sites
Reduce energy consumption and the use of non-renewable resources	Implementation of energy management (offices, data centres, business travel) WEEE policy harmonised across most countries Zero landfill waste policy in UK Use of green energy for electricity in the United Kingdom, Germany, Switzerland, Scandinavia and Luxembourg	Extend product life cycle Increase share of renewable energies used for electricity, particularly in France
Mobilise all staff	Sopra Steria given 2degrees Champions Award for its in-house commitment	Regularly inform and mobilise staff at entity meetings Launch an e-learning awareness module

1.4. Background and key events

Amid stiff competition and a digital revolution that is shaking up our clients' business sectors as well as our own, 2015 marked an important step in the development of the new Sopra Steria Group. The group successfully navigated this step, integrating staff from Sopra and Steria and delivering a strong performance.

Sopra Steria's corporate responsibility approach was adjusted to match the group's environment and the new challenges facing it. A detailed analysis of the original companies' action programmes was undertaken in early 2015 to identify strengths and areas for improvement in support of the new group's development plans.

Staff quickly got to work on key improvement actions relating to the group's corporate responsibility approach, enabling the group to strengthen its positioning in this area and win market recognition.

- Sopra Steria is ranked among the top five service-sector companies in France by the Gaïa Index, with an overall rating of 92 out of 100. The Gaïa Index specialises in the quantitative non-financial analysis of listed and unlisted mid-market companies. It lists the 70 companies with the best Corporate Responsibility ratings out of a sample group of 230 companies.



- Sopra Steria is included in the CDP Carbon Disclosure Leadership Index with a score of 100B. Every year, CDP recognises companies round the world that take the lead in tackling climate change.



- Sopra Steria has CarbonNeutral® Certification for offsetting its greenhouse gas emissions related to business travel and its data centres.



- Sopra Steria is a pioneer in PowerPlus certification, having signed up to the programme to support renewable energy generation in India.
- Sopra Steria stepped up its commitment to water conservation and access by acquiring a thousand Water Benefit Certificates – equivalent to a million litres of drinking water – through the Water Health India project. Sopra Steria is one of the pioneers of this programme.

- Sopra Steria is becoming one of Europe's leading recruiters. A total of 7,197 new employees joined the group in 2015. In France, the group is the biggest recruiter of young graduates in the digital field.
- The group launched a network of female ambassadors, with an initial pilot project in France, to attract women to careers in science and the digital sector.
- In the year of the COP21 conference in Paris, Sopra Steria committed itself to the fight against climate change by joining Business Proposals for COP21, an international coalition that supports the development of an internal carbon price.
- Working alongside We Mean Business, an international initiative launched by CDP, Sopra Steria is committed to reducing greenhouse gas emissions by 15% between 2014 and 2020.

1.5. Organisation

The Sopra Steria group's corporate responsibility programme and initiatives are placed under the responsibility of Executive Management, who oversee the group's strategy in this area.

Sopra Steria has structured its corporate responsibility programme around several departments:

1.5.1. GROUP CORPORATE RESPONSIBILITY AND SUSTAINABLE DEVELOPMENT

The Corporate Responsibility and Sustainable Development (CSR-SD) Department oversees the application of the group's corporate responsibility policy, coordinates the continuous improvement approach with the relevant departments and supports them as they implement their action programmes.

The role of this department is to lead and coordinate all of the group's actions in the four areas concerned: the workforce, the market, community engagement and the environment. For greater clarity, the societal component, which arises from the "Grenelle 2" Act and was presented in the 2014 report, has been divided up into two specific areas in this report: the market and community engagement.

The CSR-SD Department spearheads programmes across all areas of the group, in particular regulatory reporting, including its annual Corporate Responsibility Report, its assessment by external organisations, its main corporate patronage and community engagement partnerships, and actions to raise employee awareness.

Sopra Steria's corporate responsibility initiatives are coordinated by the group CSR-SD Department and managed via four interdependent units devoted to responsible employment, interaction with the market, social engagement and environmental responsibility.

1.5.2. RESPONSIBLE EMPLOYMENT UNIT

The workforce component of corporate responsibility is an important topic for a group like Sopra Steria. It is managed by the group's Human Resources Department. To handle cases involving issues such as disabled workers, gender equality, older employees,

diversity and work-linked training opportunities, a manager in charge of responsible employment practices works with the different entities to ensure that all initiatives reflect the wider group approach.

1.5.3. MARKET INTERACTION UNIT

This unit reports to the group's Corporate Responsibility and Sustainable Development Department. It works closely with the relevant Group departments (Legal, Purchasing, Human Resources, Communications, operating divisions, Industrial, Audit and Internal Control, and IT Resources and Security) to respond to external requests in the following areas: vendor accreditation and client requests for proposals, business ethics, responsible purchasing, external assessments and communications activities.

1.5.4. COMMUNITY ENGAGEMENT UNIT

The community engagement unit reports to the group's Corporate Responsibility and Sustainable Development Department. It is supported by an international network of individuals leading local community engagement programmes. The group action programme is managed by the CSR-SD Department through group sponsorship programmes, by foundations in France and India and directly by group entities that enlist the support of their employees and, in some cases, specific clients.

1.5.5. ENVIRONMENTAL RESPONSIBILITY UNIT

The group's environmental programme is managed by the environmental responsibility unit, supervised by the group CSR-SD Department. Overseen by a group-level manager, this unit is supported by a network of environment correspondents and the relevant support departments (Property Management, Purchasing, IT Resources and Security, Communications and Industrial). Together with the Industrial Department, the environmental responsibility unit is in charge of deploying the Environmental Management System (EMS) and ISO 14001 and ISO 14064-3 certification for certain sites. It also coordinates greenhouse gas assessments and annual reporting to CDP.

1.5.6. CORPORATE RESPONSIBILITY AND SUSTAINABLE DEVELOPMENT COMMITTEE

The Corporate Responsibility and Sustainable Development Committee (CSR-SD Committee), chaired by the Deputy CEO, works with the relevant managers to draw up the roadmap and tracks progress against the associated action plans. This committee brings together the managers of the key central departments involved in the group's approach (Corporate Responsibility and Sustainable Development, Human Resources, Real Estate, Purchasing, IT Resources and Security, Legal, Subcontracting, Corporate Communications, Financial Communications, etc.) to work in coordination to implement their respective programmes. The committee meets every three months.

1.5.7. CORPORATE RESPONSIBILITY ADVISORY BOARD

The purpose of this advisory body is to provide outside feedback on the various components of the group's corporate responsibility work.

The Advisory Board consists of three independent experts from senior civil service positions and civil society, the Deputy CEO, the Corporate Responsibility and Sustainable Development Director, his/her deputy and managers from the group corporate responsibility unit. It met twice in 2015.

The Advisory Board's main responsibilities are:

- providing guidance on the group's corporate responsibility strategy and priorities;
- providing Executive Management with useful benchmarking information related to corporate responsibility;
- providing information on changes in legislation and corporate responsibility reporting standards.

In 2015, the Advisory Board was comprised of the following three independent experts:

- Frédéric Tiberghien, member of the French Council of State and honorary chairman of ORSE (*Observatoire de la Responsabilité Sociétale des Entreprises*);
- Mark Maslin, Professor of Climatology at University College London (UCL);
- Marie-Ange Verdickt, former Director of Research and Socially Responsible Investment at *Financière de l'Échiquier*.

1.5.8. ORGANISATIONAL CHART OF THE GROUP'S ACTIVE COMPANIES

This subject is discussed in Chapter 1, Section 5 of the Registration Document.

1.5.9. APPROACH AND METHODOLOGY

For its 2014 reporting, Sopra Steria Group opted to produce a single report encompassing reporting from the Sopra and Steria companies in the process of being merged, and to consolidate indicators wherever possible for the sake of improved clarity. This 2014 reporting provides an initial benchmark against which to compare 2015 data.

The Corporate Responsibility report forms Chapter 3 of the 2015 Registration Document.

The information required to draw up this report is collected according to the reporting procedure. This procedure is reviewed each year so that changes in the group's scope and reporting approach may be added to it. The regulatory requirements established by the French Grenelle Environment 2 Act set out a framework with specific topics which make it easier to understand the group's reporting.

The aim of the 2015 report is to produce the most relevant information for the new group. In 2015, a new roadmap was drawn up to take account of the new group context and harmonise programmes from the original entities as part of a progressive approach aligned with the new Sopra Steria group's objectives.

In 2016, work will continue to broaden the scope of actions and harmonise initiatives. Reporting will seek to gradually develop the relevant indicators by country.

Based on current regulations and taking into account the distinctive nature of its activities, Sopra Steria has identified 44 themes from the Grenelle Environment Forum applicable to organising its reporting. Monitoring these themes provides a suitable measure of the group's progress in the four aspects of corporate responsibility: the workforce, the market, community engagement and the environment.

This report includes a significant amount of information pertaining to Article 225 of the Grenelle Environment 2 Act, in keeping with the general principles of the guidelines of the GRI (Global Reporting Initiative) and complying as closely as possible with the components of ISO 26000.

In this regard, a cross-referencing table is provided as an appendix to the report. The 2015 report contains 53 indicators for Sopra Steria Group, including 7 Key Performance Indicators (KPIs), 27 quantitative indicators and 19 qualitative indicators.

Furthermore, in accordance with Paragraph 7 of Article L. 225-102.1 of the French Commercial Code, Sopra Steria appointed Mazars as an independent third party to verify the presence, truth and fairness of the information published as provided for by Article R. 225-105-1 of the French Commercial Code.

Scope of reporting

To ensure compliance with regulations, the group has developed a reporting process that makes it possible to collect the relevant data and leverage the results in this document.

For the group's reporting on socially responsible employment practices, there are 38 indicators, including three Key Performance Indicators (KPIs), 23 quantitative indicators and 12 qualitative indicators.

The market component includes five indicators, 1 of which is quantitative and 4 qualitative.

The community engagement component includes 6 indicators, 2 of which are quantitative and 4 qualitative.

For the environment component, 7 indicators have been established: 3 KPIs (Key Performance Indicators), 3 quantitative indicators and 1 qualitative indicator.

The "Number of new videoconferencing rooms" indicator was dropped in 2015 in order to place the emphasis on optimising the use of videoconferencing rooms.

Sopra Steria's corporate responsibility policy applies to all entities of the group. The workforce figures given in the responsible employment section of this report include 10 employees of Delta Development Systems (Algeria), Sopra Banking Côte d'Ivoire and Sopra Banking Gabon, three non-consolidated subsidiaries of the group. Sopra Banking Software Pte Ltd (Singapore) is not included in the scope this year (its workforce is not significant).

For 2015, the indicators focus wherever possible on France, India, the United Kingdom and Spain.

Depending on the indicator, the geographic scope is either:

- all Sopra Steria activities worldwide (= Sopra Steria Group);

- Sopra Steria Group businesses by country. For each country, all Sopra Steria group subsidiaries are included (Sopra Banking Software and Sopra HR Software in particular). For the market, community engagement and environmental indicators, the report does not include Steria's joint ventures (SSCL and NHS SBS). The market, community engagement and environmental indicators do not include data on CIMPA, acquired by Sopra Steria in 2015.

The corporate responsibility reporting process covers the calendar year from 1 January to 31 December 2015. Any exceptions to calendar year reporting are indicated for the data involved.

To check consistency between financial and non-financial reporting, some structural indicators common to both areas are compared and verified at various levels of detail.

Reporting process and tools

The three successive stages in the reporting process are as follows:

- identifying the data and preparing to collect them;
- collecting and consolidating the data, controlling for consistency in order to produce the indicators;
- using the indicators for publication in the Corporate Responsibility Report.

The reporting tools include the following:

- the reporting protocol contains the information needed for contributors to collect indicators. It is primarily intended for internal communication within Sopra Steria;
- indicator definition sheets specifically describe the characteristics of the indicators communicated as part of the Corporate Responsibility Report;
- indicator collection sheets allow contributors to supply the qualitative information and quantitative data;
- the SharePoint and MyGroups shared spaces, managed by the CSR-SD Department, are used to archive all the information gathered;
- the group makes use of a variety of tools to meet regulatory reporting requirements in this report, such as Greenstone software, ERMs and BEE files for environmental indicators, and Indicia software for workforce indicators.

The combination of the reporting protocol, indicator sheets and data collection sheets, managed on a collaborative platform, provides the information necessary to give a clear understanding of the tasks and constitutes the guide for the contributor.

Other information on the reporting protocol is available on request from Sopra Steria's CSR-SD Department.

Data collection

The CSR-SD Department is in charge of coordinating the corporate responsibility reporting process. Correspondents for each component (environment, workforce, market, and community engagement) are responsible for collecting data. They distribute indicator-specific definition and collection sheets to the network of contributors. Available in French and English, these definition and collection sheets state the definitions, scope, unit, calculation methods, data sources used, contact persons and verifications performed.

A collaborative reporting platform put in place via the group's intranet can be used to disseminate, share and incorporate any changes made to the data. The reporting documents, including the verification process, are available on the platform.

The group uses Indicia to collect and consolidate workforce data, which is then consolidated within the report after being checked by an external party.

Specific calculations for certain indicators

In order to provide a clear understanding of the information communicated, Sopra Steria has endeavoured to specify, whenever necessary in the report, the definitions, calculation methods or estimation methods for certain reported indicators. Where there is a change in the calculation method for indicators already included in a previous report as a result of clarifying information and, in particular, improvements in estimates, a new publication is issued detailing the changes so as to improve the comparative baseline for the following year.

Exclusions

Sopra Steria publishes qualitative and quantitative data in its report on all of the subjects required by the governmental decree implementing Article 225 of the Grenelle Environment 2 Act.

However, several indicators, when they are deemed not material to the group's service-sector business, are not addressed in this report. This non-material information concerns matters relating to consumer safety, land use and the protection of biodiversity, noise pollution and any other specific form of pollution, and the amount of provisions and guarantees for environmental risk. These exclusions are specified in the cross-referencing table appended to the report. Food waste prevention is not directly relevant to Sopra Steria, and Sopra Steria therefore has not made any specific commitments in this area.

Methodological notes and limitations

The 2014 report provides the benchmark for assessing progress. The methodological notes and limitations for each indicator are presented in the report.

Controls and verification

Once the data has been collected and checked through consistency tests that establish a reliable audit trail, the CSR-SD Department consolidates them, performing final checks and ensuring overall consistency before sending the final report to be verified by the independent third party.

2. Responsible employment practices

In a fast-changing environment, human resources – one of the group's key assets – are at the heart of Sopra Steria's Enterprise Project.

Sopra Steria aims to foster a sense of pride in working together in a collaborative environment and to encourage professional development for its 38,450 employees in a dynamic environment that offers stimulating prospects.

These opportunities are made possible within a group whose businesses involve a wide variety of professions, with operations in France and abroad, and a strong company culture.

In addition to its major recruitment effort, the group favours its employees' professional development through an ambitious training action plan.

Sopra Steria is committed to fostering equal opportunities with regard to current employee-related issues. The aim is to move beyond a purely legalistic vision of these topics and to harmoniously integrate them into the corporate environment (employees of all ages, gender equality, disability and diversity).

To support its development over the long term, Sopra Steria's strategic orientations are examined and refined in the context of an Enterprise Project, communicated across all levels of the group's organisation.

This Enterprise Project embodies the group's strategic vision and is based on a system of shared values that guide management and contribute to the group's operating performance.

2.1. Group culture

Launch of the unifying internal transformation programme

In 2015, following the merger of Sopra and Steria and amid the accelerating transformation of the group's market as a result of the impact of digital technologies, the group launched a review aimed at laying the foundations of a differentiating Enterprise Project based on value and people. The challenge is to create a unique new European group that meets clients' high expectations as regards value creation and delivers lasting performance across all geographies and business lines.

This review led to the launch of a group-wide unifying internal transformation programme, aimed at implementing the necessary changes.

These changes cover three broad themes: behaviours, management methods and the various systems that support the group's operations.

2.2. Employment policy

Professional excellence in support of our clients

For many years, the group's growth has been backed by a policy of proactive talent recruitment and skills development for its employees.

CORPORATE RESPONSIBILITY

Responsible employment practices

External growth operations are also a strong driver of the group's development and increase the volume of its business activity. Thanks to the tie-up between Sopra and Steria, and the 2015 acquisition of CIMPA, the group can now offer a comprehensive response to its clients' needs in the areas of transformation and competitiveness.

Data from years prior to 2014 cover the scope of Sopra Group alone. As such, comparisons with prior years are not meaningful.

The 2014 figures serve as a comparative baseline for 2015 and future years.

2.2.1. WORKFORCE

At 31 December 2015, Sopra Steria Group had a total of 38,450 employees, mainly based in France, the United Kingdom, Germany, Spain, India and Scandinavia.

I SOPRA STERIA WORKFORCE AND PROPORTION OF MANAGEMENT-LEVEL EMPLOYEES

Scope	2015***	2014	2013*	2012*
France	17,606	17,048	10,219	9,386
International (excluding France)	20,844	20,310	6,065	4,917
o/w Spain	2,763	2,425	2,042	1,689
o/w India	4,743	5,103	1,181	999
TOTAL	38,450	37,358	16,284	14,303
o/w Management-level**	35,570	34,058	15,474	13,572

* Sopra Group scope.

** The notion of management-level staff (cadres) is specific to France. The number of management-level employees outside France is extrapolated based on the proportion of management-level staff in France.

*** The 2015 headcount includes the CIMPA workforce, staff on permanent contracts, temporary contracts and work-linked training contracts, and interns.

Over 96.8% of Sopra Steria employees had permanent contracts at 31 December 2015. This high proportion of permanent contracts, which has not changed for several years, illustrates the group's commitment to offering stable jobs. Temporary contracts are mainly work-linked training contracts in France (at 31 December 2015, 89% of fixed-term contracts were work-linked training contracts).

These are proposed to young future graduates who thereby benefit from a tutorship system within the company, financing of their studies and recruitment opportunities. The number of contracts of this type increased substantially in France in 2015.

The proportion of female employees at end-2015 (26%) was up slightly both in France and Group-wide (31%).

