Sopra Steria committed to a more sustainable & responsible world

CORPORATE RESPONSABILITY REPORT

EXTRACT FROM UNIVERSAL REGISTRATION DOCUMENT - 2020

The world is how we shape it*

sopra steria

* Le monde est tel que nous le façonnons.

Message from the Chairman

At the same time a year ago, Sopra Steria had successfully reached several key milestones in the implementation of its corporate plan. We had met our annual earnings targets, and were resolutely adopting a medium-term perspective as we looked at ways of speeding up our development and confirming the performance trajectory that we had set for ourselves.

But this vision was swiftly disrupted as the Covid-19 virus took hold, triggering a serious economic crisis. The pandemic-related restrictions caused a wholesale drop in demand, especially in aerospace and railways, sectors in which Sopra Steria has a very strong presence. Conversely, our Group gained real traction in defence and broadly across the public sector, where we also have strong positions.

Amid these challenging conditions, our top priorities were keeping our employees safe and safeguarding service delivery for our clients. We also took steps to protect our skills base and jobs, even in the most severely affected sectors of activity.

The effects of the Covid-19 crisis were compounded late in the year by the steps we had to take to defend ourselves against the cyberattack that targeted our Group. While the attack was rapidly detected and our clients' security maintained, some of our information and production systems remained down for several weeks as a result of the remedial measures we took.

Despite the challenges, our results – both in terms of revenue and operating margin – reflect our impressively high level of resilience in 2020. Sopra Steria also generated strong cash flow, helping to cut the Group's net financial debt by 17.2%.

Even though major uncertainties remain at the start of the current year, Sopra Steria intends to build on its strong foundations and accelerate the execution of its strategic plan in 2021. The priorities are to bolster our consulting business and press ahead with digitalising our transformation solutions. In the banking sector, we will step up our drive to harness synergies between the software, consulting, integration and service businesses.

We will also push forward with an aggressive, but targeted acquisitions policy.

From the current year, we anticipate renewed organic growth in our business and an improvement in our operating margins.

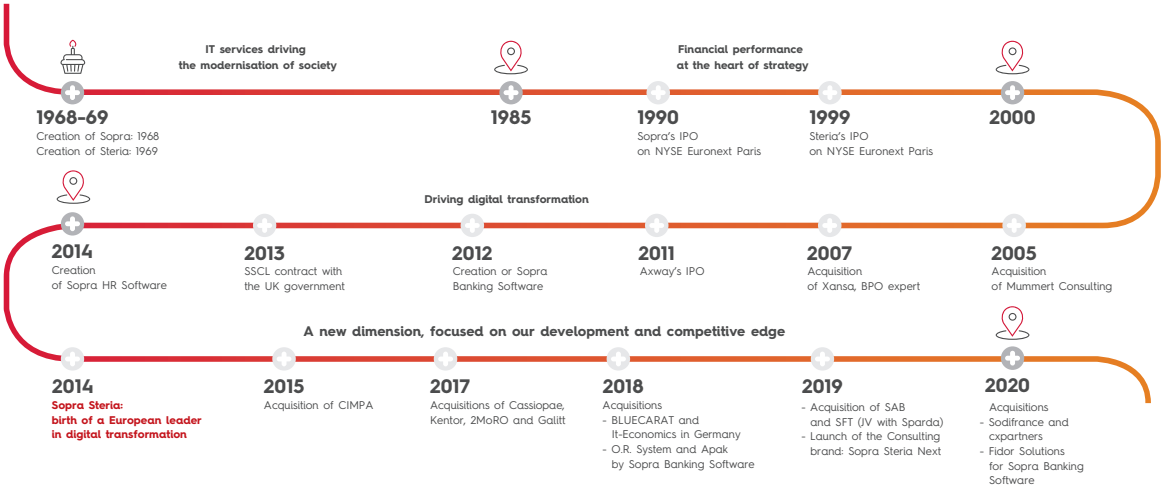
Over the medium term, we confidently expect to be able to execute an ambitious, independent and value-creating corporate plan for all our stakeholders. This plan brings together employees, shareholders and partners, and targets a high level of business performance, while making a sustainable, human, purposeful contribution to society.

"Sopra Steria intends to build on its strong foundations and accelerate the execution of its strategic plan in 2021."

Pierre Pasquier
Chairman and Founder of Sopra Steria Group

History and corporate plan

More than 50 years of continuous growth and transformation



Sopra Steria was formed from the 2014 merger between Sopra and Steria, two of France's longest-standing digital services companies founded in 1968 and 1969 respectively. Both companies have always been driven by entrepreneurial spirit and a collective commitment to meeting clients' needs. The Group is now a European leader in digital transformation solutions.

Key points of the corporate plan

An independent model

An independent model built on long-term vision and business performance, upholding the Group's responsibilities to the environment and to its stakeholders as a good corporate citizen.

Entrepreneurial culture

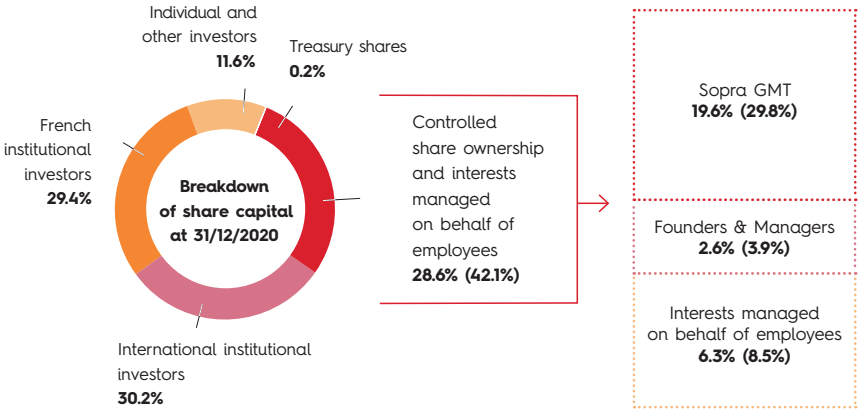
Agility, rapid decision-making, and speed of execution are hard-wired into Sopra Steria's DNA. Our ethos is predicated on an unwavering focus on client service, autonomous decision-making, collective endeavour and respect for others.