I DISTRIBUTION OF THE WORKFORCE BY TYPE OF CONTRACT

Scope	2015*			2014		
	Permanent contracts ⁽¹⁾	Fixed-term contracts ⁽²⁾	Interns	Permanent contracts ⁽¹⁾	Fixed-term contracts ⁽²⁾	Interns
France	97.4%	2.3%	0.3%	97.7%	2.1%	0.2%
International (excluding France)	96.4%	3.0%	0.6%	96.8%	2.5%	0.7%
o/w Spain	96.1%	3.5%	0.4%	96.0%	3.8%	0.2%
o/w India	97.7%	2.3%	0%	97.9%	2.0%	0.1%
TOTAL	96.8%	2.7%	0.5%	97.2%	2.3%	0.5%

* Excluding CIMPA.

(1) Permanent contract: full-time or part-time employment contract signed with the employee for an unlimited period of time.

(2) Fixed-term contract: full-time or part-time employment contract signed with the employee that expires at the end of a specific period of time or on completion of a specific task lasting an estimated period of time.

I FULL-TIME EQUIVALENT (FTE) WORKFORCE

Scope	2015*	2014
Average FTE (France)	16,638	16,511
Average FTE (international excluding France)	20,036	
o/w Spain	2,707	
o/w India	4,741	
TOTAL	36,674	

* 2015 headcount does not include the CIMPA workforce or interns.

I LENGTH OF SERVICE, AGE AND GENDER

Scope	2015*		2014	
	Average length of service of employees on permanent contracts	Average age of employees on permanent contracts (2)	Average length of service of employees on permanent contracts (1)	Average age of employees on permanent contracts (2)
France	8	37.5	7.6	37.5
International (excluding France)	7.3	38.4	7.3	38.1
o/w Spain	5.4	37.4	5.6	37.2
o/w India	4.1	30.7	4.0	30.7
TOTAL	7.6	38.0	7.4	37.8

* Excluding CIMPA.

(1) Permanent contract: full-time or part-time employment contract signed with the employee for an unlimited period of time.

(2) Fixed-term contract: full-time or part-time employment contract signed with the employee that expires at the end of a specific period of time or on completion of a specific task lasting an estimated period of time.

I CHANGE IN THE TURNOVER OF PERMANENT CONTRACTS

Scope	2015*	2014
France	12.5%	10.0%
International (excluding France)	18.8%	19.9%
o/w Spain	11.8%	7.8%
o/w India	30.5%	36.9%
TOTAL	15.9%	15.3%

* 2015 headcount does not include the CIMPA workforce.

In France, the vast majority of separations were voluntary; 201 employees were dismissed in 2015.

2.2.2. RECRUITMENT

Fundamentals of recruitment policy

Recruitment is one of the pillars of the group's development strategy. The group's recruitment policy places a deliberate priority on hiring young graduates of engineering schools, business schools or universities. As regards the recruitment of experienced candidates, the group uses trial periods to encourage employee mobility before undertaking any external recruitment.

In 2015, to serve the ambition of growing and upscaling its businesses, Sopra Steria strengthened its recruitment programme along three main lines:

- promoting careers in digital technology by increasing the appeal of the group's employer brand;
- fostering access to employment through an expanded range of school and university partnerships;
- contributing to local development by deliberately recruiting in the geographical employment areas where the group operates.

Sopra Steria makes use of social media to promote careers and job opportunities in the digital sector.

In particular, the group endeavours to raise awareness of its business and culture through interactive media (videos, online chat, miniseries, etc.). Sopra Steria's performance in benchmark rankings (seventh in the PotentialPark ranking and the most followed Twitter HR account in the digital services sector) reflects the group's stronger social media presence.

One of the group's key commitments is to promote access to employment for young people. In 2015, the average age of newly recruited staff was 29.3 (29.6 in 2014).

In France, young people under 26 represent 60% of all new recruits.

In addition, in an effort to develop young people's skills and qualifications, the group has continued with its dynamic policy of using work-linked training programmes and internships (with 23% more employees on work-linked training contracts in 2015 than in 2014).

Examples of recruitment policy-related initiatives

Access to employment for young people

Spain

The group introduced a policy of recruiting people with disabilities and takes part in national events in cooperation with *Agencia para el Empleo*. The group also participated in the *Jornadas de Inserción Socio-Laboral*, a Madrid-based virtual recruitment fair organised by IMASTE, to prepare students to look for work (CV writing, interview simulations, etc.).

France

The group rolled out an ambitious plan to recruit interns and staff on work-linked training programmes, with recruitment numbers increasing each year, to increase the contingent of young people joining the group after obtaining higher education qualifications.

India

The group is faced with an intense war for talent. The Pre-Engagement Connect programme has been rolled out to initiate a proactive, tailored approach to recruitment and attract talented individuals. The programme includes meetings with students and their lecturers and tutors from the start of higher education, with the aim of promoting the group and careers in the digital sector. To make them more friendly and local, these meetings are held on the company's premises. Families are also invited and informed about induction arrangements for new recruits. As well as recruiting young graduates, the group supports people from the most disadvantaged backgrounds and those with disabilities by offering career opportunities within the company.

Scandinavia

For the past two years, Sopra Steria has participated in the leading virtual recruitment fair, Global Talent Week, which attracts more than 6,000 candidates from all over Scandinavia. The programme includes online lectures, chats and virtual assessments. In addition, to encourage young women to pursue careers in the digital sector, the group takes part in two major events by sponsoring projects initiated by science students and participating in "annual inspiration days" for students at top educational institutions.

Gender equality

The group has established concrete initiatives in a number of countries to promote gender diversity within scientific career paths and attract more women from engineering schools. In France, Sopra Steria sponsors and finances engineering students during

their studies and has launched the *Passer'Elles* programme to create a network of female employees and gather feedback from students. Concrete measures have also been rolled out in India (WOW programme) and Scandinavia (Women) (see Chapter 3, Section 2.9.2).

Student projects

In France, following a year of transition linked to the merger, in 2016 the group will relaunch its Student Award, a challenge aimed at supporting a team of students with an entrepreneurial project.

This support consists of three components:

- Prize money to help the winning students kick off their project and set up their company;
- Support from the group's consultants to help launch the project;
- Putting the winning team in touch with Sopra Steria clients interested in the project.

Hires

The group continued hiring at a brisk pace, with volumes similar to 2014 levels.

Scope	2015*	2014
France	2,560	2,493
International (excluding France)	4,637	4,397
o/w Spain	807	663
o/w India	1,572	1,618
Total	7,197	6,890

* 2015 headcount does not include the CIMPA workforce.

For the third consecutive year, Sopra Steria was awarded HappyTrainees certification, which recognises excellence in hosting and supporting students in a business environment.

In 2016, Sopra Steria will continue with its programme of actions supporting access to employment for young people, working in particular with schools and universities.

The emphasis will be on the broader career paths available to candidates, notably including the development of international career paths and, looking further ahead, customised career trajectories. The group will be working more closely with schools and universities to develop solutions that meet young peoples' emerging expectations.

2.2.3. EDUCATIONAL PARTNERSHIP POLICY

To meet its young graduate recruitment targets, Sopra Steria places its trainee integration and educational partnership policy at the heart of its recruiting strategy.

The educational partnership policy is based on three objectives:

- raise the profile of Sopra Steria, its professions and its values;
- improve the sourcing of interns, students in work-linked training and applicants for permanent positions;
- facilitate the recruitment of young graduates.

The Educational Partnership policy launched with schools and universities enables the group to help prepare students for the

workforce and take an active part in major events in the life of educational institutions at all levels:

- administration (board of directors or trustees, participation in foundations, juries, class mentoring, etc.);
- teachers (company-sponsored chairs, courses, business-related projects, etc.);
- students (sharing of experiences, feedback, round tables, conferences, simulated interviews, graduation ceremonies, forums, company visits, sponsoring of associations, etc.).

To manage this policy, Sopra Steria uses an organisational structure between the Human Resources Department and the company's operating units that is designed to help them work together more closely and get all stakeholders involved.

In 2015, the group carried out more than 500 activities with 150 partner schools and universities, 70% of which were outside the Paris region. This strong presence saw Sopra Steria host over 530 graduating interns and more than 487 new staff on work-linked training programmes, higher than in 2014.

Sopra Steria: partner of the 47th EDHEC Cruising Race

For the ninth year running, Sopra Steria sponsored Europe's leading sports event for students: the EDHEC Cruising Race, held in May 2015 in La Rochelle. A total of 18 crews were sponsored, including seven mixed teams supported by Mission Handicap. The event included a full-day initiative to raise students' awareness of disability.

Examples of new activities undertaken with schools in 2015:

- Polytech multi-sport challenge: 650 students from 13 Polytech engineering schools competed in around ten different sports. Sopra Steria is the lead partner of this environmentally responsible challenge that takes place in a different city each year;
- sponsorship of the INSA Lyon computer science department's class of 2018.

In order to serve Sopra Steria's growth and value ambitions, in 2016 the Recruitment Department in France will maintain the momentum already built up in schools by focusing on actions that allow it to present digital career opportunities to students.

Sopra Steria will also recruit even more young people in work-linked training to respond to the changes that have taken place at schools and universities.

These progress targets are included in the annual action plan that underpins Sopra Steria's educational partnership policy.

This educational partnership policy will continue to be extended to entities outside France for a group-wide approach.

2.3. Integration and training policy

2.3.1. SOPRA STERIA ACADEMY

Sopra Steria Academy, the group's in-house training system, exists to support employee induction, promote a shared corporate culture and develop employees' skills.

Sopra Steria Academy helps guarantee the level of excellence and adaptability of the group's employees so that they are up to the challenge of digital innovation and changing client expectations. Training and knowledge-sharing are key drivers of success for Sopra Steria's Enterprise Project.

To foster a common culture and group cohesion, the group's values and fundamentals are shared so that they are understood by all staff.

To meet these challenges, Sopra Steria Academy's key objectives are to:

- facilitate the integration of new recruits;
- support the group's strategy by developing business skills;
- share fundamentals, encourage employees to capitalise on best practice through the knowledge management system and promote the creation of international business communities;
- meet employee expectations in terms of professional development;
- enhance the talents of the group's employees;
- implement regulatory provisions for professional training;
- foster the group's internationalisation.

2.3.2. INTEGRATION POLICY

Sopra Steria has put in place a robust induction and integration policy covering both new recruits and employees joining the group through mergers and acquisitions. All employees are offered a tailored approach to help them take their first steps in the company and understand its culture, values and fundamentals.

This policy is based around an induction and integration process for new recruits and dedicated, tailored integration processes in the context of mergers and acquisitions. The Sopra Steria merger in 2015 was supported by a comprehensive integration programme, an overview of which is set out below.

Integration of young recruits

As soon as new employees arrive at Sopra Steria, they are offered an integration path structured around an induction day within their particular company, a three-day induction seminar, business-specific training and training in any relevant methodologies and technologies, interviews with management and peer discussions.

The three-day "*Esprit de Groupe*" (Team Spirit) training and integration seminar is held for all new employees who are just

starting their careers. The purpose of the seminar is to share the group's history, plans, values and offerings as well as our fundamental precepts with regard to our focus on service and high-quality projects. This highly interactive and innovative seminar helps employees network and is a key driver of employee loyalty.

Each country and subsidiary runs its own induction programme, based on shared goals, content and approaches, over one or more days depending on the country.

In 2015, all induction programmes across the group were revisited to ensure that they reflected the new Sopra Steria Group.

The aim in 2016 is for each country and subsidiary to offer an induction programme, with revised shared modules notably covering group values and fundamentals, based on the outputs from the unifying internal transformation programme.

Integration of newly recruited managers

Dedicated sessions for new managers are run in all the countries where the group operates, with the aim of supporting integration, providing reference points and fostering the development of a relational network within the group. Examples include Core Management Training in the United Kingdom and the Leadership Program in Scandinavia.

Integration of employees joining the group through mergers and acquisitions

The 2015 Sopra Steria merger was underpinned by a comprehensive training plan and employee support arrangements.

Training programmes were designed for each business line, notably covering operational and functional management, support functions, sales staff, project managers and line managers, as well as project teams depending on their business line.

The goal of these programmes was to pass on knowledge about the company and its operating methods, rules and shared tools critical to the performance of its business in the new environment.

A total of 14 such programmes were rolled out from end-2014 onwards, ramping up in 2015.

In addition to training sessions, these programmes included local presentations within business units, meetings with staff and practical immersion periods.

Mentoring was also widely used to encourage skills development in the operational environment, particularly as regards the use of new tools, by pairing up Sopra and Steria staff within the various business lines.

2.3.3. TRAINING OFFERING IN SUPPORT OF TRANSFORMATION

Due to its educational expertise, its knowledge of key business and strategic issues and its ability to organise seminars and training programmes, the Academy represents a vital instrument for supporting the change process at the workplace and the broader transformation of the group.

In France, Sopra Steria Academy offers training in ten fields: Group Fundamentals, Management, Strategy and Offerings, Sales, Behaviour, Quality and Methods, Business Lines and Sectors, Technologies, Solutions, and Languages and Office Skills.

Training programmes are organised by business line and by level, and are updated and enhanced each year with new modules.

Training is provided by a network of over 600 internal instructors and external consultants.

The Knowledge Management system supports and supplements this training organisation. This system, which can be accessed via the Sopra Steria portal, facilitates sharing of the group's fundamentals and capitalising on best practices through its communities organised by business line, offering and expertise.

The development of management skills is a key component of the training framework. The ability of the group's managers to globally manage the business, motivate and develop their teams and promote a strong entrepreneurial spirit at every level is critical to Sopra Steria's success.

Regardless of their business area, manager training aims to develop all of the necessary managerial skills with respect to sales, production, human resources development and finance.

2.3.4. CHANGES IN THE TRAINING OFFERING

The digital sector is constantly and rapidly evolving. To help develop the skills required for our clients' projects, Sopra Steria Academy refreshes its training offering every year.

Although the main focus of attention in 2015 was employee integration in connection with the Sopra Steria merger, key changes in the training offering were as follows:

- a programme for architects based on Steria programmes;
- strengthening of project management and business programmes;
- seminars devoted to vertical markets, innovation and communities of practice;
- renewal of the *Université du Conseil* ("Consulting University");
- dedicated infrastructure management training programmes;
- dedicated security programmes, including a new e-learning awareness-raising module;
- additions to technology programmes incorporating digital innovations (big data, the cloud, mobility, etc.);
- technology reskilling programmes (BI, SAP, Java, etc.).

The offering was also rounded out with country-specific initiatives, including the following:

- the Emerging Leadership Program in the United Kingdom, helping young managers learn the fundamentals of management;
- a new bid management programme in Scandinavia dedicated to pre-sales methods and management;
- a module rolled out to each project team in India focused on responsibility and commitment.

In 2016, the training plan will serve the group's strategic, commercial and operational direction in its new configuration, as well as helping share the group's fundamentals. The continued rollout of integrated training programmes covering topics such as big data, mobility, social media, the cloud, cybersecurity and architecture will support the development of digital skills.

The training offering will be adjusted as a result of the internal transformation programme; in particular, induction programmes and management training will be substantially reinforced.

2.3.5. UNIFYING INTERNAL TRANSFORMATION PROGRAMME

Sharing the same corporate culture is essential to ensure the group's unity, consistency and cohesion so as to successfully support the group's strategic plans.

In this context, over the next two years the internal transformation programme will support the dissemination of a set of core values and shared fundamentals, as well as an enterprise project. It will also address the issue of sharing a common management culture among all managers. The programme will also support the recognition of digital transformations affecting our business.

An exceptional training programme is scheduled for group-wide rollout from 2016, including a number of modules aimed at managers as well as training for all staff.

Managers will receive advance training on the group's strategy and fundamentals, as well as management postures associated with management by empowerment and motivation. They will be tasked with cascading this group knowledge to their teams within their business units.

Programmes and training sessions covering group fundamentals will be updated accordingly within the Sopra Steria Academy training offering.

I NUMBER OF TRAINING HOURS AND DAYS

Scope	2015**	2014
Number of training hours provided during the financial year*		
France	470,212	369,854
Spain	74,759	60,018
India	166,563	150,735
Number of training days provided during the financial year*		
France	67,173	52,836
Spain	9,345	7,502
India	20,820	18,842
Average number of training days per person*		
France	4.0	3.2
Spain	3.5	3.5
India	4.4	3.3

Scope covered, by country: France (Sopra, Sopra HR Software, Sopra Banking Software and I2S), Spain (Sopra, Sopra HR Software and Sopra Banking Software) and India (Sopra and Steria).

* In France, one day of training = 7 hours. In Spain and India, one day of training = 8 hours.

** 2015 headcount does not include the CIMPA workforce, staff on degree-level work-linked training programmes or interns.

2.4. Talent development policy

Anticipating changing skills requirements is key to better supporting clients' major transformation projects and ensuring the success of the Sopra Steria Enterprise Project while maintaining a high level of employee motivation.

With its diverse mix of business lines and client projects, Sopra Steria offers a motivating work environment conducive to the development of satisfying career paths.

This emphasis on professional development is supported by a core competency reference guide and a continuous improvement approach that lets the group get to know each of its employees.

Sopra Steria Core Competency Reference Guide

The Sopra Steria Core Competency Reference Guide is a management tool designed to support career development, particularly as the group experiences strong growth and internationalisation.

It describes all of the group's business areas (consulting, integration, software development, infrastructure management, security, sales, entity management, and support functions). It allows employees to understand the demands of their roles, position themselves appropriately and consider accessible career paths within the group depending on their skills.

Managers can use the guide to bring further clarity to the trajectories available to each member of staff depending on their abilities and motivations and the group's priorities.

The Core Competency Reference Guide is also a key management tool for attracting new talent and facilitating integration, especially for employees joining the group as a result of mergers and acquisitions.

Continuous assessment and career development

Sopra Steria uses an assessment and career development framework that enables the group to regularly monitor each employee's development.

This framework helps maintain staff employability and ensure continuous skills development. It is notably supported by individual target-setting interviews, project reviews and annual appraisal and development interviews, the output from which is shared with management at Human Resources Committee meetings.

Human Resources Committees facilitate the sharing of knowledge about staff in terms of skills, aspirations, performance and development capacity as well as collective decisions on pay and promotion, immersion periods in new roles and training, taking into account the objective of gender equality.

In 2015, the group kicked off two major harmonisation programmes following the merger: updating the Core Competency Reference Guide and updating practices relating to staff assessment and the running of Human Resources Committee meetings. Management training efforts were stepped up to support these developments.

New business areas were added to the Core Competency Reference Guide, such as infrastructure management and cybersecurity.

Assessment practices were harmonised across France. Calendars for Human Resources Committee meetings were rolled out across all countries, taking into account local constraints.

In 2016, rollout of the new Core Competency Reference Guide will continue in France and within the I2S, Sopra Banking Software and Sopra HR Software subsidiaries. A second, group-wide phase will be kicked off with the aim of creating a shared Core Competency Reference Guide ahead of year-end Human Resources Committee meetings.

2.5. Remuneration policy

In order to support its growth, the group seeks to attract, motivate and retain its employees by providing them with consistent remuneration and equal treatment.

Backed by the employee assessment system, the remuneration policy is individualised and is based on objective criteria. It aims to recognise talent by rewarding both individual and collective performance.

The process for adjusting remuneration is based on the assessment system described above and on the HR cycles that are organised each year.

Remuneration policy is adjusted in line with the characteristics of local labour markets and legislation in force.

I REMUNERATION IN FRANCE

The ratio of the highest to the lowest salary in France remained stable relative to 2014.

	2015**	2014
Ratio of highest to lowest gross annual base salaries	15	15
Number of employees whose gross annual salary is less than or equal to €20,000*	3	3
Number of employees whose gross annual salary is less than or equal to €2,000, i.e. €2,000 x 13 months	403	491
Average gross annual base salary (in euros)	€44,045	€43,451

* The lowest gross annual salary in 2015 amounted to €19,825 and only concerned one person.

** 2015 headcount does not include the CIMPA workforce, interns or company officers. It includes full-time equivalent permanent contract staff in service from 1 January to 31 December.

2.6. Work organisation

The organisation of employees' work schedules must allow for an appropriate work-life balance. Employees may choose to work part-time; this arrangement is never imposed upon them. Sopra Steria

approves employee requests for part-time work when they are compatible with the requirements of the departments or projects concerned.

I PROPORTION OF EMPLOYEES WORKING PART-TIME

Scope	2015**	2014*
France	6.1%	6%
International (excluding France)	7.2%	
TOTAL	6.7%	

* Sopra Group scope.

** 2015 headcount does not include the CIMPA workforce. It includes permanent contract staff in service from 1 January to 31 December.

ABSENCES IN FRANCE (EXCLUDING CIMPA)

The absence rate in 2015 was 3.3% (compared to 3% in 2014). This rate is calculated on the basis of an average full-time equivalent, for employees on permanent or temporary contracts. It does not take into account absences for interns, volunteers on the "VIE" international volunteering scheme, headcount received from another subsidiary or absences due to contracts being suspended.

It takes into account absences for illness, workplace accidents and travel accidents. It is the ratio between the number of actual calendar days of absence and the number of theoretical workdays.

2.7. Labour relations

Labour relations are based on consultation processes involving employee representatives, covering issues of common interest relating to the company's business and labour policy.

Dialogue takes place at periodic meetings, depending on local legislation, including meetings of the European Works Council, the Central Works Council and individual company works councils. It aims in particular to pre-empt and support significant changes faced by the group.

In 2015, the international dimension of labour relations was bolstered by the work of the European Works Council, which continued after the merger.

In 2015, labour relations were particularly complex (covering a wide range of issues) and intense in a new environment characterised by increased reliance on the courts resulting from the continued process of integrating Sopra and Steria staff. As well as ordinary meetings and meetings of decision-making bodies within each entity, a large number of meetings focused on harmonisation and the construction of a unified workforce within the new group. The group takes care to ensure that labour relations are running smoothly within each subsidiary.

2.7.1. ORGANISATION

The European Works Council (EWC), formed by Steria in 2007, continued to exist following the Sopra Steria merger in accordance with the provisions of the French Labour Code and Sopra Steria Group's desire to maintain a European labour relations body.

The EWC is set evolve to represent all countries in which the group operates. By agreement with the members of the EWC and the special negotiating body, a new EWC will be formed following union elections in France.

The EWC met three times in 2015. These meetings included presentations of the group's financial results as well as a progress update on integration and the strategic review. The members of the EWC also provide management with reporting on their subsidiary's business activity and staff morale. Lastly, the council was involved in working on specific issues such as changes to the Core Competency Reference Guide.

a. Sopra Steria

Employee representative bodies are organised around a Central Works Council in the context of the existing economic and social

unit (*Unité Économique et Sociale* – UES) with its former subsidiary Axway Software (in which Sopra has a 25.47% equity interest) and its wholly-owned subsidiaries Sopra Banking Software, Sopra HR Software, I2S and Beamap. Sopra Steria also has a company Works Council, a number of employee representatives and Health, Safety and Working Conditions Committees (HSWCCs) spread across the various Sopra Steria sites.

In 2015, the Central Works Council met six times and the company Works Council held 12 ordinary meetings and 11 extraordinary meetings. The HSWCCs were convened for at least four ordinary meetings and employee representatives met at least once a month.

b. I2S

Being a newly formed company resulting from the merger, I2S has yet to form any bodies made up of employee representatives. However, it has maintained two employee representative bodies at the Roanne and Sophia Antipolis sites, which met 12 times in 2015.

By way of a collective agreement dated 6 March 2015, I2S joined the Sopra Steria UES and will thus have its own representative bodies following the electoral process.

Labour relations were nevertheless maintained at the national level via monthly meetings to share and discuss economic and corporate information. Former Works Council members (and, where applicable, their alternates) are invited to attend such meetings. This group met nine times in 2015. These meetings include presentations of the entity's monthly financial results and a review of sales performance. The agenda always includes an update on HR and workforce news, including in particular a quarterly presentation on changes in headcount and negotiations in progress with trade unions.

At the local level, "open office" meetings were held at the three main sites – Toulouse, Meudon and Lille – to address local issues. Former members of HSWCCs and/or employee representatives are invited to attend such meetings. Nine such meetings were held during the year.

Finally, former members of HSWCCs and employee representatives are given an allowance of hours to spend defending employees, equivalent to the hours they were previously allowed in their roles as committee members or representatives.

c. Sopra Banking Software

France

Employee representative bodies comprise a Works Council, 6 Employee Delegations located at 6 sites, and 6 Health, Safety and Working Conditions Committees (HSWCCs) covering 6 sites. There were 12 ordinary meetings of the Works Council during the year.

Belgium

Employee representative bodies consist of a Works Council with an employee delegation affiliated to the liberal trade union. The Works Council meets monthly. There is also a Committee for Protection and Prevention in the Workplace (equivalent to HSWCCs in France), which meets at least once every two months.

Luxembourg

There is a single employee representative body, which is not affiliated with a trade union: the Employee Delegation. It meets as and when required (on average once a quarter).

Germany

Employees are represented by a seven-member Works Council, which is management's preferred dialogue partner for matters pertaining to labour relations.

The Works Council meets monthly. Additional meetings may be arranged with the Finance and Human Resources committees if the Works Council so requests.

A number of collective agreements were entered into with the Works Council in 2015, notably concerning salary review, pay structure and the employee transfer process.

d. Sopra HR Software**France**

Sopra HR Software has the following representative bodies: a Works Council, three Employee Delegations, and one HSWCC. Sopra HR Software joined the Sopra Steria Group UES in March 2015.

In 2015, the Works Council was convened for eleven ordinary meetings and four extraordinary meetings.

Tunisia

Employees are represented by the Advisory Works Council, which has eight members: four members of management and four employee representatives. The Council meets monthly.

Germany

Employees are represented by a three-member Works Council.

2.7.2. OVERVIEW OF COLLECTIVE NEGOTIATIONS BY ENTITY

Collective negotiations in 2015 resulted in agreements covering the UES and certain entities.

a. UES-wide agreements

- Agreement to extend the UES
- Agreement on the term of office of employee representatives
- Agreement on employee incentives

b. Entity-level agreements

Mandatory annual negotiations were held with the employee representative bodies. Collective negotiations in 2015 resulted in the signing of the 2015-2017 agreement for the employment and professional integration of disabled workers across the scope of Sopra Banking Software in France.

Under a company-wide agreement, trade unions have the option of sending monthly and/or quarterly notices to all staff (via the intranet, signs, post or meetings).

Similarly, under a provision of the internal rules of Sopra Steria Group's Works Council, the elected members of this committee may issue monthly information.

I OVERVIEW OF COLLECTIVE BARGAINING AGREEMENTS IN FRANCE

	3 (UES)
	0 (Sopra Steria)
Number of agreements signed during the year with union organisations and/or the Works Council	1 (Sopra Banking Software)
	0 (I2S)
	5 (Sopra HR Software)
	19 (Sopra Steria)
	16 (Sopra Banking Software)
Number of collective bargaining agreements active	24 (Steria)
	1 (Sopra HR Software)

In France, the re-election of members of employee representative bodies should be the key milestone in 2016. The main challenge is to ensure that all employees are represented following the merger process.

2.8. Health and safety

Health and safety in the workplace is an important component of human resources management, considered by the group as critical to its efficiency and long-term success.

The group's businesses do not include any high-risk activities. The group has put in place specific processes and measures, implemented at the local level, since each entity is subject to legislation specific to its host country: fire emergency procedures, staff training in such procedures, etc.

In 2015, Sopra Steria continued its rescue and first-aid training programme in France. Both initial training and refresher courses were offered. In addition, most sites are equipped with defibrillators.

To ensure the well-being of employees, "movement and posture" awareness sessions have been launched at several sites in collaboration with occupational health specialists in France. A psychological counselling and support unit is also available to employees. This unit is made up of psychologists and is completely independent from the company. Employees can access this anonymous, confidential and free service at any time by calling a toll-free number.

No workplace health and safety agreements were entered into in 2015.

In 2016, the group intends to pursue and reinforce the actions it has implemented in the field of health and safety.

2.8.1. FREQUENCY AND SEVERITY RATES OF WORKPLACE ACCIDENTS IN FRANCE

Sopra Steria operates in the services sector and its activities do not present any significant risks related to workplace accidents. As a result, frequency and severity rates remain especially low and are related to the hazards of everyday life.

I WORKPLACE ACCIDENTS

	2015*	2014
Frequency rate of workplace accidents**	1.46%	2.07%
Severity rate of workplace accidents***	0.035%	0.039%

* 2015 headcount does not include the CIMPA workforce. Included in this calculation are all employees bound to their employer by an employment contract, irrespective of the type of contract (i.e. permanent and temporary contract staff and interns).

** Method for calculating frequency rate: $(\text{Number of work-related accidents with leave} \times 1,000,000) / \text{Total number of hours worked by total workforce over the year}$.
Method for calculating severity rate: $(\text{Number of calendar days on leave following a work-related accident} \times 1,000) / \text{Total number of hours worked by total workforce over the year}$.

*** Extensions of leave for work-related accidents that took place during Year Y-1 are not recognised.

2.8.2. OVERVIEW OF OCCUPATIONAL ILLNESSES IN FRANCE

No occupational illnesses have been recognised since 2011.

2.9. Non-discrimination principles

Collective negotiations in 2015 resulted in agreements covering the UES and certain entities.

Sopra Steria Group's policy with regard to fighting discrimination is consistent with its approach based on the principle of promoting equal opportunity. This approach focuses on both staff employability and the challenges faced by civil society.

To support these commitments, various guidelines and policies have been established and translated into agreements or action plans.

2.9.1. EMPLOYMENT OF DISABLED INDIVIDUALS

The main aim of the group's disability policy is to favour the hiring and lasting employment of disabled employees, in keeping with local regulations.

Because local regulations and the definition of disability vary from one country to another, it is currently difficult to collect consistent information on this subject in each country.

France

A national network of volunteer disability champions has been rolled out to develop closer relationships with employees with disabilities and better meet their needs.

Awareness-raising days have been held at some group sites. Alongside these actions in the field, a web series has been specifically produced and shared on the company's portal.

Students with disabilities are under-represented in science higher education. In light of this, the group is rolling out a programme both internally and externally (aimed at businesses and educational institutions).

The "Sopra Steria Handitutorat" programme continued in 2015. This original programme lets disabled secondary school students receive academic support from engineering students with disability training who are led by managers of the company.

In the area of "education for everyone", the group launched a MOOC (Massive Open Online Course) using Java EE technology at the end of 2014. In 2015, more than 15,000 students took this first disabled access online course, designed and produced in particular for students with disabilities to help them gain access to employment.

The "Handivoile" programme, organised in connection with the EDHEC Cruising Race, which brings together 3,000 students, was strengthened as part of an approach to fostering social inclusion for both able-bodied and disabled students. The challenge, first run in 2014, saw seven mixed crews consisting of both able-bodied and disabled students receive support in 2015. Moreover, this day focused entirely on disability raised awareness among more than 300 students through memorable experiences.

Through its partnerships with special needs employers, 23 positions for disabled workers were created. The group also offers its clients a range of services with officially recognised special needs employers in the digital sector, so as to involve disabled workers in project implementation.

Lastly, the group continued to support the development of concrete, innovative technical solutions to make life easier for people with disabilities, notably through the Aurevi project to design vision-enhancing glasses.

In 2016, the goal is to share awareness-raising best practice across the group and continue with actions aimed at promoting access to higher education for young people with disabilities.

I PROPORTION OF DISABLED EMPLOYEES IN FRANCE

The group employs a higher proportion of disabled workers than the average for the digital sector in France, which is around 1.2% (source: *Syntec Numérique*, 2014 figure).

	2015*	2014
Disabled employees as percentage of workforce	2.05%	2.08%

Calculation method: $\text{Number of employees with disabilities recognised within the company (Disabled Worker Unit) increased by 50\% according to the rules defined by AGEFIPH} + \text{number of qualifying units from subcontracting to firms employing disabled persons in specially adapted and protected work environments, divided by the relevant workforce}$. The workforce numbers used are calculated according to the rules defined by AGEFIPH, an organisation that promotes the employment of disabled persons.

* Excluding CIMPA.

2.9.2. WORKPLACE GENDER EQUALITY

The group remains committed to professional equality between women and men. This commitment is focused on three areas: promoting gender diversity in scientific career paths, attracting more female employees from engineering schools and being mindful of non-discrimination in women's careers.

While women are less well represented than men in the STEM fields, the proportion of women in the group's workforce is gradually rising, up from 30% in 2014 to over 31% in 2015.

Following the Sopra Steria merger, the international human resources community was trained to share the principles of workplace gender equality in each of the group's countries, in particular during the annual HR cycles. Human Resources Committees monitor compliance with principles of fairness in decisions concerning promotion, compensation, immersion periods in new roles and training.

In 2015, the proportion of women and men trained was consistent with the gender breakdown of the workforce (in France, Spain and India).

In France, male and female applicants with identical qualifications, degrees, skills and experience are offered identical starting salaries. Equal proportions of men and women are promoted.

Furthermore, to fulfil the group's commitment, concrete initiatives have been rolled out in various countries.

In France, the "Passer'Elles" programme, which was launched in 2014 and continued in 2015, aims to promote gender diversity within scientific career paths and careers in the digital sector among female students. The programme operates across all regions, partnering with educational institutions and a network of female employees who act as digital-sector career ambassadors. Talks in schools and open days have provided opportunities to meet with large numbers of students and promote interest in careers in the sector.

In other countries, networks of women have also been set up to promote careers in the digital sector among women.

In Scandinavia, the "Women" network runs a dedicated mentoring programme for female employees and supports female students by providing them with guidance in their choice of a scientific career path.

In India, the "WOW – World of Women" club brings together women in the company to facilitate their career development. In addition, the "POSH – Prevention of Sexual Harassment" awareness programme has been rolled out to combat the sexual harassment of women in the workplace.

In 2016, the aim is to put in place shared group indicators on female managers and kick off an improvement process. Efforts to promote careers in the digital sector will continue and will be rolled out to more countries to attract more women into the group.

2.9.3. INTERGENERATIONAL APPROACH

Pension reform and changes in society have serious implications for access to employment among young people and the average length of the working life, which has increased.

Against this backdrop, the group makes every effort to ensure that all generations are well represented within its workforce by taking care to support its older employees as well as fostering generational renewal.

Group key figures	2015*
Employees under 25	9%
Employees over 55	8%
Average age	38

* 2015 headcount does not include the CIMPA workforce. Included in this calculation are all employees bound to their employer by an employment contract, irrespective of the type of contract (i.e. permanent and temporary contract staff and interns).

Commitment to older employees in France

To recognise the skills and experience of older employees while helping young graduates find their place in the working world, the group has entered into commitments in France under the 2015-2017 "generation contract" action plan. These commitments in support of over-50s relate, in particular, to recruitment (0.5% of over-50s), continued employment (8% of the workforce over 50) and professional training to develop older employees' skills (5% of all training must relate to over-50s).

In 2015, the group achieved its targets for the recruitment and overall proportion of older employees (1.5% of new recruits and 13.8% of employees over 50).

The group maintained its drive to develop the skills and qualifications of older employees. A total of 12% of all training delivered related to over-50s. Measures were also adopted to give consideration to future career development during in-depth interviews. Information sessions were held for employees affected by end-of-career adjustments and the transition from working life to retirement.

The group also promoted knowledge and skills transfer – a key component of its policy of supporting older employees with the aim of successful intergenerational management – by appointing a mentor for every new recruit aged under 26.

In 2016, the group intends to continue with its programmes aimed at working seniors while pursuing a proactive group-wide policy of recruiting young graduates. Retirement information meetings will be held at the group's major sites in France.