Importance of human capital

A rigorous talent-focused human resources policy combining strong collective mindset and the development of employees' skills.

See Chapter 1 for more information

A core shareholder backing the corporate plan



20,547,701 listed shares
26,583,239 exercisable voting rights
XX.X% = percentage of share capital held
(XX.X%) = percentage of exercisable voting rights

TPI survey of identifiable owners of shares at 31/12/2020 - Ownership threshold of over 1,000 shares

See Chapter 7 for more information

Our mission and values

Our mission

Technology serves as a gateway to infinite possibilities. As fascinating as this never-ending stream of innovations is, it also raises questions as to what is actually behind the frantic race for novelty and change.
Solutions are never straightforward or obvious, and there is certainly never just one way of doing things.

At Sopra Steria, our mission is to guide our clients, partners and employees towards bold choices to build a positive future by putting digital technology to work in service of humanity.

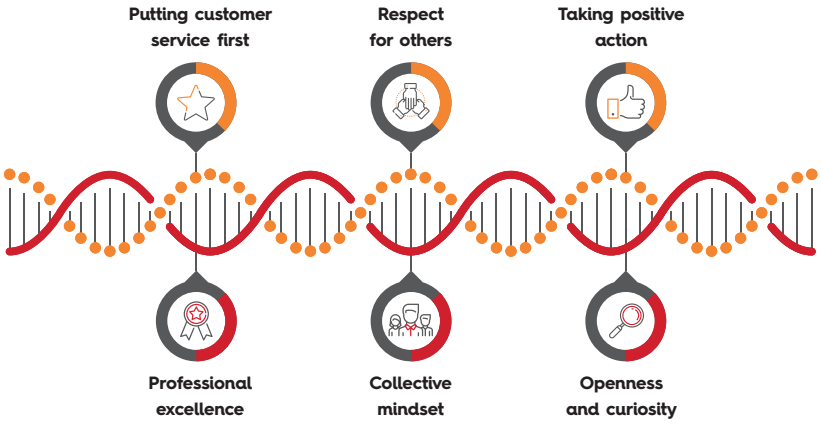
Beyond technology, we set great store by collective intelligence, in the firm belief it can help make the world a better place.

Together, we are building a highly promising future by delivering tangible benefits: sustainable solutions with positive impacts that take full account of interactions between digital technology and society.
There's still so much more we can achieve together.

Dare together

At Sopra Steria, we strive to create a stimulating, group-oriented environment inspiring free thinkers to engage in open and frank discussions. Our goal is to foster the development of skills and entrepreneurship in a community driven by a thirst for collective success.

Values that bring us together



Putting customer service first

We make a commitment to our clients over the long term to enhance their performance and enable them to reach the next level by leveraging our specialised knowledge of their sector of activity and innovative technologies.

Respect for others

Our core belief is that our collective endeavour makes us stronger, and that by working together we can find the best solutions. That's why we always listen carefully to and forge close relationships with our clients, partners and employees.

Taking positive action

We want to make innovation deliver results for as many people as possible and offer sustainable solutions with a positive impact that responsibly and ethically shape interactions between digital technology and society.

Professional excellence

We offer our visionary, integrated approach and our broad range of expertise to help guide our clients, partners and employees towards bold choices and convert opportunities into tangible, sustainable results.

Collective mindset

We believe collective intelligence, harnessing team spirit and each individual's talents, can help drive positive change and make the world a better place in a sustainable manner, exceeding what technologies alone can do.

Openness and curiosity

We encourage a bold, curious and accountable approach and seek to explore new avenues and employee innovative new technologies that can deliver transformative changes for everyone's benefit.

Corporate responsibility

Together, building a positive future by making digital work for people.

At Sopra Steria, we firmly believe that digital technology can create opportunity and progress for all. When closely linked to humanity, it creates a virtuous circle that benefits society as a whole. Sopra Steria has chosen to be a "contributor" company involved in building a sustainable world in which everyone has a part to play.

Seven key commitments, all directly aligned with the Group's business model, underpin its corporate responsibility strategy:

- Benchmark employer
- Constructive and open dialogue with stakeholders
- Long-term partner for our clients
- Involving the entire value chain in our corporate social responsibility programme
- Reduction in our environmental impact, contribution to a net-zero greenhouse gas (GHG) emissions economy
- Ethical business conduct
- Supporting local communities

Three priorities:

Helping combat climate change

Sopra Steria has committed to achieving net zero emissions by 2028

- Since 2015, greenhouse gas emissions related to our direct activities have fallen, in line with the objectives aligned with a 1.5°C trajectory, as certified by SBTi[2];
- Incorporation of emissions related to indirect activities in the carbon neutral programme;
- Offset of emissions not averted through investment in carbon capture projects.
- Carbon neutrality of emissions from direct activities since 2015 and integration of emissions from indirect activities in this programme by 2028.

Ambitious policy of bringing more women into the management team

The Group's target is for women to account for 30% of Executive Committee members[3] by 2025

- Further increase in the number of female Group employees;
- Roll-out of the Gender Equality Tour training programme;
- Two women joined the Executive Committee in 2020

Digital sustainability in our value proposition

Sopra Steria is accelerating innovation and digital inclusion

- Digital systems helping our clients achieve their sustainability goals;
- Digital inclusion outreach programmes;
- Sopra Steria Next signed up to the Digital Responsibility Charter.