I PROPORTION OF OLDER EMPLOYEES IN FRANCE

Scope	2015*	2014
Number of employees aged 45 years and up	3,960	3,809
Percentage of employees aged 45 years and up in relation to the workforce at 31 December	23.4%	22.3%
Number of employees aged 55 years and up	1,031	955
Percentage of employees aged 55 years and up in relation to the workforce at 31 December	6.1%	5.6%

* 2015 headcount does not include the CIMPA workforce. Included in this calculation are all employees tied to the employer by an employment contract, irrespective of the type of contract (i.e. permanent and temporary contract staff and interns). Scope covered, by country: France (Sopra, Sopra HR Software, Sopra Banking Software and I2S), Spain (Sopra, Sopra HR Software and Sopra Banking Software) and India (Sopra and Steria). Excluding CIMPA.

2.9.4. DIVERSITY AND ACCESS TO EMPLOYMENT FOR YOUNG PEOPLE

Ensuring access to education for all and integrating young graduates into the world of work is central to the group's social policy, in line with the principle of equal opportunity.

France

Since 2007, the group has held special sessions every year to train such young people in digital technology, a step toward employment under permanent contracts. Thanks to this scheme, 210 young people joined the group on permanent contracts in 2015 (compared with 187 in 2014).

To help unemployed young graduates in areas other than IT find jobs, Sopra Steria has teamed up with *Pôle Emploi*, France's network of job centres. Through this partnership, young people are offered access to vocational retraining programmes and given the opportunity to be directly involved in IT projects entrusted to the group, in particular under the terms of social inclusion clauses.

Sopra Steria participates in an employee sponsorship programme run by the "*Nos Quartiers ont des Talents*" association to support young graduates from underprivileged neighbourhoods. Group volunteers sponsored more than 20 young graduates seeking employment in 2015. Workshops and roundtable discussions were held at which over fifty students were taught a wide range of job-search techniques, and three young people from underprivileged neighbourhoods were hired following these sessions.

In 2015, the group worked with Team Jolokia ⁽¹⁾ and students from the HEC business school to design a two-day seminar on managing diversity. This initiative served to raise awareness among the group's managers.

United Kingdom

The group has been working for several years alongside the charity Career Ready to help secondary school students from underprivileged areas who have experienced difficulties at school with their studies. Employee volunteers mentor these young people with the aim of re-igniting their desire to learn and encouraging them to think about their career options. The group also partners with the Prince's Trust programme, an initiative that aims to restore confidence to young people from underprivileged backgrounds.

2.10. Promoting and complying with the fundamental conventions of the International Labour Organisation (ILO)

Sopra Steria adheres to the principles and fundamental entitlements of the Universal Declaration of Human Rights of the United Nations and the Charter of Fundamental Rights of the European Union.

Sopra Steria is committed to:

- complying with European Community and national labour laws and the collective bargaining agreements of each country where it operates;
- respecting the exercise of trade union rights in each of the countries in question.

Sopra Steria applies a social policy with the aim of safeguarding the health and safety of each of its employees and treating everyone in the workplace with dignity and respect.

Sopra Steria remains particularly attentive at all times to ensuring compliance with principles of equality, diversity and non-discrimination, as much in relation to its recruitment practices as in the development of its employees' careers.

2.10.1. UPHOLDING THE FREEDOM OF ASSOCIATION

As a participant in the United Nations Global Compact, Sopra Steria is committed to upholding freedom of association and recognising the right to collective bargaining. Sopra Steria reaffirmed this commitment in its Code of Ethics, published in 2015 and applicable across the whole of the new group.

Sopra Steria has implemented non-discrimination policies and procedures with regard to employee representatives.

In countries that do not have an institutional framework governing the recognition of employee representatives, Sopra Steria makes an effort to implement measures intended to improve professional relations between the company and its employees.

2.10.2. REPUDIATION OF FORCED CHILD LABOUR

Sopra Steria has formally committed to fight against child labour, the exploitation of children, forced labour and all other forms of compulsory labour, particularly through its adherence to the United Nations Global Compact. This commitment is reiterated in Sopra Steria's Code of Ethics.

2.11. Regional impact

2.11.1. EMPLOYMENT AND REGIONAL DEVELOPMENT IN FRANCE

Sopra Steria remained a major driver of growth in regional employment in 2015, recruiting 1,939 new employees on permanent contracts in France, with almost 60% of these outside the Paris region.

The group has 17,606 employees in France, nearly two-thirds of whom are based outside the Paris region.

To serve its clients and meet their needs as effectively as possible, Sopra Steria has developed regional service centres and boosted its workforce at its regional sites. This policy has resulted in many jobs being created in regions other than Paris.

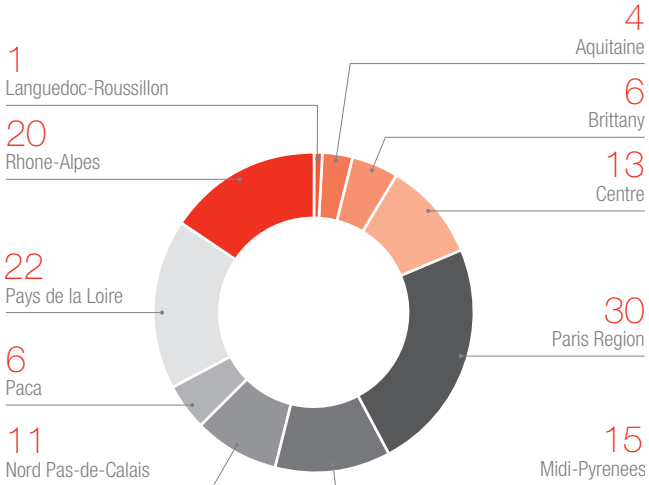
(1) Team Jolokia is the first sailing team consisting of both able-bodied and disabled sportspeople.

CORPORATE RESPONSIBILITY

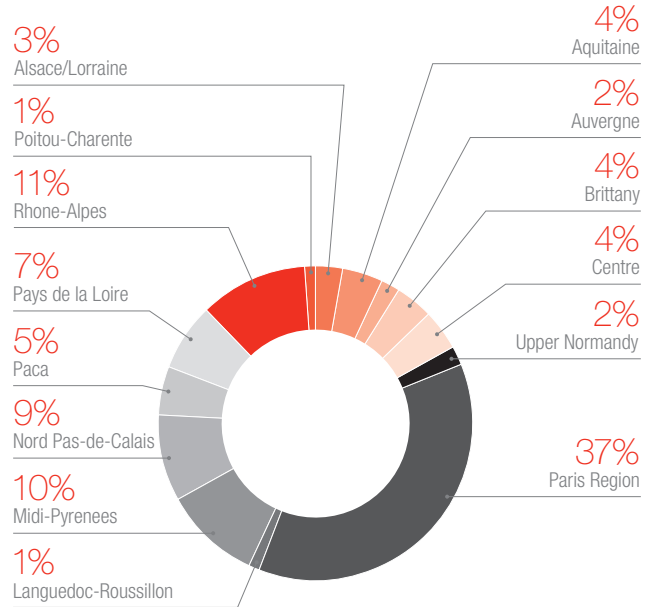
Responsible employment practices

NUMBER OF WORK-LINKED TRAINING RECRUITS PER REGION: APPRENTICESHIPS

Recruitment of apprentices increased sharply in 2015, with 35% more new apprentices taken on than in 2014 (128 in 2015, compared with 95 in 2014).

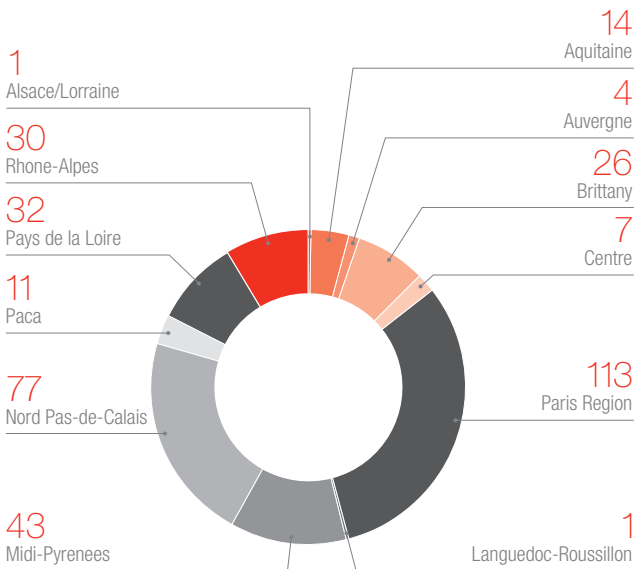


PERCENTAGE OF RECRUITMENTS PER REGION: CONVERSION OF INTERNSHIPS

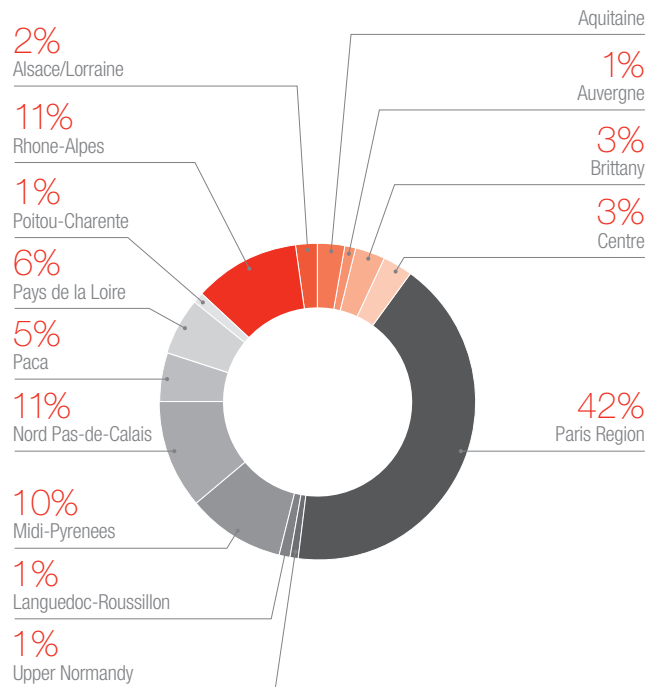


NUMBER OF WORK-LINKED TRAINING RECRUITS PER REGION: PROFESSIONAL TRAINING CONTRACTS

Recruitment of staff on professional training contracts increased sharply relative to 2014, with 20% more new recruits in 2015 (359 in 2015, compared with 300 in 2014).



PERCENTAGE OF RECRUITMENTS PER REGION: PERMANENT CONTRACTS

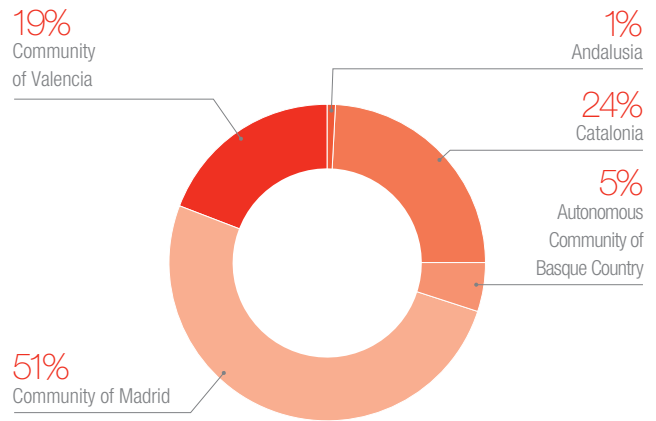


2.11.2. EMPLOYMENT AND REGIONAL DEVELOPMENT IN SPAIN

Sopra Steria confirmed its positioning as a major provider of regional employment in Spain, with 701 recruits on permanent contracts. Recruitment across the country, already high in 2014, increased significantly once again in 2014 (up 29% year on year).

Recruitment remained strong among under-25s, including in struggling regions where unemployment has reached record levels within the European Union, especially among under-25s (almost 50% of whom are unemployed).

PERCENTAGE OF RECRUITMENTS PER REGION: PERMANENT CONTRACTS

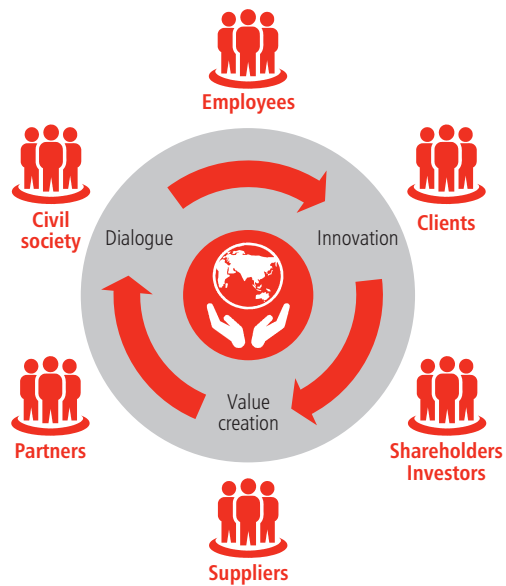


3. Market responsibility

3.1. Stakeholder dialogue

Responsible interaction with all stakeholders, underpinned by three key factors: dialogue, innovation and value creation

Sopra Steria's corporate responsibility approach is based on its commitment to the United Nations Global Compact. This commitment is aligned with the group's aim of behaving transparently, equitably and fairly towards all its stakeholders: clients, employees, shareholders and investors, suppliers, partners and civil society. It is in this spirit of dialogue and transparency that Sopra Steria has incorporated the corporate responsibility dimension into its relationships with its stakeholders. This report, which is based on Sopra Steria's improvement measures, was designed to meet this demand for transparency and information in the group's dealings with its stakeholders.



In 2015, Sopra Steria maintained ongoing dialogue with its clients and partners within extended ecosystems.

More specifically, in 2015 Sopra Steria joined two groups and coalitions in connection with the Conference of Parties or COP21 – We Mean Business and Business Proposals for COP21 – to promote action on climate change and develop new frameworks for environmental regulation.

Stakeholder dialogue is supported by comprehensive group information-sharing arrangements and, more specifically, by the following:

- social media, both external (Twitter, Facebook, LinkedIn and YouTube) and internal (SharePoint and Yammer), which can be used to forge strong relationships with stakeholders, foster attractiveness, cohesion and cooperation and encourage the emergence of value-creating collectives;
- in 2015, digital communication initiatives included the rollout of a group-level external blog dedicated to innovation and digital transformation. Every week, Sopra Steria experts offer their perspectives on a wide variety of topics including mobility, the cloud, big data, cybersecurity, smart objects, smart cities and innovation. Posts are also promoted on external social media;
- press relations: information about the group's corporate responsibility initiatives received particularly strong coverage in national and local media, as well as trade journals on finance, economics, IT, human resources and the environment.

3.1.1. CLIENTS

To meet the challenges of increasingly complex projects and the explosion in new uses of digital technology, the group's guiding principle is to maintain close relationships with its clients while relying on robust mass processing capability.

For many years, Sopra Steria has succeeded in building lasting relationships with its clients to support them in their major transformation programmes, drawing on a set of values and fundamentals combined with a strong ethical approach. This approach enables the group to offer robust, resilient and secure innovative solutions that take into account new uses of digital technology. It has enabled Sopra Steria to achieve preferred partner status with a number of major organisations that have trusted the group to help them grow for a number of years and continue to do so.

Client satisfaction surveys and project reviews help build a relationship of dialogue and lasting trust. Lastly, Sopra Steria regularly informs its clients about its commitment to corporate responsibility and improvement measures put in place.

Information security and data protection:

To guarantee information security and data protection in all its projects, Sopra Steria has for many years followed an Information Security Policy.

3.1.2. EMPLOYEES

For a number of years, the group has had a strong internal communications programme to keep employees informed and promote dialogue, including group collaborative portals, social media, communities and newsletters. The collaborative company portal shared by Sopra Steria employees serves two purposes: it facilitates access to all group information, from fundamentals to corporate and business line-specific information; and it accelerates knowledge acquisition and the development of expertise. The portal does so by offering powerful tools for sharing and leveraging knowledge and fostering more fruitful communication between employees, thanks in particular to integrated social networking features.

This system is supplemented by regular meetings, either at entity level or targeted at specific roles. They are based on highly structured management and exchange systems, in particular. All of these systems were harmonised to cover all Sopra Steria employees from 2015 and to support the group's development driven by an ambitious transformation project.

Employees are also ambassadors for the group and help promote its expertise (for example through expert opinions and contributions to business blogs) and its employer brand (for example through activity on social media and partnerships with educational institutions). Throughout the year, an ongoing calendar of initiatives (dedicated campaigns, events, etc.) aimed at potential Sopra Steria candidates supports the group's brand as a leading employer as well as its recruitment targets.

3.1.3. SHAREHOLDERS AND INVESTORS

Sopra Steria Group is listed on Compartment A of NYSE Euronext Paris. The group applies the AFEP-MEDEF Corporate Governance Code, and every year in Chapter 2 of its Registration Document the group informs its shareholders of the way in which it applies the recommendations of this Code.

In accordance with French legislation, Sopra Steria Group is committed to communicating its progress and the relevant performance indicators every year in four areas: the workforce, the market, community engagement and the environment, which it covers in its Corporate Responsibility Report published in the Registration Document.

Sopra Steria Group constantly seeks to maintain a relationship of trust and transparency with the financial community; as such, it regularly communicates with its shareholders, institutional investors and financial analysts. This ongoing and periodic communication includes quarterly, half-yearly and annual publications, and covers both financial and non-financial information about the group. Each year, the General Meeting of Shareholders and meetings to announce the full-year and half-year results are occasions for the group to share its strategy, financial performance and outlook with the financial community.

All published information is made available to the public in French and English in the "Investors" section of the group's website (www.soprasteria.com). A dedicated e-mail address is also available (investors@soprasteria.com). Furthermore, Sopra Steria provides regular updates on its commitment to corporate responsibility

through dedicated communications in response to new regulatory requirements.

In 2015, Sopra Steria joined the CDP Climate Change index (an international benchmark index for investors), achieving a score of 100B across the whole of its new scope for the transparency and performance of its environmental initiatives.

3.1.4. SUPPLIERS

The departments in charge of purchasing for the group must verify that their suppliers and service providers share Sopra Steria's values in the area of corporate responsibility. A number of measures have been taken by Sopra and Steria in the past several years, such as having suppliers adhere to the responsible purchasing charter and take rules of ethics into account, raising awareness among members of the Purchasing Department, and assessing the group's main suppliers. Since 2015, these measures have been gradually harmonised across the group, based on the same guiding principles.

Sopra Steria may make use of subcontractors in cases where its commitments cover activities or services that fall outside its usual scope of activity, or where specific expertise is needed within a given project.

Where external skills are used, any service providers or subcontractors to whom work is entrusted remain under the responsibility of group entities. Their services are subject to the same level of monitoring and control as services delivered by other members of Sopra Steria teams.

3.1.5. PARTNERSHIPS

Sopra Steria's partner strategy is based on the expectations of its clients, with the aim of providing them with the best solutions on the market and an excellent level of service across all of the group's businesses.

By building close, lasting relationships with the world's leading software developers such as Microsoft, IBM Software, SAP, Oracle and HP Software, Sopra Steria provides its clients with innovative, proven solutions tailored to their needs.

Sopra Steria works every day with its strategic partners to ensure that the group's expertise combined with its partners' solutions support clients in transforming their businesses and information systems and adopting new practices.

As such, Sopra Steria is able to add value to its clients by bringing market-leading solutions and technologies into their specific environments.

Furthermore, powerful research and development programmes drawing on the best of its partners' technologies help the group develop its expertise and strengthen its innovation programme. Through these programmes, the group's consultants gain operational expertise and improve their ability to deliver valuable advice to clients.

Solutions based on strategic partnerships are taken into consideration in the group's training and knowledge management programmes, and play a role in project methodology and management, so as to ensure a high level of service. The group's relationship with its partners involves all levels of group management and sales

functions, and permeates its consulting, integration, infrastructure management and software development businesses in every country in which the group operates.

The group's governance structure is comprised of a supervisory level managed by an Advocate, who is a member of the Executive Committee, and a steering level managed by an Alliance Manager, who is responsible for day-to-day coordination of all aspects of the group's relations with the partner, as part of the Key Accounts and Partnerships Department.

In addition to its five strategic partnerships, the group enters into specialised, industry-specific and technology partnerships, implemented for specific markets and offerings.

3.1.6. CIVIL SOCIETY

Sopra Steria works together with non-governmental organisations (NGOs) and charitable organisations. The group is also active in professional organisations related to its activities. Sopra Steria is thus involved in developing professional standards, expanding the use of digital technology and fostering dialogue between companies in its sector and with local authorities.

a. Trade unions and industry groups

In France, Sopra Steria has traditionally been very involved with *Syntec Numérique*, the leading trade union in the French digital sector. In 2015, the group actively worked together with Syntec Numérique on several different levels, notably as a member of the Board of Directors and its overseas delegation, and by participating in its working group on Smart Cities.

In India, group entities have been working with NASSCOM (National Association of Software and Services Companies), an organisation that represents IT professionals, for several years.

In Spain, the group continued to work with the Spanish Association of Consulting Firms (AEC), which represents Spain's leading consultancy and IT firms.

In the United Kingdom, Sopra Steria chairs the Hertfordshire Chamber of Commerce's Environment, Innovation and Sustainable Development Committee and helps promote corporate responsibility at the local level.

b. We Mean Business

We Mean Business is a group of organisations working with thousands of businesses that recognise that transitioning to a low-carbon economy is the only way to ensure sustainable, healthy economic growth. To speed up this transition, We Mean Business has put in place a shared platform to give businesses a louder voice and act as a catalyst for action on climate change to promote new regulatory frameworks.

Alongside We Mean Business, Sopra Steria is committed to:

- reporting on its actions in response to climate change;
- adopting carbon emissions reduction targets based on a recognised methodology.

c. Business Proposals for COP21

Business Proposals for COP21 is an international initiative launched, in connection with COP21, by AFEP (*Association Française des Entreprises Privées* – French Association of Private Companies), the *Cercle de l'Industrie* (Circle of Industry) and employers' association Medef. Its aim is to unite French and international business leaders around principles such as the following:

- determining a carbon price;
- constructive dialogue both within the network of signatories and with public authorities;
- low-carbon R&D and innovation choices;
- low-carbon investment choices.

d. CSR Advisory Board

Sopra Steria's Corporate Responsibility Advisory Board consists of independent experts from the public and private sector and civil society. It supports the new group by providing outside input on stakeholder relations and the group's corporate responsibility approach. The committee will continue its work to support Sopra Steria in 2016.

3.2. Business ethics

Sopra Steria's main priority in carrying out its day-to-day activities is observing business ethics.

This priority, which is based on the commitments of the United Nations Global Compact, is formalised in Sopra Steria's Code of Ethics, which applies to the group's entire scope. Sopra Steria's Code of Ethics is based on shared ethical principles that apply to all group entities.

At the local level, depending on legislation in force in the countries in which the group operates, additional rules on business ethics are in place and regularly monitored.

The principles of the group's code are founded on compliance with legislation and regulations in all countries in which group entities operate, and on the entities' commitments to carry on their business as efficiently and effectively as possible.

In conducting its business, the group is committed to ensuring that its entities and employees:

- work to prevent all forms of active or passive corruption, whether direct or indirect;
- abide by competition rules;
- maintain the confidentiality of information to which employees have access in the course of their duties and activities.

Sopra Steria is also committed to avoiding personal conflicts of interest that are contrary to its best interests.

The Code of Ethics is supported by group management, which is responsible for ensuring that these rules are observed. The code applies to all Sopra Steria employees to ensure that the group's businesses operate effectively.

The code is communicated to employees via the company's internal network, and awareness initiatives were held in 2015 to ensure that its message was taken into account across the new group structure.

In 2015, Sopra Steria set up a working group to step up monitoring of the principles set out in the code and support the new group in meeting its challenges. This work will continue in 2016 in support of the rollout of a new monitoring and control system.

3.3. Responsible purchasing policy

The responsible purchasing policy establishes a global framework that is adapted to suit local requirements

Sopra Steria is particularly attentive to the issue of responsible purchasing. The supplier and service provider selection policy, based on the principles set out in the United Nations Global Compact, was harmonised in 2015.

3.3.1. RESPONSIBLE PURCHASING CHARTER

In 2015, Sopra Steria's Responsible Purchasing Charter was rolled out in the main countries in which the group operates.

It sets out the fundamental principles of fair and transparent purchasing.

It is appended to supplier contracts, both when new contracts are signed and when existing contracts are renewed. Its rollout will gradually be extended to all countries in 2016.

In 2016, this approach will be supplemented by a dedicated code of ethics for the group's buyers.

3.3.2. ASSESSING SUPPLIERS

For several years, the group has conducted corporate responsibility assessments of its suppliers in France. This assessment programme serves to monitor suppliers' observance of best practice with regard to the environment, employees and ethics.

a. Ecovadis

In 2015, the group implemented the Ecovadis system for assessing the corporate responsibility of suppliers for all centralised group purchases in France and the United Kingdom. The aim of this programme is to harmonise responsible purchasing practices across the new group. The assessment covers more than 20 criteria in the areas of business ethics, the workforce, the environment and the supply chain.

The Ecovadis assessment system takes into account local regulatory requirements (such as the duty of care for parent companies in France and the Bribery Act and the Modern Slavery Act in the United Kingdom).

In 2015, 43 of the group's key suppliers were assessed using the Ecovadis system. The results of this campaign will be used to adjust purchasing procedures.

In 2016, Sopra Steria will roll out Ecovadis to other group countries such as Belgium, Luxembourg, Poland and Spain. The Ecovadis assessment system will also be extended to a broader range of suppliers identified as strategic.

b. CDP Supply Chain

In 2015, 64 of Sopra Steria's key suppliers responded to the CDP Supply Chain questionnaire in connection with central group purchases as well as purchases in France, the United Kingdom, Germany, Belgium and Poland. Sixty-five percent of respondents require their own suppliers to commit to action on climate change.

3.3.3. RESPONSIBLE PURCHASING OF GOODS AND SERVICES

Wherever possible, Sopra Steria seeks to purchase products and services with a low environmental impact:

- standard-issue computer hardware (PCs) with an Energy Star and EPEAT Gold or Silver rating;
- FSC-, PEFC- or Blue Angel-certified paper produced from sustainably managed forests;
- Fair Trade and sustainable catering products;
- when renegotiating contracts, Sopra Steria endeavours to increase the proportion of "green" products (office supplies, etc.). In countries where the group uses Office Depot as a supplier, 25.5% of supplies purchased from it were "green" in 2015 (i.e. FSC-, Blue Angel-, PEFC- or NF Environnement-certified; made from recycled or recyclable products; rechargeable; PVC-free or containing fewer chemicals). Furthermore, 75% of orders placed with Office Depot in 2015 were paperless;
- Sopra Steria introduced new, more sustainable services in 2015, such as electric company cars in Germany, and is considering introducing them in France and the United Kingdom;
- Sopra Steria requires all cleaning companies working for the group to use "biological and green" cleaning products.

Ethical purchasing

- Sopra Steria works with many companies in the special needs sector. To increase its involvement in this sector, the group has entered into a partnership with Atimic, a disability-friendly company in the digital economy. The goal of this partnership is to promote job opportunities for employees with disabilities on technology projects undertaken for Sopra Steria clients. It also enables Sopra Steria clients to count the services delivered by Atimic towards their disability employment targets.
- Sopra Steria also uses special needs employers for services such as recycling of WEEE (Waste Electrical and Electronic Equipment), premises maintenance, management of some mailings for catering services, and the design of advertising materials.

In 2016, responsible purchasing best practice will be rolled out group-wide.

3.4. Client satisfaction

Long-term relationships with key clients are an important indicator of their satisfaction

For a number of years, Sopra Steria's client approach has been based on a key account strategy for all its target segments. Strategic clients are identified and selected according to performance criteria, development potential and compatibility with the group's business lines and geographies.

Sopra Steria has developed specific approaches aimed at building long-term relationships with its strategic clients.

As such, most of its key accounts have been clients of the group for over 10 years. These longstanding relationships reflect the quality of services delivered and the resulting client satisfaction.

Sopra Steria's level of client satisfaction is closely linked to both the quality of the products and services delivered by the group and the continuous improvement of its Quality System.

The client satisfaction surveys and reviews carried out by Sopra Steria entities enable the group to improve the quality of the services it delivers while taking account of client expectations during client reviews.

The quality policy is backed by a high level of commitment from Sopra Steria's management, with the main focus being on meeting clients' requirements while continuing to deliver the strong performance that ensures that the group retains the freedom it needs to offer them appropriate solutions.

All Sopra Steria entities (in Europe and India) have been certified to ISO 9001 by accredited organisations.

The group has also responded to its clients' growing concerns about data security by setting out specific confidentiality rules and best practices applicable to production.

3.5. Know-how and services

Digital transformation should help businesses and organisations better meet their sustainable development goals

As a European leader in digital transformation, Sopra Steria provides end-to-end solutions to address the core business needs of large companies and organisations, helping them remain competitive and grow. Digital transformation is a key driver of sustainability. Sopra Steria therefore combines its high level of business expertise with the best technology to help its clients improve their IT systems and thus boost their performance. To this end, the group provides services such as optimisation, paperless processing, security, mobility and accessibility to support and usher in the digital revolution in favour of a more sustainable world.

3.5.1. DIGITAL TECHNOLOGY IN SUPPORT OF A LOW-CARBON ECONOMY

While digital technology has already changed the way we live, it encourages us to go even further in working for a more sustainable world. Sopra Steria supports its clients in their approach to the environment, offering services geared towards a low-carbon economy based on the management of energy consumption and resources.

Smart Cities

Sopra Steria is helping major European cities put together their digital strategies. Under the “smart cities” approach, digital technology is harnessed to improve quality of life for citizens and promote sustainable economic development. Smart cities reinvent and improve services by using resources more effectively and relying on more economical, environmentally friendly practices. Digital technology helps drive regional efficiency, optimise urban mobility and develop the digital economy while also encouraging civic engagement and the construction of sustainable regions that provide a pleasant living and working environment and comply with environmental standards.

Sopra Steria develops innovative services ranging from consulting through to hosting and including integration and solutions development. Digital technology can help reduce carbon footprints through energy and transport management (smart grids, smart buildings, smart harbours, smart rail, etc.) and adopt innovative and collaborative methods for designing new urban services thanks to an approach based on co-innovation, co-design and open innovation that promotes development through collective intelligence.

Energy Management:**Smart Metering, Smart Grids, Smart Buildings and Grid Balancing**

For a number of clients in the energy sector, Sopra Steria helps develop smart systems for consumer energy demand management. One example involves deploying smart meters that enable two-way communication with the central system for residential clients of French gas and electricity providers. These smart meters let consumers manage their energy use more effectively, which in turn helps better regulate demand for providers.

Sopra Steria is a member of a consortium established to develop a local power grid whose purpose is to optimise energy use in a neighbourhood or town. Issy Grid®, located in the Paris suburb of Issy-les-Moulineaux, is thus France’s first smart neighbourhood grid. It may well be the forerunner of a new approach to optimising energy management in the neighbourhoods and towns of tomorrow.

For office buildings, the group has developed a system to improve energy efficiency and maximise user comfort (e.g. air temperature and quality).

Smart Usages:**Smart Homes**

As part of its work on home energy management, Sopra Steria offers its Property Management and Energy clients services that respond to the new challenges of energy efficiency.

Transport

Sopra Steria helps:

- large operators make transport more environmentally friendly and secure, make the urban transport offering more attractive and accessible, and make the shift towards collective means of transport;
- local ecosystems establish new transport policies that comply with environmental constraints, notably by optimising traffic management and intermodal travel.

3.5.2. SUSTAINABILITY CONSULTING

Sopra Steria has developed a number of consulting services based around the management of corporate responsibility.

- Using an ITIL-based methodology, Sopra Steria helps its clients incorporate sustainable development into the management of their information systems and align their environmental performance with their sustainable development strategy. This comprehensive approach also promotes digital inclusion by taking into account a business’s impact on the local community. Sopra Steria has rolled out this “Sustainable Service Delivery” service to key public-sector clients, mainly in the United Kingdom.
- Support for corporate responsibility reporting and benchmarking: the group offers consulting services focusing on reporting and benchmarking and associated action plans.

3.5.3. A COLLABORATIVE APPROACH TO INNOVATION FOR NEW SERVICES

For several years, Sopra Steria has been developing a very active innovation approach.

- DigiLab: In 2015, digital co-innovation – a driver of value creation in the digital revolution – saw Sopra Steria and its clients work together on mobility, the Internet of Things and augmented reality. Involving business lines, the end users of the solutions delivered, this approach shortens the design phase, optimises processes and helps maximise access to digital technology. This approach is supported, in particular, by DigiLabs, which exist throughout the group in France (Paris, Toulouse and Lille), the United Kingdom (London), Spain (Madrid), Germany (Berlin) and, since February 2016, India (Noida).
- Sopra Steria Innovation Awards: In 2015, this in-house initiative mobilised almost 600 teams and gave rise to 15 prototypes. Three of the winning projects combined innovation and sustainable development:
 - a waste recycling system that connects local authorities and citizens;
 - a real-time water pollution monitoring system using M2M (machine-to-machine) technology and the IoT (Internet of Things);
 - biometrics to help prevent livestock contamination.

- Collaborative social innovation with our clients in France and the United Kingdom: Under its service agreements, Sopra Steria helps its clients develop innovative social action. For example, the group supports grass-roots social entrepreneurship by offering its expertise and involving managers, client teams and future entrepreneurs.
- In France, Sopra Steria is a preferred partner of collaborative innovation initiatives such as TUBÀ, an “urban test tube” that allows users to try out new digital urban services. Located at the Lyon-Part-Dieu train station, TUBÀ is designed to broaden access to digital technology and encourage users to co-design the services of the future.
- At the European and global level, Sopra Steria is fully involved in the H2020 Festival project, financed by the European Commission and twinned with a similar Japanese project based in Osaka. The aim of this initiative is to build a tool for testing digital services that involves local authorities, universities, IT services suppliers, network operators and citizens in co-designing new digital services for smart regions.
- Responsible investment: in 2015, in collaboration with its partner Natural Capital Partners, Sopra Steria embarked on two new initiatives within its ecosystem:
 - Water Certificates Gold Standard: The group acquired a thousand Water Benefit Certificates to finance a million litres of drinking water in the Bangalore region of India. This initiative helped finance the WaterHealth India project, which offers upgradeable and sustainable water treatment solutions for underserved communities. To ensure that the projects it supports meet high standards for quality and sustainable performance, the Water Benefit standard is underpinned by a mechanism based on commitments to achieve specific results.
 - PowerPlus™: in 2015, Sopra Steria was the first company to implement this solution, developed by Natural Capital Partners. Sopra Steria uses this innovative system to invest in renewable energies. PowerPlus™ makes it possible to produce the equivalent of the amount of electricity used by Sopra Steria's data centres in India by investing in a renewable energy project – in this case a wind energy project in southern India (Tamil Nadu).

4. Community engagement

Supporting local communities by promoting access to education, digital inclusion, employability and access to water

Sopra Steria recognises the importance of civil society and local communities. In 2015, the group confirmed its commitment to supporting vulnerable populations by focusing on four areas: digital inclusion, education, employability and access to water. To implement these programmes, which are supplemented by community action in response to local issues, the group sponsors non-profit organisations, local programmes involving employees, and two foundations and a trust in France and India.

4.1. Actions in support of digital inclusion

In a connected world, the acquisition of digital skills and the many uses to which they are put are key drivers of social, cultural and professional inclusion. Digital technologies can also help create solutions whereby digital innovation and social innovation interact constructively.

FRANCE

The **Sopra Steria-Institut de France Foundation** supports projects that use digital technologies to help vulnerable groups integrate into society and the workplace in three areas: education and training, innovative solutions designed to make their day-to-day lives easier, and social entrepreneurship. Employees volunteer to sponsor projects, providing support to the associations concerned and offering advice and expertise. The Foundation supports four or five new projects every year. In 2015, it supported 12 volunteer projects sponsored by Sopra Steria staff, including a school in India. In 2016, the Foundation – which will become the Sopra Steria – Institut de France Foundation – will continue to support new projects in the area of digital inclusion, including the Student Prize.