88% reduction in business travel as a result of the Covid-19 pandemic

-36.7%
Reduction in GHG emissions[1] per employee in 2019 (2015 base)

-74.0%
Reduction in GHG emissions[1] per employee in 2020 (2015 base)

32.5%
Women as % of 2020 workforce
(2019: 32.0%)

34.0%
Women as % of new hires in 2020
(2019: 31.1%)

162
Outreach projects

supported by the Group including **17 digital projects** by the **Sopra Steria-Institut de France Foundation**

Recognition of ESG commitments[(4)] by the leading rating agencies in 2020

Non-financial rating agencies	MSCI	Sustainalytics	Vigeo Eiris	ISS QualityScore *1 for best to 10 for worst*	CDP Climate Change	CDP Supplier Engagement Rating	EcoVadis
Score/Category	AA Leader	73/100 Outperformer	62/100 Advanced	3	A List	A	Top 1% Platinum

(1) Greenhouse gas emissions from business travel, offices and on-site data centres
(2) SBTi: Science Based Targets initiative
(3) Group Executive Committee
(4) Environmental, Social and Governance

See Chapter 4 for more information

4. Corporate responsibility

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Using digital technology responsibly to accelerate positive change

Vincent Paris
Chief Executive Officer

"The Group is strongly committed to taking the challenges posed by social and environmental changes into account in its business and using digital technology to accelerate positive change"

The world is having to simultaneously reckon with unprecedented upheavals in the areas of climate, public health, society and technology. These upheavals will have a lasting impact on all economies and make populations more vulnerable. They pave the way for far-reaching changes that we must seize to transform our lifestyles and growth models.

The events of 2020 prompted greater awareness of these issues, heightening the need for citizen engagement in response to a search for meaning and purpose within society. Our policy on corporate responsibility in support of a more sustainable world resonates strongly with the current environment.

The Group is resolutely committed to taking the challenges posed by social and environmental changes into account in its business and using digital technology to accelerate positive change. The crisis has prompted us to strengthen our sustainability strategy, which we have been able to successfully leverage by working with all our stakeholders to more quickly build resilience all along our value chain.

At the heart of our employee policy, we have continued to work towards greater diversity and equal opportunities, setting ambitious targets for all Group entities. We have continued with our skills development programmes to enable us to anticipate and respond to our clients' evolving needs.

During exceptional periods when the coronavirus crisis meant working from home became a necessity, we very quickly adapted the Group's working practices and put in place measures to provide our employees with all the support they needed. We maintained employment levels, stepped up our training programmes and continued to recruit.

The digitalisation of the economy, education, training and learning has accelerated sharply in an irreversible trend that has further heightened social inequality. All Group entities have taken action to help the most vulnerable populations through extensive solidarity programmes focused on digital inclusion.

Sopra Steria has a long-established culture of solidarity at every level of the organisation. As the Sopra Steria–Institut de France Foundation celebrates its 20th birthday in 2021, we share our pride in it with all the employees and non-profit organisations who work every day with the Group's support.

Lastly, for the fourth year running the CDP has recognised Sopra Steria as a global leader on action to address climate change and protect the environment, including the Group on its climate change A-List. This renewed recognition bolsters our strategy on net zero emissions, which we aim to achieve across all our direct and indirect activities by 2028. Through this strong and decisive commitment, we want to be the partner of choice for our clients, helping them address their own environmental challenges as we develop our business.

Our ability to manage change, work together and stay the course over the long haul is a key strength that will help us, as a Group, continue to help build a more sustainable world.

Foreword

This is the third year since the new Statement of Non-Financial Performance (SNFP) was introduced. This year, as part of its Universal Registration Document, Sopra Steria is publishing a Corporate Responsibility Report incorporating information (relating to the workforce, the environment, society, human rights, anti-corruption measures and the prevention of tax evasion) relevant to the Group's key non-financial risks, as required by the SNFP rules, as well as voluntarily reporting all helpful and important labour-related, environmental and social information under the banner of Sopra Steria's corporate responsibility programme.

The Group's business model is described in the "Business model and value chain" section within the integrated overview of Sopra Steria, of this Universal Registration Document (pages 8 to 9).

Key risks and methodology together with policies, procedures and actions to manage and control these risks, including non-financial risks, are set out in Chapter 2 of this Universal Registration Document (pages 35 to 50).

1. Sopra Steria: A committed and responsible Group, making a sustainable, human and enlightened contribution

1.1. Overview of the Group's corporate responsibility strategy and governance

Our corporate responsibility approach is underpinned by the mission Sopra Steria set for itself in 2019: "**Together, building a positive future by making digital work for people**".

We firmly believe that digital technology can create opportunity and progress for all. When closely linked to humanity, it creates a virtuous circle that benefits society as a whole. Sopra Steria has chosen to be a "contributor" company involved in building a sustainable world in which everyone has a part to play.

We see our contribution as sustainable, human and guiding.

Sustainable: we see our actions – whether in running our businesses or helping our clients with their digital transformation – as part of a long-term approach. Our approach in support of a more sustainable world encompasses all our environmental, social, ethical and inclusive commitments.

Human-centred: our activities are focused on implementing projects that foster digital inclusion, equal opportunity and social open-mindedness. For a number of years now, we have been committed to education for young people, inclusion for people with disabilities and professional development for women.

Guiding: our contribution is rooted in our ability to anticipate, understand and translate the challenges posed by digital technology so as to be able to better assess their impacts on everyday life. We are thus able to help our clients meet their own sustainability challenges. We work with our ecosystem and contributing to the debate on the impact of digital technology on society in order to inform our work on the responsible use of digital technology.

The Group's corporate responsibility strategy is based on our values, convictions and a high level of commitment across the Group. We are keen to be a responsible company that mobilises all its stakeholders to help create a more sustainable world.

This strategy is shaped by seven key priorities, all aligned with the Group's business model:

- Being a leading employer that attracts the best talent, fosters employee dialogue and promotes diversity and equal opportunity;
- Being a long-lasting partner for our clients, meeting their needs as effectively as possible by providing them with the best technology as part of a responsible and sustainable value-creating approach;
- Establishing ongoing constructive and transparent dialogue with our stakeholders;
- Achieving "net zero" emissions by 2028, protecting resources and helping combat climate change;
- Acting ethically and with integrity in our day-to-day operations and across all our business activities;
- Supporting local communities by stepping up our community engagement initiatives, notably in the area of digital inclusion;
- Collaborating with our ecosystem to adapt our initiatives in response to the major changes we face;

This strategy is based on our commitment to the United Nations Global Compact and on the materiality matrix that we use to assess the non-financial challenges that the Group faces. The relevant information is set out in Section 1.1.1, "Contribution to Sustainable Development Goals through the materiality matrix", of this chapter (pages 100 to 102).