JobIRL: the leading social network providing careers advice to 14- to 25-year-olds

JobIRL is the leading social network providing careers advice to 14 to 25-year-olds with the help of professionals from all sectors. The new collaborative portal JobIRL (www.jobirl.com) was launched in spring 2015, with the support of the Foundation and volunteers in developing the mobile application. A total of 13,000 young people and 2,000 professionals have already registered. In December, secondary school students interested in working in the IT sector were welcomed to Sopra Steria's head office for an interview with a consultant. The interview was broadcast during TV channel TF1's news programme in December.

The *doc.dépôt* digital deposit box is a software solution that allows homeless people to save their documents and personal information. In 2015, the Foundation continued to support this project, launched by a member of staff who founded the association Adileos to help people in very difficult circumstances and their social workers. The solution has already been adopted by a number of social welfare agencies in the Hauts-de-Seine region.

This support will continue in 2016 in the form of funding for a weather alert module for homeless people.

A team from the ECE engineering school, which won the Foundation's 2014 Student Prize, devised a solution based on a "smart" glass to improve the monitoring of hydration in elderly people. The students continued with their project in 2015, presenting a prototype of a bracelet that collects data from a glass of water. Links were then established with a similar project developed by a team of students at the ESCP business school, hosted at the *École Polytechnique's* incubator. The Foundation is providing financial support to the Dry Care Auxivia project to develop the software component of the project, with support from the ECE team and the project's Sopra Steria sponsor.

The Foundation continued its support in 2015 for *Interface Handicap*, an innovative portal on digital solutions and services accessible to people with all types of disability. The association is frequently asked to provide training on accessibility and was keen to make its website easier to use and more accessible. Thanks to financial support from the Foundation and the support of a Sopra Steria sponsor, the *Interface Handicap* team has been able to improve its site.

UNITED KINGDOM

Digital inclusion activities are undertaken interactively with clients and non-profits under the banner of the annual Community Matters event and thanks to the programme of scholarships and matched funding for projects put forward by staff. These activities are aimed at developing the acquisition of digital skills to enhance employability and bringing small businesses and non-profits into the digital economy. They also contribute to social inclusion by providing access to services and resources, including family and friends.

An IT lab for a UK local authority

For a local authority, Sopra Steria will be equipping eight community centres with computers for use by people with disabilities, elderly people and jobseekers. As a result, around a hundred people will have access to the internet and training to help them develop skills over several years. The equipment will be installed and training delivered by Sopra Steria volunteers.

Sopra Steria won the Oldham College "Outstanding Employer Contribution to Curriculum" award for helping the college develop digital courses to prepare students for careers both now and in the future. Sopra Steria is a signatory of the British government's Digital Inclusion Charter.

POLAND

Since 2012, Sopra Steria has been supporting orphanages in the Katowice region by installing computer rooms and organising English classes with the help of volunteers from the company. Three computer rooms have been installed and around 15 children have already attended classes. In 2015, a new computer room was installed and 12 volunteers gave classes to groups of children. The project is funded through an annual staff collection and support from local subcontractors.

ITALY

Sopra Steria has installed a computer room for 14- to 19-year-olds with mental disabilities, in partnership with ANFFAS, a non-profit involving these young people's families. The 12 computers installed will help the young people more effectively learn about IT and the web.

4.2. Action in support of education

Education is a key driver of wealth creation in society and a catalyst for social inclusion.

FRANCE

The Foundation supported *École de la Deuxième Chance* in Marseille, which offers a micro-entrepreneurship development tool as part of a course tailored to young people with no qualifications. Building on the fundamental core competencies already available on the school's web platform, this initiative aims to add basic information about setting up and running a microbusiness. Awareness-raising sessions have been run with young people to encourage them to launch projects.

In 2015, the Foundation continued to work with *Apprentis d'Auteuil* to implement a computer-assisted experimentation project for students in a priority education area in Bagneux. The lab will eventually give more than 400 young people the opportunity to experience the sciences using IT equipment.

INDIA

The group's educational programme is aimed at poor children in rural areas. In 2015, the programme helped 63,000 children in around 50 schools, combining the activities of the Steria India Foundation and Sopra India's Yogdaan Trust.

The programme focuses in particular on the use of IT equipment, knowledge of English, sport and awareness of environmental issues, with the emphasis on education for girls.

The foundation provides teachers, playground equipment, computer classes, milk-based nutritional supplements, school uniforms and shoes.

This commitment continues at secondary school level through modern computer rooms, software for learning English and exam preparation courses. The programme also includes extracurricular activities such as sports and drama.

Six new computer rooms have been converted to run on solar power, bringing the total to 15. In October 2015, two Sopra Steria volunteers undertook *Congé Solidaire* outreach projects organised by the Steria – Institut de France Foundation, helping install solar panels at the Thiruporur school near Chennai, a girl's school with 800 students.

Finally, a partnership entered into in 2014 by the Steria India Foundation and a major player in the Indian economy, to help the latter roll out its community outreach programme, resulted in the creation of two schools for underprivileged children in Hyderabad (Andhra Pradesh) and Jamshedpur (Jharkhand).

SPAIN

The increase in child poverty caused by the economic and social crisis has prompted Sopra Steria to support the Balia children's foundation in two ways: by donating IT equipment for the Seville education centre and by launching a staff volunteering campaign to provide children with academic support.

MOROCCO

Sopra Banking Software's office for social action launched a rural education project in the village of Zaouia, near Casablanca. Around ten volunteer engineers set up and equipped a computer room with computers, internet access and tables at "Dar Taliba", a secondary level girls' boarding school. In 2016, members of the office for social action plan to put on support classes in a variety of subject areas to help the girls succeed at school.

4.3. Activities in support of training and employment

Studying, training, gaining new skills and learning the nuts and bolts of business help people build confidence in their abilities and prepare to enter the job market.

FRANCE PLANÈTE URGENCE

For years, the group's sponsorship of the NGO *Planète Urgence* has given group employees in France the opportunity to take part in *Congé Solidaire* outreach projects where they pass on their skills to projects initiated by local stakeholders in developing countries. Since 2011, the programme has allowed group employees to take part in some forty projects in Africa, Asia and Haiti.

As part of a partnership with *Passerelles Numériques*, one Sopra Steria employee undertook a *Congé Solidaire* outreach project in Cambodia to help this non-profit's Centre for Information Systems Training, which trains underprivileged young Khmers in network administration and web development.

INDIA

An academic scholarship programme, financed through an annual event that raises funds from staff, clients and other supporters, enables high-potential students to continue with their university studies. So far, 361 students have benefited from this programme, including 76 new students in 2015. In 2015, two scholarship students began university courses in medicine.

A Career Development Centre was set up in Chennai, in partnership with the NIIT foundation and sponsored by Sopra Steria Norway. At the end of 2015, 1,492 students had taken courses and 301 students had found work.

Sopra Steria also supports a programme of professional training for women in sewing centres to help them set up their own businesses.

UNITED KINGDOM

As part of its commitments to local authority clients, Sopra Steria offers young people opportunities to work and gain qualifications through its apprenticeship programme. In 2015, 29 new apprentices were recruited, bringing the total to 51.

NORWAY

For several years, Sopra Steria has been running computer classes for immigrant women, in cooperation with Church City Mission in Oslo.

SPAIN

At the end of 2015, Sopra Steria took part in socio-professional integration days in Madrid's Chamberi district, with the aim of helping socially excluded people gain access to employment.

4.4. Water rights and access to water

Sopra Steria is involved in a major humanitarian effort to secure water rights for everyone. This commitment is underpinned by financial sponsorship from international organisations working for greater awareness of water-related issues: access, drainage and the prevention and reduction of pollution. The group currently sponsors major projects with Green Cross, 1001fontaines, TCHAPE and Planet Water Foundation.

GREEN CROSS FRANCE & TERRITOIRES

In 2015, the group continued to support Green Cross France & Territoires (GCFT). Green Cross is an international NGO created in 1993 by Mikhail Gorbachev; one of its major areas of focus is the right and access to water. In particular, Sopra Steria's financial sponsorship helps the organisation develop its advocacy work in France and as part of international events. For 2016, Sopra Steria is considering broadening its action to support the organisation internationally.

1001FONTAINES

In 2014, the group entered into a two-year sponsorship deal with 1001fontaines. This international aid organisation aims to bring about long-term improvements in the health of rural populations in developing countries, by helping them to produce and consume clean drinking water on a daily basis.

The aim of this sponsorship is to fund the creation of a clean water production plant in a region of Madagascar with no water supply network. The plant financed by Sopra Steria has been operational since the end of 2015 and should supply clean drinking water for around 2,000 people.

The sponsorship programme has been renewed for 2016 to build a new plant in one of the region's villages.

TCHAPE

In 2015 and 2016, Sopra Steria has decided to financially support TCHAPE, an NGO working in Africa to promote environmental protection, access to drinking water and schooling for child soldiers. This COP21-accredited project places the emphasis on the environmental aspect of the survival of indigenous nomadic and refugee populations in the Lake Chad area, which have declined by 90% since 1998. The aim is to drill wells and set up a farming and agroforestry project in the Wadi-Djeddi and El-Khiezi regions where these populations live.

PLANET WATER FOUNDATION

In 2015, the group launched the Aqua Water Tower project at Ganage Junior College in Pune (India), in partnership with Planet Water Foundation (PWF). The aim of this initiative is to supply clean drinking water to over 4,000 children at the school, which is supported by the group. The Aqua Tower system uses very low-maintenance ultrafiltration water purification technology. PWF trained some of the school's staff, as well as Sopra Steria Group staff involved in the project, in how to use and maintain the system. In 2015, five schools were equipped with drinking water towers, in partnership with Planet Water Foundation, giving more than 17,000 children access to drinking water. The sponsorship programme will be extended to other schools in 2016.

4.5. Local initiatives

In 2015, a number of countries set up community engagement programmes, either by raising funds from employees or with direct financial support from the group.

FRANCE

Since 2014, the group has launched two sponsorships in support of culture:

- the Royaumont Foundation to promote the conservation of Royaumont Abbey, support young artists by helping them gain access to employment and promote old and new artistic works;
- the Auvers-sur-Oise festival to promote talented new musicians and help them launch their artistic careers.

UNITED KINGDOM

As part of the Community Matters fundraising campaign, the group offers scholarships and matched funding for projects proposed by employees.

For example, a scholarship was awarded to an employee member of non-profit organisation Child Education Nepal UK following the earthquake in Nepal, to help build temporary accommodation.

In 2015, the staff fundraising programme supported more than 90 non-profits and community engagement projects covering a variety of causes: education, schools, healthcare, medical research, sport, help for the homeless, etc.

NORWAY

Thanks to competitions between teams, the event "The Challenge" raised funds for educational programmes in India both at school and at the Career Development Centre sponsored by Scandinavia. This programme was supplemented by a voluntary salary deduction scheme enabling employees to choose to help finance student scholarships in India.

INDIA

India was hit by two natural disasters in 2015: the earthquake in Nepal, close to the group's New Delhi sites, and the floods in Chennai. Emergency action was taken to help earthquake victims. As regards the floods, over a hundred families received emergency support in the area around the group's Chennai site and financial aid was granted to the hardest hit Sopra Steria staff members and subcontractors.

Among action taken to help local populations, healthcare is especially important, including in particular regular dental and eye care. With support from medical organisations, the group set up mobile ophthalmology and dental centres in villages and schools.

As part of the *Swatch Bharat* campaign, a Clean India programme initiated by the Indian government, Sopra Steria has committed to work for better sanitation; in 2015, it contributed to the construction and maintenance of sanitary facilities in nine schools and a village.

GERMANY

Employees can opt to donate automatically by rounding down their salaries to finance community projects proposed by the company. Sopra Steria Consulting tops up the donation. In 2015, this programme made it possible to sponsor a school in India and a local project at the Sternenbrücke palliative care centre for children in Hamburg.

ITALY

Staff organised a toy collection at the Milan and Parma sites for children in prison, in support of non-profit organisation Telefono Azzuro. To support the work of non-profit organisation Giocamico among children at the children's hospital in Parma, Sopra Steria also sponsored and organised the sale of a children's book written by a member of staff.

SPAIN

For the past several years, a food collection has been run at Sopra Steria's Madrid site in support of the food bank, which redistributes food to the city's various charities free of charge.

5. Environmental responsibility

Compared with heavy industry, Sopra Steria's IT service and consultancy activities have a limited impact on the environment. However, as a European leader in digital transformation, Sopra Steria has put in place an environmental policy aimed at reducing its greenhouse gas emissions and the environmental impact of its activities.

Sopra Steria aims to become a European IT services provider that is recognised as environmentally responsible, able to manage the sustainability of its operations and supply chain and pass on the resulting benefits to its clients. The key thrusts of the group's environmental policy are to innovate in the area of sustainable development, reduce our greenhouse gas emissions, conserve resources and promote the use of renewable energy. The need to control Sopra Steria's environmental impact has therefore become a key factor in our management and production methods, and is covered by a group-wide approach involving all departments and staff.

The Conference of Parties (COP21), which concluded in Paris in December 2015, highlighted the importance of commitments and concrete action by economic operators to make the world more sustainable. Sopra Steria has thus been working alongside We Mean Business, a movement initiated by CDP Climate Change in connection with the Conference, to reduce the group's greenhouse gas emissions by 15% between 2014 and 2020. This commitment covers Scopes 1, 2 and 3 (greenhouse gas emissions generated by business travel and energy consumption by offices and on-site and off-site data centres).

To this end, the Group is working on reducing business travel and the energy consumption of its premises and IT infrastructures.

The Group seeks to boost energy efficiency by reducing energy consumption and giving preference to green energy suppliers.

The Group is also keen to support initiatives in some countries aimed at reducing the use of landfill sites for waste disposal.

New initiatives launched in 2015 and set to continue in 2016 include investment in renewable energy in Chennai and Pune in India, using PowerPlus™ to "decarbonise" the local power supply network.

Lastly, to reinforce its action in this area, Sopra Steria has also opted to compensate for the carbon footprint resulting from the energy consumption of its data centres and business travel.

In 2015, this environmental approach was recognised by the CDP, which gave Sopra Steria the top CDP Climate rating score for its transparency and added Sopra Steria to the Carbon Disclosure Leadership Index.

As well as taking action to reduce its environmental impact, Sopra Steria pursued its commitment to greater accountability on water-related issues and stepped up its activities in this area.

Work will begin in 2016 to scientifically model the group's carbon footprint (resulting in a science-based target).

While the group develops all these initiatives in-house to support its own environmental approach, it may also offer them to clients as part of projects requiring an environmental approach.

Taken together, the various initiatives undertaken in 2015 led to a 4% reduction in greenhouse gas emissions group-wide relative to 2014.

Furthermore, the group's efforts saw the proportion of renewable energy rise to 20.4% of total electricity consumption, and 50.3% of consumption by on-site and off-site data centres.

5.1. Environmental policy

An environmental policy extended to cover the whole of the new group

Sopra Steria is committed to a proactive corporate responsibility policy that is aligned with the group's business requirements.

Since 2015, Sopra Steria has put in place an environmental management programme agreed by Executive Management and rolled out across the entire group.

This policy is part and parcel of the broader ongoing commitment to sharing information every year about the efforts made by Sopra Steria and the results achieved.

This programme encompasses all the group's commitments and is supported by an Environmental Management System (EMS). Key commitments include limiting greenhouse gas emissions, with a target of reducing emissions by 15% between 2014 and 2020, and offsetting carbon emissions generated by data centres and business travel.

To implement its environmental programme, Sopra Steria has developed tools and gained significant experience in managing the environmental impact of its activities. As such, the group is able to provide its clients with services designed to support them in their own environmental approaches.

These services concern the implementation of energy management and smart usage systems. These systems are explored in more detail in Section 3.5 of this report.

5.2. Carbon offsetting

Certified carbon-neutral business travel and data centres thanks to carbon offsetting

Sopra Steria achieved CarbonNeutral® certification for the greenhouse gas emissions related to energy consumption at its data centres and business travel in 2015.

This policy is part and parcel of the programme to reduce the carbon impact of the group's data centres through pooling and upgrading of the data centres, server virtualisation and renewable energy use. As a result of the programme, a carbon-neutral IT infrastructure underpins services offered to Sopra Steria clients.

Sopra Steria engages in carbon offsetting to correct for its greenhouse gas emissions by investing in projects that preserve natural resources or developing renewable energy use.

Projects supported by the group include the construction of wind turbines in the north and the south of India and the installation of water turbines to generate electric power in the northwest of China.

5.3. Environmental Management System

An Environmental Management System ensuring that practices are harmonised across the group

Sopra Steria has put in place an Environmental Management System (EMS) to ensure that practices are harmonised across the group, including ISO 14001 certification for some sites.

Although its environmental risks are not deemed significant compared to other risks, the group endeavours to limit their impact and is committed to mapping these risks in order to implement mitigation plans at its ISO 14001-certified sites.

The EMS involves the relevant functional departments, the Industrial Department, the network of environment correspondents and all Group staff. Its aim is to gradually determine the environmental footprint of the group's operations and assess and reduce its impact.

The main aims of the EMS concern the following topics:

- Energy and resources (offices and data centres): managing the consumption of energy and resources (electricity, gas, heating oil, water, paper, etc.). Using renewable energy. Offsetting greenhouse gas emissions of data centres. Running a continuous improvement programme at Group sites and selecting new premises that meet the latest environmental standards.
- Business travel: giving priority to low-carbon means of transport. Favouring the use of digital communication systems (online meetings/videoconferencing). Offsetting greenhouse gas emissions from business travel.
- Product life cycle and waste: promoting longer product life cycles (green and organic products) and developing on-site selective waste sorting. Responsibly recycling electrical and electronic waste.
- Suppliers: assessing group suppliers' CSR approaches, with support from the most advanced partners in this field. Strengthening the responsible purchasing policy favouring products and services with a low environmental impact.
- Stakeholders: communicating the group's commitments to all stakeholders and fostering environmental responsibility among all group staff.

In most countries where the group operates, the Environmental Management System has been developed in accordance with ISO 14001. Sopra Steria has also carried out emissions checks independently in India and the United Kingdom in accordance with ISO 14064-3. The following table lists the certifications obtained by the group in 2015, country by country.