A dedicated governance structure coordinates implementation of policy and associated improvement plans.

NOUS SOUTENONS LE PACTE MONDIAL

UN GLOBAL COMPACT

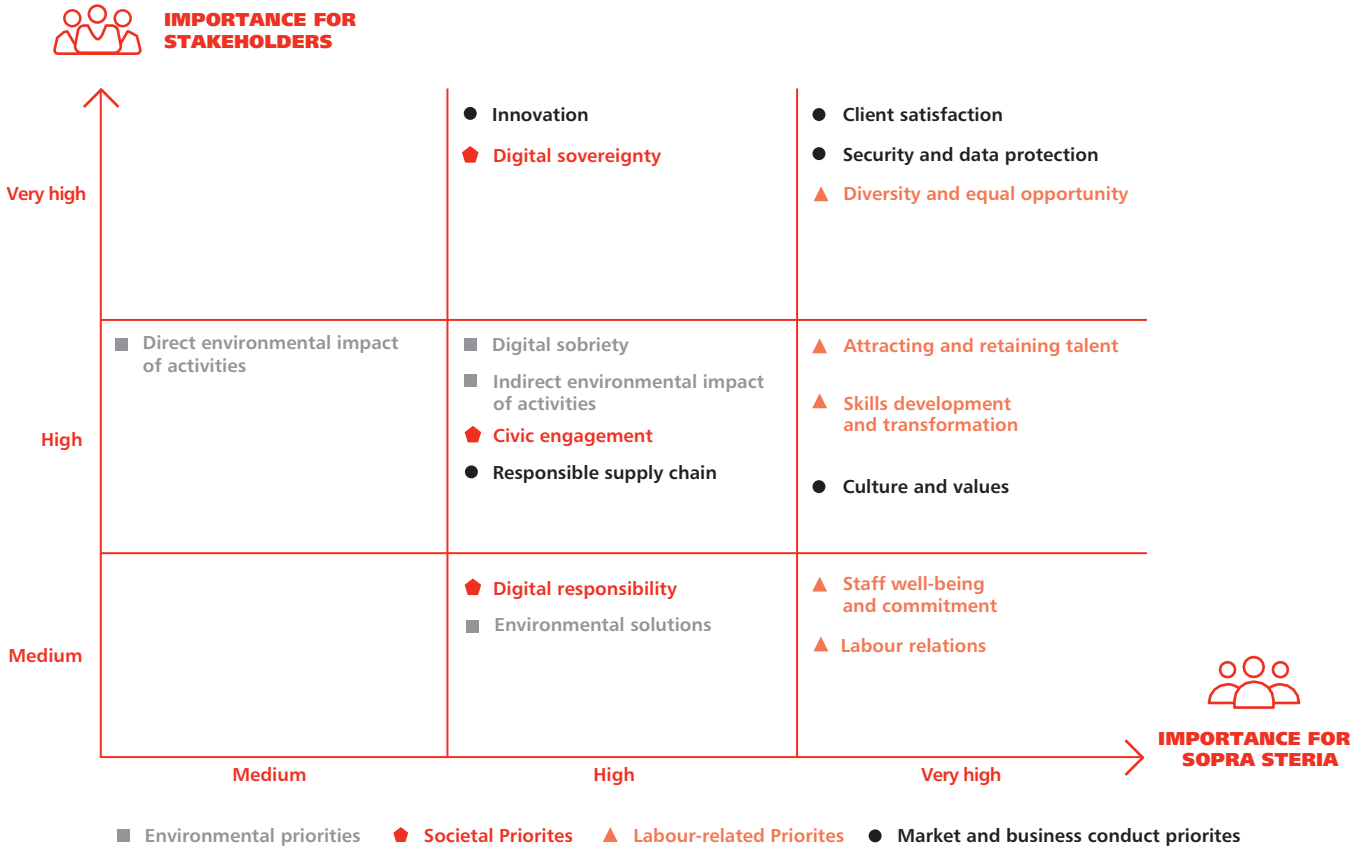
Global Compact Advanced Level – top 8%

1.1.1. CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS THROUGH THE MATERIALITY MATRIX

Materiality analysis helps identify and prioritise the most relevant material and non-financial issues for the Group and its stakeholders. Looking out to 2023, we have identified 17 priorities in the materiality matrix as being directly aligned with the Group's business model and strategy. The relevant information is set out in the introduction, "Integrated presentation of Sopra Steria", of this Universal Registration Document (pages 8 and 11).

The analysis is shown graphically in the form of a matrix plotting the significance of priorities for the Group (x-axis) against their significance for the organisation's external stakeholders (y-axis).

MATERIALITY MATRIX



The Sustainable Development Goals (SDGs) are the 17 global priorities adopted by the United Nations General Assembly for the period to 2030. Together they form a plan of action for peace, humanity, the planet and prosperity. Through its corporate responsibility programmes targeting social, societal, environmental and ethical goals, Sopra Steria directly or indirectly supports the 17 United Nations SDGs. This contribution is further detailed in the tables breaking down issues pertaining to the materiality matrix and presented under the various policies and achievements set out in this Universal Registration Document.