I ENVIRONMENTAL CERTIFICATIONS

Country	ISO 14001	ISO 14064-3
Belgium	X	-
Denmark	X	-
France	X	-
Germany	X	-
India	X	X
Morocco	-	-
Norway	X	-
Poland	X	-
Singapore	-	-
Spain	X	-
Sweden	X	-
Switzerland	-	-
United Kingdom	X	X

The group seeks to secure the best of the various available certifications concerning quality management (ISO 9001), information security management (ISO 27001), IT service management (ISO 20000) and environmental management (ISO 14001) depending on the scope of certification, added value for the group's clients and optimisation of the group's operations.

5.4. Organisation and awareness

As well as promoting energy efficiency for its buildings and IT infrastructure, the group has put in place a network of correspondents and rolled out an environmental responsibility programme to all staff. This approach is supported by awareness campaigns and the guide to eco-friendly behaviours.

Topics covered include travel, paper, electricity, water and recycling.

5.4.1. ORGANISATION TO TAKE ENVIRONMENTAL ISSUES INTO CONSIDERATION

The Sopra Steria group has created a system based on the work done by both original entities to address environmental issues. The system is organised along the following lines:

At functional department level

Several functional departments are involved in the environmental approach. Together with the Corporate Responsibility and Sustainable Development Department and its environmental responsibility unit, they define the group's environmental policy, which is under the responsibility of Executive Management.

The Real Estate, Purchasing and Information Systems Departments are more closely involved in the group's environmental policy.

Network of environment contact persons

Sopra Steria has established a network of environment contact persons to coordinate the environmental initiatives taken at

each group entity. The environment contact persons report on their implementation to the group's environmental responsibility unit. This includes analysing results obtained and difficulties encountered, and recommending improvement plans at briefings held every two months with the environmental responsibility team.

5.4.2. RAISING ENVIRONMENTAL AWARENESS AMONG EMPLOYEES

For the past several years, the group has followed a staff environmental responsibility approach.

a. Environmental responsibility campaigns

In 2015, a new awareness programme was held for employees on managing the group's environmental impact. On-site campaigns were launched by site managers, with guides to eco-friendly behaviours and a poster campaign reminding employees of the key aspects of environmental responsibility.

These training and informational campaigns were reproduced and disseminated via all of the group's communication tools.

b. Information provided to new employees

All new employees receive information on the group's environmental approach at orientation seminars.

c. Other actions

Sopra Steria keeps employees regularly informed of its corporate responsibility strategy, its commitment programmes and its results. The group also encourages employees to get involved by making suggestions for improvement. In France, for example, employees can send their questions and suggestions to the Corporate Responsibility and Sustainable Development Department via a dedicated e-mail address; the information is then passed on to the relevant departments.

5.5. Business travel

Certified carbon-neutral business travel

5.5.1. TRAVEL AND COMMUTING POLICY

Sopra Steria operates in more than 20 countries and has many sites located in these different countries, especially in France, the United Kingdom and India. This generates a large amount of travel, which has an impact on the environment.

With this in mind, Sopra Steria has opted to make all its business travel carbon-neutral and to reduce the amount of business travel by putting in place a multi-pronged action plan:

- limiting travel for internal and external meetings through the use of videoconferencing equipment and new information technologies at Group sites;

- encouraging the use of the most eco-friendly means of transport whenever possible, particularly for short trips or daily commutes to client locations. The use of public transport and car-sharing initiatives is promoted.

Optimising travel is a key objective that takes into account the need to maintain close client relationships.

5.5.2. MAIN INITIATIVES

Green Energy train travel in Germany

Sopra Steria has overhauled its transportation policy in Germany. Management encourages employees to travel by train and has signed up for train passes under one rail operator's Green Energy programme. The operator offers long-distance travel within Germany, in some cases with a surcharge on specific lines, using renewable energies exclusively. As a result, 92% of all train travel by group employees in Germany can now be considered carbon-neutral.

Metro shuttle service and Noida cab service in India

A shuttle service has been put in place between the nearest metro station, around 20 kilometres from Noida, and the Sopra Steria SEZ site to shorten individual commutes. This initiative has resulted in an 18% reduction in greenhouse gas emissions generated by commuting in India.

Electric cars incorporated into the group's fleets

A policy of purchasing electric cars is currently under consideration for France. Some countries in which the group operates, such as Germany, have already purchased electric cars.

5.5.3. CARBON FOOTPRINT

To identify areas in need of improvement, the group monitors the carbon footprint of its employees' business travel every year. This ongoing assessment allows the group to identify new ways in which it can limit its use of more polluting forms of travel without compromising the quality of service delivered to the group's clients.

GREENHOUSE GAS EMISSIONS FROM BUSINESS TRAVEL: ROAD - AIR - RAIL

(in tonnes of CO ₂ equivalent)	2015
France	16,512
Germany and Austria*	5,221
United Kingdom	3,364
Belgium	2,086
India	1,526
Spain	1,057
Norway	507
Luxembourg	422
Italy	279
Morocco	264
Switzerland	261
Tunisia	125
Poland	114
Denmark	92
Sweden	54
Singapore	45
Cameroon	38
Netherlands	25
Algeria	5
Côte d'Ivoire	4
Gabon	4
2015 SOPRA STERIA TOTAL **	32,005
2014 SOPRA STERIA TOTAL FOR REFERENCE	33,562
Reduction in emissions	-4.6%

* Not including emissions generated by rail travel by the group in Germany, since this form of transport is considered carbon-neutral.

** Air, rail and road travel within the scope are based on 75.5% actual data.

The estimates for countries where no data was available are based on information from countries that show similar business travel and commuting patterns to those countries. For the sake of clarity, figures have been rounded to the nearest unit.

In 2014, the group's greenhouse gas emissions arising from business travel totalled 33,562 tonnes of CO₂ equivalent. In 2015, these emissions were reduced to 32,005 tonnes of CO₂ equivalent, representing 54% of the group's total emissions.

The high proportion of total greenhouse gas emissions in France is explained by the scale of the group's activities, the number of regional sites and the management of activities in India.

High emissions from travel in Germany are explained by two phenomena. Firstly, the majority of Sopra Steria's business in Germany is focused on consulting projects, which require frequent travel to client sites. Secondly, since Germany's rail transport networks are regional, greater use is made of air and road transport when travelling between regions.

The total volume of emissions in the United Kingdom is directly related to the management of projects undertaken in India, with BPO and BPS activities representing substantial volumes.

Group greenhouse gas emissions arising from business travel down 4%

The various initiatives developed in 2015 (awareness campaign, shuttle services, cost control, etc.) allowed the group to cut greenhouse gas emissions arising from business travel by 4% without compromising the closeness of its client relationships.

Efforts undertaken since the end of 2014 – when the group’s entities were brought together – to collect data and boost data quality led to an increase in the proportion of actual data provided for 2015. In 2016, Sopra Steria will continue with its efforts and initiatives to further reduce emissions arising from business travel.

5.6. Offices and energy consumption

New offices that meet the latest environmental standards and management of energy consumption

The group is keen to limit the environmental impact of its business and is working to reduce energy consumption on its premises.

For new offices, Sopra Steria’s policy is to favour low-energy buildings. A number of group sites comply with new environmental standards, while others are innovating in anticipation of future regulatory developments.

5.6.1. MANAGING BUSINESS PREMISES

Sopra Steria continues to implement environmental protection measures:

- installing ergonomic workstations to enhance the quality of working conditions for its staff;
- carrying out preventive maintenance on installations to save energy;
- having cleaners use non-toxic and non-hazardous products;
- raising employee awareness of the best practices presented in the group’s guide to eco-friendly behaviours;
- regularly reminding site managers to respect the environment and use best practices on a day-to-day basis.

Regarding soil pollution, Sopra Steria’s business activities on the premises occupied by the group do not have a significant impact on the environment.

5.6.2. NEW SITES THAT MEET THE MOST RECENT ENVIRONMENTAL STANDARDS

Sopra Steria’s policy is to favour buildings eligible for the new RT 2012 (2012 thermal regulations), BBC (low energy consumption), HQE® (high environmental quality) and BREEAM (Building Research Establishment Environmental Assessment Methodology) standards. These choices are made to remain consistent with the criteria for enhancing the quality of the group’s work environment.

In France, several group sites incorporate these new environmental standards:

- the Green Office® in Meudon (outside Paris) is a building equipped to meet the most stringent environmental standards, with a biomass cogeneration unit and solar panels. It is certified to HQE® *Bâtiment Tertiaire* (high environmental quality office building) and HQE® *Exploitation* (high environmental quality operations), BBC (low energy consumption) and BREEAM – Excellent Europe 2008;
- the Limonest site near Lyon, which covers more than 8,000 square metres, is also certified to BBC and HQE® *Bâtiment Tertiaire*;
- the new building at Colomiers (near Toulouse) meets the new RT 2012 (2012 thermal regulations) standards and is certified HQE® (high environmental quality), with regulatory energy consumption 30% below the maximum level stipulated in regulations;
- new buildings under construction:
 - the planned extension at Limonest (2,800 square metres) will be BREEAM-certified with a “very good” rating,
 - the new combined site in Aix-en-Provence (more than 4,000 square metres) will be HQE®-certified,
 - the planned project in Lille (5,000 square metres) will be BREEAM-certified with a “very good” rating.

5.6.3. MANAGING ENERGY CONSUMPTION AT OFFICES AND ON-SITE DATA CENTRES

Energy consumption in offices and on-site data centres (located on the group’s premises) is responsible for a significant portion of the group’s emissions. The group is working to reduce energy consumption and expand the use of renewable energy to power buildings. All energy used at the group’s dedicated sites in Germany, Denmark, Switzerland and the United Kingdom is entirely renewable.

While taking into account local constraints, Sopra Steria favours the use of energy sources that have a low environmental impact.

ENERGY CONSUMPTION OF OFFICES AND ON-SITE DATA CENTRES

(in kWh)	2015		Renewable energy as % of electricity consumption
	Scope 1	Scope 2	
France	2,935,112	28,318,240	
United Kingdom	5,462,020	12,176,192	70%
India	2,900,089	11,683,878	
Germany		2,336,655	93%
Belgium	854,529	2,168,009	48%
Norway		1,826,841	
Spain		1,673,062	
Poland	24,384	779,636	
Italy	156,620	722,564	
Switzerland	115,833	653,056	99%
Denmark		333,333	100%
Tunisia		243,495	
Sweden		138,156	100%
Morocco		168,947	
Luxembourg	174,543	165,457	100%
Singapore		79,481	
Cameroon		24,474	
Algeria		3,158	
Ivory Coast		2,368	
Gabon		2,368	
2015 TOTAL	12,623,129	63,562,544	20.4%
2014 TOTAL FOR REFERENCE	11,565,292	64,214,986	

GREENHOUSE GAS EMISSIONS OF OFFICES AND ON-SITE DATA CENTRES

(in tonnes of CO ₂ equivalent)	2015	
	Scope 1	Scope 2
India	653	9,687
United Kingdom	1067	6,270
France	284	2,336
Germany	0	855
Poland	5	533
Spain	0	484
Belgium	158	411
Italy	29	288
Tunisia	0	142
Morocco	0	98
Denmark	0	69
Luxembourg	32	65
Singapore	0	40
Norway	0	38
Switzerland	9	25
Cameroon	0	14
Sweden	0	10
Algeria	0	2
Ivory Coast	0	1
Gabon	0	1
2015 TOTAL	2,237	21,381
2014 TOTAL FOR REFERENCE	2,328	21,335

Scope 1: Direct combustion of fuels (oil, gas, fuel oil) required in operations owned or controlled by the group.

Scope 2: Electricity consumed by the group (electric power, and heating, steam and cooling systems).

The emissions factors used in calculating this indicator are based on the location-based definition and the methodology of DEFRA (the Department for Environment, Food and Rural Affairs) in the United Kingdom.

Location-based: A method for calculating Scope 2 greenhouse gas emissions based on a system of emissions factors arising from the geographical origin.

Even though the transition phase between old and new sites may have temporarily led to redundant energy consumption, total consumption at the group's offices and on-site data centres in 2015 was stable relative to 2014.

Following the transposition into domestic law of the European Directive on energy policy (Directive 2012/27/EU), energy audits have been completed at sites in some of the group's countries.

These audits, undertaken in France, the United Kingdom and Germany, have helped strengthen existing improvement plans (through phased relamping, analysis of consumption, changes of supplier if the energy market is opened up, etc.).

Efforts in 2016 will see renewable energy account for 20.4% of the group's total electricity consumption. In France, the use of a central purchasing organisation linked to around 15 companies will make it possible to supply partially renewable electricity from January 2016.

Energy-plus offices managed using SI@GO®

Green Office® Meudon is a BEPOS energy-plus building. It produces 100% renewable energy (through biomass cogeneration and solar panels). Sopra Steria, which has occupied the building since July 2011, is a pioneer in work to prepare for the RT 2020 thermal regulations. All of the building's energy production and consumption is managed using the SI@GO® energy management system developed by Sopra Steria. The building is HQE® *Exploitation*-certified.

5.6.4. RENEWABLE ENERGY SUPPLY

Power Plus in India

In 2015, Sopra Steria participated in the production of renewable energy by being the first company to implement PowerPlus™, the benchmark solution in the clean energy market.

Sopra Steria uses this innovative system to invest in renewable energies. PowerPlus™ makes it possible to produce the equivalent of the amount of electricity used by Sopra Steria's data centres in India by investing in a wind energy project in southern India (Tamil Nadu). The solution, developed by Natural Capital Partners, is fully compliant with international standards in force. It is one of the few environmentally friendly energy products that allows for additional investment in renewable energy, linked to the electricity supply grid. All PowerPlus™ transactions are tracked and recorded in the solution's registry. This means all numerical information (on the electricity supply grid, the "residual energy mix" and emissions factors) is available from www.powerplus.energy/registry.html.

At present, this solution enables the group to offset 628 MWh of energy use.

Use of 100% renewable energy in the United Kingdom, Sweden, Switzerland, Germany and Denmark

Energy used in buildings managed by Sopra Steria in these countries is entirely renewable. Thanks to its substantial natural resources conducive to the use of renewable energy, Scandinavia is a pioneer in this sector.

Waste heat recovery and eco-friendly smart cooling

In Sweden, Sopra Steria's premises in Stockholm are located in Kungsbrohuset, a green office building built in 2010 which features the latest technological innovations in energy efficiency. The building recovers the excess heat produced by the 250,000 passengers that pass through the nearby central train station every day to heat the building. It also has an eco-intelligent building cooling system that uses water from the Klara Sjö canal.

5.6.5. WATER CONSUMPTION

Sopra Steria only uses water from the municipal water system, mainly for sanitary use. It is difficult to accurately assess the amount of water consumed by the entire group, since this assessment depends on the utility management system readings made available by the group's various lessors. However, the group intends to step up its efforts to obtain this information.

5.7. IT infrastructure and data centres

Optimisation of certified carbon-neutral IT infrastructure and data centres

5.7.1. CHOICE OF IT EQUIPMENT

Energy Star

Sopra Steria's desktop computers, laptops and servers comply with manufacturer standards (Energy Star 5.0 and 5.2) and generate low energy consumption. Laptops are also equipped with three-cell batteries, which recharge quickly, or with a fast-charging battery system (ExpressCharge™).

EPEAT

New computers used by the group meet the EPEAT standard. EPEAT (Electronic Product Environmental Assessment Tool) is an environmental label that helps consumers assess the environmental impact of IT products. Certified products fall into one of three categories (Gold, Silver or Bronze) based on a range of environmental performance criteria.

All EPEAT-certified computers forming part of the group's installed base of IT equipment are rated either Gold or Silver.

CORPORATE RESPONSIBILITY

Environmental responsibility

5.7.2. VIRTUALISATION OF IT INFRASTRUCTURE

Sopra Steria continued its programme to virtualise its IT infrastructure. Virtualisation allows IT centres to pool and optimise the use of their equipment resources.

This approach is aimed at:

- increasing processing capacity by reducing the number of physical machines and thereby reducing energy consumption;
- acquiring more compact machines that use less energy;
- saving significant amounts of space at IT centres by limiting the need to build extensions;
- extending the lifespan of IT equipment.

5.7.3. OPTIMISING ENERGY CONSUMPTION OF ON-SITE AND OFF-SITE DATA CENTRES

On-site data centres are data centres that are located on Group premises. Off-site data centres are hosted by third parties.

I ENERGY CONSUMPTION OF DATA CENTRES (ON-SITE AND OFF-SITE)*

(in kWh)	2015	% renewable energy
United Kingdom	14,594,689	86%
France	10,973,842	
Norway	3,161,922	
India	2,205,746	
Switzerland	1,102,860	100%
Germany	1,006,860	97%
Belgium	950,880	100%
Denmark	353,796	
Poland	361,003	
Luxembourg	170,990	100%
Sweden	325,215	
2015 TOTAL	35,207,802	
2014 TOTAL FOR REFERENCE	37,573,771	
Reduction in consumption	-6.3%	50.3%

* A data centre or similar set-up refers to a set of IT equipment which, according to the IMSL definition, features controlled access, secure space for projects, climate control and an uninterruptible power supply.

I CARBON FOOTPRINT OF DATA CENTRES (ON-SITE AND OFF-SITE)

(in tonnes of CO ₂ equivalent)	2015	
	Scope 1	Scope 2
United Kingdom		7,421
India	115	1,714
France		644
Germany		480
Poland	5	282
Denmark		104
Belgium	12	180
Luxembourg		67
Norway		43
Switzerland		33
Sweden		5
2015 TOTAL	132	10,973
2014 TOTAL FOR REFERENCE	109	11,256
Reduction in emissions (Scopes 1 & 2)		-1.5%

Scope 1: Direct combustion of fuels (oil, gas, fuel oil) required in operations owned or controlled by the group.

Scope 2: Electricity consumed by the group (electric power, and heating, steam and cooling systems).

The emissions factors used in calculating this indicator are based on the location-based definition and the methodology of DEFRA (the Department for Environment, Food and Rural Affairs) in the United Kingdom.