EMPLOYEE-RELATED PRIORITIES

Priorities	Skills development and transformation	Attracting and retaining talented employees	Well-being at work and commitment	Diversity and equal opportunity	Labour relations
Opportunities arising from priorities	Develop employability and align employee skill sets with the new client priorities	Gain recognition as the employer of choice among top industry and digital professionals	Foster employee development and build their engagement in support of a corporate plan that is meaningful and adds value for everyone involved	Eliminate all forms of discrimination, achieve a very good gender balance and promote diversity at every level of the business	Forge a constructive workplace dialogue benefiting the Group's and employees' development
Sopra Steria's direct contribution to the SDGs	4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH	8 DECENT WORK AND ECONOMIC GROWTH	3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY, 10 REDUCED INEQUALITIES	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH
Sopra Steria's indirect contribution to the SDGs		3 GOOD HEALTH AND WELL-BEING, 17 PARTNERSHIPS FOR THE GOALS	8 DECENT WORK AND ECONOMIC GROWTH	8 DECENT WORK AND ECONOMIC GROWTH, 17 PARTNERSHIPS FOR THE GOALS	

MARKET AND BUSINESS CONDUCT PRIORITIES

Priorities	Client satisfaction	Innovation	Culture and value	Data security and protection	Responsible supply chain
Opportunity arising from priorities	Focus on the Group's strengths: close relationships, responsiveness, reliability and high-quality delivery Achieve and maintain leading-edge production efficiency	Support clients' digital transformation by gaining a lead in the top technologies on the market and by working with an innovative ecosystem predicated on major technological partnerships and startups	Develop a culture of entrepreneurship in our teams founded on creativity, collective endeavour and close client relationships and supported by the Group's values	Safeguard the security of operations and the confidentiality of personal and client data by implementing robust and agile frameworks, paying special attention to cybersecurity	Work with suppliers and service providers fully aligned with the Group's responsible purchasing priorities
Sopra Steria's direct contribution to the SDGs	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 17 PARTNERSHIPS FOR THE GOALS	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 17 PARTNERSHIPS FOR THE GOALS
Sopra Steria's indirect contribution to the SDGs	8 DECENT WORK AND ECONOMIC GROWTH	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH		1 NO POVERTY, 5 GENDER EQUALITY, 10 REDUCED INEQUALITIES, 13 CLIMATE ACTION

SOCIETAL PRIORITIES

Priorities	Digital sovereignty	Civic engagement	Digital ethics
Opportunity arising from priorities	Help build a firm grasp of data issues across both the public and private sector	Ratchet up the commitment of the Group and its employees to foster digital inclusiveness and support the most vulnerable sections of society	Develop an ethically robust approach to applications and uses of digital technology
Sopra Steria's direct contribution to the SDGs	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	5 GENDER EQUALITY; 17 PARTNERSHIPS FOR THE GOALS; 10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Sopra Steria's indirect contribution to the SDGs	8 DECENT WORK AND ECONOMIC GROWTH; 17 PARTNERSHIPS FOR THE GOALS	1 NO POVERTY; 2 ZERO HUNGER; 3 GOOD HEALTH AND WELL-BEING; 6 CLEAN WATER AND SANITATION; 7 AFFORDABLE AND CLEAN ENERGY	4 QUALITY EDUCATION; 11 SUSTAINABLE CITIES AND COMMUNITIES; 13 CLIMATE ACTION; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

ENVIRONMENTAL PRIORITIES

Priorities	Environmental impact of direct activities	Environmental impact of indirect activities	Environmental service solutions	Digital sobriety
Opportunity arising from priorities	Keep the Group's business travel, office space and data centres carbon-neutral	Extend carbon-neutral approach to waste, commuting journeys and the supply chain	Inform clients about and support them with managing their own environmental challenges	Reduce digital technology's environmental footprint by developing the services delivered to clients
Sopra Steria's direct contribution to the SDGs	7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION; 17 PARTNERSHIPS FOR THE GOALS	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION	7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
Sopra Steria's indirect contribution to the SDGs	11 SUSTAINABLE CITIES AND COMMUNITIES; 15 LIFE ON LAND; 17 PARTNERSHIPS FOR THE GOALS	8 DECENT WORK AND ECONOMIC GROWTH; 11 SUSTAINABLE CITIES AND COMMUNITIES; 15 LIFE ON LAND	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES; 15 LIFE ON LAND	6 CLEAN WATER AND SANITATION; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES; 14 LIFE BELOW WATER; 15 LIFE ON LAND

The priorities resulting from the materiality matrix, the related policies and their main results are presented in the corresponding sections of this Universal Registration Document.

In 2020, as part of the events marking the United Nations' 75th anniversary and the 20th anniversary of its Global Compact, the Group responded to the call to action launched by the organisation and joined its "Uniting Business for a Better World" pledge, along with more than 1,200 other companies worldwide, to promote peace, justice, strong institutions, adherence to the Global Compact's 10 principles and the achievement of the SDGs.

1.1.2. A CORPORATE RESPONSIBILITY GOVERNANCE STRUCTURE SUPPORTING THE GROUP'S PRIORITIES

The Chief Executive Officer, in conjunction with the Chairman of the Board of Directors, oversees the Group's corporate responsibility strategy, notably in relation to social, environmental and ethical issues. He chairs the Group's Executive Committee, which lays down operational guidelines in these areas. The Chief Executive Officer's compensation takes into account one or more criteria linked to social and environmental responsibility.

The Deputy Chief Executive Officer oversees the Group's corporate responsibility programmes. He represents Executive Management in dealings with major government and industry bodies touching on corporate responsibility issues; within the Group, he represents

Executive Management on key committees overseeing corporate responsibility. That being the case, he chairs the Corporate Responsibility and Sustainable Development (CR&SD) Committee and the Corporate Responsibility Advisory Board, both of which are described later in this document. In conjunction with the CR&SD Director, he oversees analysis of risks and opportunities relating to corporate responsibility issues.

The CR&SD Director acts as the Group's Chief Sustainability Officer. As a member of the Group's Executive Committee since 2020, she manages the Group's corporate responsibility programme and her compensation takes into account targets linked to performance under this programme. Governance of corporate responsibility is structured around this Group department and four interdependent units supported by functional and operational departments.

Group Corporate Responsibility and Sustainable Development (CR&SD) Department

Reporting directly to Executive Management, the Corporate Responsibility and Sustainable Development (CR&SD) Department establishes the framework governing the Group's corporate responsibility strategy. It coordinates action plans, manages reporting, and analyses and assesses performance. It is supported by the relevant departments and divisions and a network of representatives within each entity.

Its role is, in particular, to help entities take account of corporate responsibility goals and manage risks so as to:

- Structure policies;
- Define shared indicators to improve the consistency and coordination of the corporate responsibility strategy.

Each year, the strategy, issues and key achievements relating to corporate responsibility are presented for discussion to the Nomination, Governance, Ethics and Corporate Responsibility Committee of the Board of Directors.

Market Responsibility unit

This unit works with operational departments to help respond to requests from the Group's clients and partners. The unit is coordinated by the CR&SD Department at Group level. It is managed in close cooperation with Group departments responsible for overseeing programmes that fall within their scope: Internal Control, Legal and Purchasing.

Responsible Employment unit

Responsible employment is overseen by the Group Human Resources Department. This department coordinates work on issues linked to attracting talent, developing skills, fostering workplace well-being and promoting equal opportunity and diversity. It works with Executive Management to determine employee policy and implement associated programmes. It produces annual reporting covering all its actions.

Environmental Responsibility unit

This unit manages the programme to reduce the environmental impact of the Group's activities and its action to combat climate change. It works day-to-day with departments, both central (such as Real Estate and Purchasing, Information Systems, Industrial) and operational, and reports its activities and achievements annually. The unit, which is overseen by the CR&SD Department, is supported by a network of environment correspondents spanning all entities and countries.

The Group Environmental Sustainability Committee (GESC) is responsible for the Group's environmental programme, including climate issues. It works with the network of environment correspondents in each country. The GESC meets every two months to address environmental issues and risks identified by the network. It brings together functional expertise on climate issues to develop a strategy, implement actions and report on results.

Lastly, an Environmental Sustainability Unit was set up in 2020 to provide the Group's clients with access to expertise and tools developed in-house.

Community Engagement unit

This unit's activities are overseen by the Group CR&SD Department, which determines an engagement framework for the Group and coordinates the network of local stakeholders. In accordance with the framework laid down, each entity defines and implements community action programmes suited to the needs of its local communities. This unit oversees the actions of the Sopra Steria-Institut de France Foundation.

Two bodies rounding out the oversight system

Corporate Responsibility and Sustainable Development Committee

The Corporate Responsibility and Sustainable Development Committee (CR&SD Committee) is chaired by the Deputy Chief Executive Officer and coordinated by the CR&SD Director. Other members of this committee include the Sustainability Officer (who chairs the GESC), the Group Purchasing Director, the IT Director, the Internal Control Director, the Property Director, the Marketing and Communications Director, business and operations representatives, and representatives of the subsidiaries.

The Committee's role is to monitor the roadmap and progress against associated action plans, in relation to strategic priorities. It monitors progress on the Group's various corporate responsibility programmes.

Corporate Responsibility Advisory Board

The purpose of the Advisory Board is to provide external feedback on the various components of the Group's corporate responsibility approach. It consists of four external experts and key Group managers with responsibility for business units and major issues. In light of the coronavirus crisis, the Board met only once in 2020.

In 2020, the Advisory Board's membership included the following four independent experts:

- Marie-Ange Verdickt, former Director of Research and Socially Responsible Investment at La Financière de l'Échiquier, a company director working with institutions that champion social development;
- Patrick Bourdet, former founder and Chairman and CEO of Areva Med, an executive consultant and coach working with educational and child welfare bodies;
- Mark Maslin, Professor of Climatology at University College London (UCL), an expert in climate change and author of numerous studies and publications on climate issues;
- Frédéric Tiberghien, an honorary member of France's Council of State, Chairman of Finansol and Honorary Chairman of ORSE (Observatoire de la Responsabilité Sociétale des Entreprises – Observatory of Corporate Social Responsibility).

A new environment and climate expert, Jan Corfee-Morlot, joined the Committee in January 2021. Having previously headed up the OECD's environment and climate development programme, Jan Corfee-Morlot is now a Senior Advisor to the New Climate Economy project and lead author for the Intergovernmental Panel on Climate Change (IPCC).

The Group's corporate responsibility policies and strategies, including their social and environmental aspects, are subject to the same governance process and the same controls and disclosure procedures that apply to financial management.

On environmental matters, the GESC puts forward the most significant results, risks and opportunities to the CR&SD Committee for analysis; the CR&SD Committee in turn passes on significant results to the Internal Control department.

Internal control representatives in each country also notify the Internal Control department of potential risks. The Internal Audit department carries out an independent audit of these risks. These two departments regularly meet to exchange information and may present the most significant climate issues to the Group Executive Committee, which has authority to make decisions on such issues. They also present such issues to the Audit Committee and the Nomination, Governance, Ethics and Corporate Responsibility Committee.

1.2. Major recognition

In 2020, the Group received major recognition in the areas of corporate responsibility and sustainable development.

- The Group is ranked at Platinum level by EcoVadis, putting it in the top 1% of 3,200 companies assessed by EcoVadis in the area of corporate responsibility for the second year running.
- For the fourth year running, the CDP has awarded Sopra Steria its highest distinction by including the Group on its A List in recognition of the performance and transparency of its environment and climate programme. The Group is among the top 2.8% of 9,600 companies assessed by the CDP.
- MSCI: the Group was awarded an MSCI ESG rating of AA for the third year running.
- Vigeo: rated Advanced level, with a score of 62 out of 100, the Group ranks second in the European IT and telecoms sector.

Lastly, the Sopra Steria Group has been included in rankings produced by two French media organisations, in partnership with Statista:

- 2021 ranking of "France's most responsible companies" published by *Le Point:* eighth in the overall ranking and second in the IT and telecoms sector, as well as:
  - 10th out of the top 50 companies in the Environment category,
  - 14th in the Social category;
- Challenges: 11th out of 75 companies in the "Climate Champions" ranking;
- Sopra Steria earned a score of A in CDP's 2020 Supplier Engagement Leader assessment for its leadership and performance in engaging its suppliers on climate change.

In 2020, in recognition of its environmental, social and governance (ESG) performance, the Group was included in the following indices:

- Euronext Eurozone ESG Large 80;
- Euronext Eurozone 300;
- Euronext Vigeo Europe 120;
- Euronext Vigeo Euro 120;
- CDP Environment ESG FR EW;
- Euronext CDP Environment FR EOGE;
- Euronext CDP Environment FR EW;
- Ethibel Sustainability Index (ESI) Excellence Europe;
- Ethibel Sustainability Index (ESI) Excellence VM;
- Gaïa Index.