Location-based: A method for calculating Scope 2 greenhouse gas emissions based on a system of emissions factors arising from the geographical origin.

Reduction in energy consumption and proportion of renewable energy at the group's on-site and off-site data centres.

Energy consumption and greenhouse gas emissions at data centres located on group premises or third-party premises decreased year on year in 2015 thanks to substantial optimisation measures.

Furthermore, 50.3% of the energy used by the group's data centres (both on-site and off-site) in 2015 came from renewable sources.

The group is continuing to apply these measures in 2016, in terms of both the use of renewable energy and the optimisation of data centres.

5.8. Product life cycle management

Product life cycle management, from catalogue selection through to waste tracking



Sopra Steria is committed to a responsible purchasing approach that favours products and services with a low environmental impact. From product selection through to product life cycle and waste management, Sopra Steria monitors each stage in the life of its IT equipment and consumables.

5.8.1. SUSTAINABLE PURCHASING

a. Purchasing Energy Star and EPEAT IT equipment

The group's IT equipment suppliers' catalogue is required to list equipment that meets Energy Star and EPEAT standards.

b. Purchasing "green" consumables

Within the group, cleaning companies use only "biological and green" products. In addition, orders placed with one of the suppliers of office consumables are mainly in electronic form and for green products.

In France and Spain, the group has been expanding the use of "green" photocopy paper. Since 2011, the group has used SFI-certified paper at all its French sites. All paper used is certified paper (FSC, PEFC, Blue Angel) produced from sustainably managed forests. In Spain, all paper purchased is FSC-certified.

Moreover, the group's campaign to promote eco-friendly behaviours among employees includes a focus on the need to limit printing, with the aim of reducing paper consumption and making more rational use of printing equipment.

5.8.2. MANAGING PRODUCT LIFESPANS

a. Managing the group's IT equipment

Sopra Steria manages its installed base of IT equipment according to very precise guidelines with a view to controlling costs and protecting the environment.

This IT equipment is listed in a database managed using HP's AssetCenter software. Steria's equipment is being progressively integrated into this database. Technical, financial and usage information is continually updated over the equipment's life cycle, allowing the group to optimise equipment lifespans and ensure it is properly recycled once it reaches the end of its useful life.

Collecting accurate information helps Sopra Steria effectively manage its installed base of IT equipment and identify and replace equipment that becomes obsolete or whose use no longer corresponds to the group's business standards.

b. Managing energy consumption

For several years, the group has relied on an optimised energy management model and standardised its IT equipment in favour of more energy-efficient models. A number of initiatives have also been taken, such as programming monitors to switch off after fifteen minutes and activating hibernation mode. This helps limit energy consumption when employees are not using their computers for extended periods of time. Awareness-raising messages are also sent out via the intranet on a regular basis to encourage employees to shut down their computers or activate sleep mode when not using their computers for long periods of time.

With regard to photocopiers and printers, the group has developed a process to streamline the number of devices and promote sensible use of consumable supplies. Networking also helps reduce the number of devices by using photocopiers that can function as both printers and scanners (scan to email) and are set to print double-sided and in black and white by default.

5.8.3. PRODUCT END-OF-LIFE MANAGEMENT AND WASTE MANAGEMENT

a. End-of-life management of electrical and electronic equipment

Sopra Steria uses specialist providers, including in particular special needs employers, to recycle its Waste Electrical and Electronic Equipment (WEEE). Once checked, hardware that cannot be remarketed becomes WEEE and is sent to authorised dismantling sites for processing and pollutant removal. Recycling can take various forms: full recycling of equipment or recycling of parts or raw materials.

Even once an item of equipment has been removed and recycled, the group maintains information relating to its final destination in its database. In order to ensure that electrical and electronic equipment reaching the end of its useful life is managed in an environmentally friendly manner, the group sells most of its equipment to certified organisations. Lastly, a portion of PCs coming to the end of their useful lives is donated to educational institutions or charitable associations.

I QUANTITIES OF WEEE

(in kg)	2015	% Resold	% Reused	% Recycled
India	107,181	75%		25%
United Kingdom**	25,674	11%	89%	
France	20,939		43%	56%
Germany**	2,605			98%
Norway	1,317		NA	
Switzerland**	688			100%
Italy*	627	30%	50%	
Sweden	566		NA	
Spain	454			
Denmark*	142		NA	
Poland	53			100%
TOTAL	160,246***			

* Estimated data based on information from countries with the same consumption profile.

** Data estimated for Sopra Banking Software and/or Sopra HR Software.

*** Total quantity of WEEE in 2014 = 44,260 kg (updated data based on newly available information).

Sopra scope: France, India, Spain

Steria scope: all countries except France, head office, Singapore, and Morocco

WEEE volumes may vary substantially from one year to the next depending on whether a portion of IT hardware is replaced.

For the sake of clarity, figures have been rounded to the nearest unit.

Actual 2015 data on WEEE show a substantial improvement relative to 2014. Throughout 2015, the group pursued a policy of aligning WEEE handling processes across the countries in which it operates. Where a country's geographical configuration permits, a single WEEE processing provider was selected to cover the whole of the country in question. Suppliers are encouraged to provide waste tracking forms and produce statistics on the type of processing undertaken (resale, reuse or full recycling).

France

In 2015, the group worked with two specialised companies to handle its waste electrical and electronic equipment: ATF Gaia for the group's sites in the French provinces and Tricycle Environnement for its sites in the Paris region and in Tours.

ATF Gaia organises the collection of a major portion of the waste electrical and electronic equipment from Annecy, where the group stores its IT equipment. This company employs people with disabilities.

This WEEE management organisation in two regions enables the group to limit the transport of inoperable or obsolete equipment.

The two service providers organise the collection of waste electrical and electronic equipment and ensure a high degree of traceability for IT-related waste, offering several types of recycling:

- full recycling of equipment;
- recycling of spare parts;
- recycling of computer components;
- secure data destruction of disks and magnetic cartridges.

United Kingdom

The WEEE management policy in place in the United Kingdom favours the reuse of IT equipment by charities. A collection optimisation process will be introduced in 2016 to improve the waste management process.

India

In 2015, the replacement of IT equipment resulted in a significant quantity of WEEE. However, the vast majority of this waste was sold on to a supplier who dismantles the equipment and resells the raw materials.

b. Wastepaper management

(in kg)	2015	% Recycled	% Destroyed
United Kingdom	146,900	100%	
France*	96,269	89%	13%
Germany**	45,214	98%	2%
India	27,217	100%	
Norway	7,670	100%	
Switzerland**	3,549	99%	
Denmark***	827	100%	
Sweden	802	100%	
TOTAL	328,448		

* Sites where a system of waste tracking forms has been implemented.

** Data estimated for Sopra Banking Software and/or Sopra HR Software.

*** Estimated data based on information from countries with the same consumption profile.

In 2015, particular attention was paid to monitoring paper consumption across the group.

Some countries launched novel sorting and recycling initiatives, such as closed-loop paper recycling in the United Kingdom, an important component of the circular economy, under which virtually all paper used at Sopra Steria sites in the United Kingdom is recycled. This initiative saw 146 tonnes of paper recycled in the United Kingdom in 2015.

For buildings and facilities that Sopra Steria controls, the group has put in place local policies aimed at reducing the amount of ordinary waste generated. Otherwise, Sopra Steria works with building owners to develop selective sorting and optimise recycling processes.

France

Selective sorting at many sites in France is handled in two ways:

- by specialist companies managed by the group, which closely monitor quantities disposed of and allow for better traceability by providing waste tracking documents;
- by local councils or service providers not managed by the Group (for multi-tenant properties).

New sites were equipped in 2015 (Paris – Manhattan, Orléans, Rouen, Strasbourg, Annecy, Lille Urban and Toulouse). Individual wastepaper baskets are gradually being replaced by recycling bins. Depending on the type of selective sorting method implemented at each site, plastic bottles, cans, glass and used batteries are also sorted.

India

The Group has introduced an aggressive wastepaper recycling policy which allows it to recycle a large portion of wastepaper produced.

Wastepaper is treated by Green-O-Tech (New Delhi), IPCA and Rohit Enterprises.

Spain

The Group worked with specialist provider DCD (Destrucción Confidencial de Documentación SA) to manage its wastepaper. Bins for used paper are installed close to printers. Empty printer and toner cartridges are also recycled by specialist provider Grupo Colombia. Organic waste, plastic and packaging is also sorted and processed by local councils.

Since 2014, a selective sorting system (organic waste, plastic, packaging and glass) has been in place for the group's entire workforce. Batteries, wastepaper and used ink cartridges are also recycled.

United Kingdom

Since 2011, Sopra Steria has been using a closed-loop paper recycling process, now extended to all sites.

In addition, printer cartridges and toner, plastic bottles, cans, glass and used batteries are recycled at all sites. Since 2014, all waste produced by Sopra Steria's UK sites has been reprocessed through recycling without recourse to landfill sites, reuse and the production of energy from non-recyclable waste. The success of this "zero waste to landfill" programme is the fruit of four years of commitment, employee awareness-raising, the implementation of new recycling methods and improvements in the reuse of equipment.

5.9. Reducing the group's greenhouse gas emissions

Greenhouse gas emissions reduced in line with the 2020 target

I SCOPE 1, 2 AND 3 GREENHOUSE GAS EMISSIONS

		2015		2014	
		Location-based	Market-based	Location-based	Market-based
<i>(in tonnes of CO₂ equivalent)</i>					
	Scope 1	2,237	2,237	2,328	2,328
Offices and on-site data centres	Scope 2	21,379	15,723	21,335	14,098
Off-site data centres	Scope 3	4,725	1,227	5,482	1,998
Business travel		33,244	32,005	35,006	33,562
TOTAL		61,648	48,955	64,151	49,658
Reduction in emissions relative to 2014		-4.0%			

Location-based: a method for calculating Scope 2 greenhouse gas emissions based on a system of emissions factors arising from the geographical region covered.

Market-based: a method for calculating Scope 2 greenhouse gas emissions based on a system of emissions factors arising from the supplied energy source.

Lower greenhouse gas emissions, more renewable energy purchased by the group

In 2015, the fact that renewable energy accounted for 20% of the group's energy consumption made it possible to avoid emitting more than 12,500 tonnes of CO₂ equivalent. All in all, the group cut its greenhouse gas emissions by 4% of total emissions in 2015: a very good start toward achieving the target of cutting emissions by 15% between 2014 and 2020.

Improvement efforts are focused on those emissions over which the group has direct control (energy used in offices, on-site data centres and business travel) or significant influence (data centres managed for the group by external suppliers).

6. Report by the independent third party on the consolidated workforce, environmental and social information presented in the Management Report

Financial year ended 31 December 2015

To the Shareholders,

In our capacity as independent third party, member of the Mazars network and Statutory Auditor of Sopra Steria accredited by COFRAC under number 3-1058, ⁽¹⁾ we hereby report to you on the consolidated workforce-related, environmental and social information for the year ended 31 December 2015, presented in the Management Report (hereafter referred to as the "CSR Information"), pursuant to the provisions of Article L. 225-102-1 of the French Commercial Code.

RESPONSIBILITY OF THE COMPANY

The Board of Directors is responsible for preparing a Management Report including the CSR Information referred to in Article R. 225-105-1 of the French Commercial Code, in accordance with the guidelines used by the Company (hereafter referred to as the "Guidelines"), which are summarised in the Management Report and are available on request from the Company's registered office.

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by regulations, the Code of Ethics governing the audit profession in France and the provisions of Article L. 822-11 of the French Commercial Code. We have also implemented a quality control system comprising documented policies and procedures for ensuring compliance with ethical rules, professional auditing standards and applicable law and regulations.

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

On the basis of our work, it is our responsibility to:

- certify that the required CSR Information is presented in the Management Report or, in the event that any CSR Information is not presented, that an explanation is provided in accordance with the third paragraph of Article R. 225-105 of the French Commercial Code (Statement of completeness of CSR Information);
- express limited assurance that the CSR Information, taken as a whole, is, in all material respects, fairly presented in accordance with the Guidelines (Reasoned opinion on the fairness of the CSR Information).

Our work was carried out by a team of five people between November 2015 and March 2016, and took around seven weeks.

We conducted the work described below in accordance with the professional standards applicable in France, the administrative order of 13 May 2013 setting the manner in which an independent third party should perform its engagement, and, with regard to the reasoned opinion on the fairness of the CSR Information, in accordance with the ISAE 3000 international standard ⁽²⁾.

I – Statement of completeness of CSR Information

On the basis of interviews conducted with the management of the departments concerned, we observed the presentation of the Company's sustainable development strategy, which is based on the workforce-related and environmental consequences of the Company's activities and its social commitments, as well as, where applicable, any resulting actions or programmes.

We compared the CSR Information presented in the Management Report with the list provided for by Article R. 225-105-1 of the French Commercial Code.

For any consolidated information that was not disclosed, we verified that the explanations provided complied with the provisions of Article R. 225-105, Paragraph 3 of the French Commercial Code.

We ensured that the CSR Information covered the scope of consolidation, i.e. the Company, its subsidiaries as defined by Article L. 233-1 and the entities it controls as defined by Article L. 233-3 of the French Commercial Code within the limitations set out in the methodological information presented in the "Approach and methodology" section of the Management Report.

Based on this work and given the limitations mentioned above, we attest to the completeness of the required CSR Information in the Management Report.

II – Reasoned opinion on the fairness of the CSR Information

Nature and scope of work

We conducted around ten interviews with the people responsible for preparing the CSR Information, the departments in charge of collecting the information and, where appropriate, those responsible for internal control and risk management, in order to:

- assess the suitability of the Guidelines in light of their relevance, completeness, reliability, impartiality and comprehensibility, taking industry best practices into account where applicable;

(1) Scope available in French at www.cofrac.fr.

(2) ISAE 3000 - Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

CORPORATE RESPONSIBILITY

Report by the independent third party on the consolidated workforce, environmental and social information presented in the Management Report

- verify the implementation of a data-collection, compilation, processing and control procedure designed to produce CSR Information that is exhaustive and consistent, and familiarise ourselves with the internal control and risk management procedures involved in preparing the CSR Information.

We determined the nature and scope of our tests and checks according to the nature and importance of the CSR Information in light of the characteristics of the Company, the potential social and environmental impact of its activities, its sustainable development policy and industry best practice.

With regard to the CSR Information that we considered to be the most important ⁽¹⁾:

- at the level of the consolidated entity and the group's Sustainable Development Department, we consulted documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions, etc.); we applied analytical procedures to the quantitative information and used sampling techniques to verify the calculations and the consolidation of the data; and we verified their consistency and concordance with the other information presented in the Management Report;
- at the level of a representative sample of entities and departments that we selected ⁽²⁾ based on their activity, contribution to the consolidated indicators, location and risk analysis, we conducted interviews to ensure that procedures are followed correctly, and we performed tests of details, using sampling techniques, in order to verify the calculations made and reconcile the data with the supporting documents.

The sample selected represented an average of 56% of the workforce and between 9% and 73% of quantitative environmental data.

For the other consolidated CSR Information, we assessed consistency based on our understanding of the Company.

We also assessed the relevance of explanations given for any information that was not disclosed, either in whole or in part.

We believe that the sampling methods and sample sizes used, based on our professional judgement, allow us to express limited assurance; a higher level of assurance would have required us to carry out more extensive work. Because of the use of sampling techniques and other limitations intrinsic to the operation of any information and internal control system, we cannot completely rule out the possibility that a material misstatement has not been detected.

CONCLUSION

Based on our engagement, we have not identified any material misstatement such as may call into question the fair presentation of the CSR Information as a whole in accordance with the Guidelines.

Paris-La Défense, 21/04/2016

The independent third party

Mazars SAS

Bruno Pouget
Partner

Emmanuelle Rigaudias
CSR & Sustainable
Development Partner

(1) *Workforce-related information: Total workforce by age and type of employment contract; Average workforce (FTE); Proportion of management-level employees in total workforce; Average age of employees on permanent contracts; Average length of service of employees on permanent contracts; Hires; Staff turnover rate for permanent contracts; Number of training hours and days; Average number of days of training per employee; Proportion of disabled employees; Absence rate; Frequency and severity rates of workplace accidents.*

Environmental information: Energy consumption (offices and on-site data centres); Energy consumption of data centres (on-site and off-site); Greenhouse gas emissions related to energy consumption of offices and on-site data centres; Greenhouse gas emissions related to energy consumption of data centres (on-site and off-site); Greenhouse gas emissions related to business travel; Quantity of Waste Electrical and Electronic Equipment (WEEE).

(2) **Sopra Steria (France)** (Total workforce by age and type of employment contract; Average workforce [FTE]; Proportion of management-level employees in total workforce; Average age of employees on permanent contracts; Average length of service of employees on permanent contracts; Hires; Staff turnover rate for permanent contracts; Proportion of disabled employees; Absence rate; Frequency and severity rates of workplace accidents; Number of training hours and days; Average number of days of training per employee).

Sopra Steria (France) Vélizy and Annecy sites (Energy consumption of offices and on-site data centres; Energy consumption of off-site data centres; Greenhouse gas emissions related to energy consumption of offices and on-site data centres; Greenhouse gas emissions related to energy consumption of on-site and off-site data centres).

Sopra HR Software (Spain) (Number of training hours and days; Average number of days of training per employee).

Sopra Steria (India) (Number of training hours and days; Average number of days of training per employee).

Steria Limited (United Kingdom) (Total workforce by age and type of employment contract; Average workforce [FTE]; Proportion of management-level employees in total workforce; Average age of employees on permanent contracts; Average length of service of employees on permanent contracts; Hires; Staff turnover rate for permanent contracts).

Sopra Steria (United Kingdom) – Hemel Hempstead and Edinburgh sites (Energy consumption of offices and on-site data centres; Energy consumption of off-site data centres; Greenhouse gas emissions related to energy consumption of offices and on-site data centres; Greenhouse gas emissions related to energy consumption of on-site and off-site data centres).

Sopra Steria (United Kingdom) (Greenhouse gas emissions related to business travel; Quantity of Waste Electrical and Electronic Equipment – WEEE).