1.3. Overview of reporting scope

The Corporate Responsibility Report, presented in the 2020 Universal Registration Document, aims to set out the non-financial information that is most relevant to the Group in the context of its business model, its activities, main issues arising from the materiality matrix and the main risks facing the Group.

The information required to draw up this report is collected in accordance with a reporting procedure, available on request from Sopra Steria's CR&SD Department. This procedure is reviewed annually to take into account changes in the Group's scope and reporting approach and, with effect from 2018, new regulatory requirements arising from Ordinance 2017-1180 of 19 July 2017 on disclosure of non-financial information.

Based on regulations in force and taking into account the specific nature of its business activities, Sopra Steria measures the Group's progress in four areas: Workforce, Society, Environment, Ethics and Compliance.

The environmental reporting presented complies with the framework proposed by the CDSB[1] and with TCFD[2] recommendations.

This report includes a significant amount of information pertaining to Articles L. 225-100 and L. 225-102 of the French Commercial Code and Articles 70 and 173 of the Energy Transition for Green Growth Act, its implementing decree 2017-1265 of 9 August 2017, consistent with the general principles laid down in the guidelines of the GRI (Global Reporting Initiative) and aligned as closely as possible with the core subjects addressed by ISO 26000. A cross-reference table covering non-financial information included in the Statement of Non-Financial Performance has been added as an appendix to this document. The relevant information is set out in the, "Management Reports table" Section, of this Universal Registration Document (page 313).

Furthermore, pursuant to the seventh paragraph of Article L. 225-102-1 of the French Commercial Code, Sopra Steria has appointed Mazars as independent third party to verify that the Statement of Non-Financial Performance complies with the provisions laid down in Article R. 225-105 of the French Commercial Code and that the information provided pursuant to point 3 of the first and second paragraphs of Article R. 225-105 of the French Commercial Code, disclosed in this report pursuant to Article R. 225-105-2 of the French Commercial Code, is truthful.

(1) CDSB: For more information, see the Glossary on page 308.

(2) TCFD: For more information, see the Glossary on page 308.

Definitions of social indicators

Unless otherwise indicated, indicators are calculated on the basis of numbers of employees on permanent and temporary contracts and internship agreements. The following definitions are used:

- Permanent contract: Full-time or part-time employment contract entered into with an employee for an indefinite period;
- Fixed-term contract: Full-time or part-time employment contract entered into with an employee and expiring at the end of a specific period or on completion of a specific task lasting an estimated period;
- Frequency rate of workplace accidents in France: Calculated in business days, using the following formula: (Number of workplace accidents with work stoppage × 1,000,000)/Total number of hours worked by total workforce in the year;
- Severity rate of workplace accidents in France: (Number of working days lost due to workplace accidents × 1,000)/Total number of hours worked by all employees during the year. Work stoppages continuing on from the previous year are not counted. Work stoppages continuing on as a result of workplace accidents that occurred the previous year are not counted;
- Absence rate: Calculated in business days and on the basis of the average full-time equivalent workforce. It takes into account absences for illness, workplace accidents and accidents while travelling. It corresponds to the ratio of the number of actual calendar days' absence and the number of work days theoretically available;
- Percentage of employees with a disability: total employment units accounted for by employees with a declared disability ("disabled employment units" in France), multiplied by 1.5 where allowed under the rules applied by French government agency Agefiph (which promotes employment for people with disabilities), divided by the size of the relevant workforce. The workforce numbers used are also calculated according to the rules defined by Agefiph.

Scope of reporting

To ensure compliance with regulations, the Group has developed a reporting process for collecting the relevant data and leveraging the results in this document.

The following information (required by Article L. 225-102.1 of the French Commercial Code) has been excluded since it does not apply to Sopra Steria Group's business: combating food waste and food insecurity, promoting animal welfare and responsible food production.

Sopra Steria's corporate responsibility policy applies to all Group entities. The headcounts provided in the workforce section of this report and used in certain environmental indicators include all Group employees.

Depending on the indicator, the geographic scope is either:

- The full worldwide scope of Sopra Steria Group businesses (i.e. Sopra Steria Group);
- All Sopra Steria Group businesses in a given country (Sopra Steria France, Sopra Steria UK, Sopra Steria España, etc.). For each country, all Sopra Steria Group subsidiaries are included (Sopra Banking Software, Sopra HR Software, I2S, CIMPA, Beamap, Cassiopae, Galitt, 2MoRO, it-economics, APAK, SAB, etc.).
- As regards the scope of workforce indicators:
  - Companies consolidated in 2019 (SAB and Sopra Banking Software Senegal) and the joint venture formed with Sopra Financial Technology GmbH are included in all indicators shown. Neosphères, also acquired in 2019, is now fully consolidated by Sopra HR Software France. ADN'Co, which was acquired in January 2020 and consolidated by Galitt with effect from 1 September 2020, is an exception: indicators for Galitt include employees of ADN'Co (30 employees),
  - For Sodifrance, cxpartners, Soft-Maint, Anteo Consulting, Anteo E-Business Solutions and Mia Software, which joined the consolidated Group during 2020, only the "Total workforce Sc.qt.2.5" indicator will be calculated. The scope will be specified for each indicator;
- As regards the scope of environmental indicators (CDSB REQ-07/TCFD)[1]:
  - Headcount at companies acquired during 2020 (Sodifrance, ADN'Co, cxpartners and HoloCare AS) is included when calculating all indicators,
  - The scope of 2020 environmental reporting spans all entities over which the Group has both financial and operational control. The NHS SBS, SSCL and Sopra Financial Technology GmbH joint ventures are thus included in all indicators;
- As regards reporting policy (CDSB REQ-08/TCFD)[1]:
  - 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,
  - A snapshot of the reporting process and reporting tools relating to this report is set out in the reporting protocol available on request from Sopra Steria's CR&SD Department;
- As regards the reporting period (CDSB REQ-09/TCFD)[1]:
  - Corporate responsibility reporting covers the calendar year from 1 January to 31 December 2020. Any exceptions to calendar year reporting are indicated in respect of the data concerned,
  - 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.

An overview of the reporting process and reporting tools relating to this report is set out in the reporting protocol available on request from Sopra Steria's CR&SD Department.

- No corrections have been noted in relation to data published in the 2019 Universal Registration Document (CDSB REQ-10/TCFD)[1].

(1) CDSB REQ: For more information, see the Glossary on page 308

2. Social responsibility: A committed and responsible collective effort

The Group is a participant in the United Nations Global Compact and supports the UN Sustainable Development Goals 3, 4, 5, 8, 10, 11 and 17 related to employment.

It adheres to the principles and fundamental entitlements of the Universal Declaration of Human Rights adopted by the United Nations General Assembly in 1948 and the European Union's Charter of Fundamental Rights, and abides by the eight fundamental conventions of the International Labour Organisation (ILO).

The Group is notably committed to:

- Complying with European Community and domestic labour law and collective bargaining agreements in each country where the Group operates or, if necessary, put in place measures intended to improve relations between management and labour;
- Upholding, in particular, freedom of association and the right to collective bargaining in each relevant country, the elimination of forced or compulsory labour and the effective abolition of child labour.

The Group's corporate responsibility policy is aligned with these commitments. More generally, it aims to abide by the principles of equal opportunity and non-discrimination. The goal is foster a caring work environment where everyone feels recognised and valued irrespective of origin, gender, age or disability.

The Group's ambition is to attract the best professionals and anticipate future skills requirements through a broad training offering. These ambitions and a working environment nurturing professional development and well-being help to attract and retain its talent.

Governance

All matters relating to talent management, employee training and diversity are managed by the Group Human Resources Director, supported by a network of country and/or subsidiary Human Resources Directors. The Group Human Resources Director reports directly to Sopra Steria's HR Transformation Director, who is a member of the Executive Committee.

2.1. 2020 context

The unprecedented economic crisis resulting from the Covid-19 pandemic has had a range of effects, from declines in business levels and a sharp slowdown in recruitment to cancellations of events and the need to move training online, with a pronounced impact on most indicators.

Against this backdrop, the Group nevertheless took pains to maintain and strengthen relationships with employees, applicants and students across all geographies, despite lockdown measures.

With all employees working from home, regular surveys of the employee climate were carried out and support and communication measures implemented to ensure that the Group continued to listen to and maintain close contact with employees. The relevant information is set out in Section 2.3.3, "Working conditions and organisation" of this chapter (page 114).

The Group also reaffirmed its desire to maintain commitments given to applicants and students before the crisis so as to welcome them in the best possible conditions in spite of a complex and unprecedented situation.

2.2. Responsible employment challenges

Digital technology is a strategic sector of the economy and a real necessity at a time when society must reinvent itself while also maintaining a long-term vision.

The Sopra Steria Group is transforming itself to increase its value to clients by addressing their business challenges, combining its various service offerings as part of an end-to-end approach and incorporating digital technology at every level. It seeks to continually develop the abilities of its teams, to ensure that they can constantly adapt to technological and market changes.

Against this backdrop, Sopra Steria's ambitions in relation to responsible employment practices entail five types of challenges for the Group:

- As regards **attractiveness**, **attracting and retaining** the very best digital professionals to support the Group's development;
- As regards **skills maintenance and development**, maintaining and developing employees' skills to proactively meet clients' current and future needs;
- As regards **diversity and equal opportunity**, addressing major public interest issues and preventing any form of discrimination, with a focus on promoting access to employment for people with disabilities, gender equality in the workplace and access to employment for young people;
- As regards **labour relations**, forging with employee representatives a constructive dialogue and negotiations to plan ahead for and support the major changes affecting the Group;
- As regards **health and safety**, offering an environment conducive to quality of life in the workplace.

Given the nature of the Group's business, not all the labour-related challenges set out above are main risks for the company as defined in the Statement of Non-Financial Performance. Only attractiveness and skills maintenance and development are main risks for the Group and treated as such in the "Risk factors" section. The relevant information is set out in Section 1, "Risk factors", chapter 2 of this Universal Registration Document (pages 36 to 42).

Policies, actions and achievements associated with these five challenges are described below.

2.2.1. ATTRACTING AND RETAINING MORE TALENT

Employee engagement, motivation and skills are key factors in the Group's success and depend on its ability to attract and retain talent.

To attract and retain more talent, the Group must be a leading player in the digital sector, acting boldly and decisively. To meet this challenge, three innovative policies have been implemented to promote close contact with applicants and employees through personalised support. These policies form part of a long-term strategy aimed at ensuring the transparency of our HR practices. They are broken down as follows:

- **The employer brand policy** aims to increase awareness of the Group among applicants and employees through HR marketing and communications campaigns designed to share the Group's values;
- **Recruitment policy** is based on the principles of equal opportunity and non-discrimination. This proactive policy contributes to the national effort to foster access to employment for young people by taking on young graduates, interns and work-linked training students. It is aligned with new uses for digital technology and the transparency demanded by today's job seekers. This policy is structured around four types of actions:
  - Promoting jobs in the digital field to attract more young people and, in particular, women,
  - Making a meaningful difference: offering an enriching experience through innovative civic projects. The relevant information is set out in Section 2.2.3, "Diversity and equal opportunity", of this chapter (pages 109 to 111),
  - Facilitating transparency to meet applicants' expectations: free exchanges between employees and applicants via platforms like PathMotion and Glassdoor,
  - Fostering international mobility: offering students and employees opportunities to broaden their career paths;
- The **retention policy** seeks to respond to employees' expectations and needs. It is based on a robust induction and integration programme and supported by close relationships between management and staff. The induction and integration programme is a key ingredient in the retention not only of new recruits but also of employees joining the Group through mergers and acquisitions. The policy is served by an action plan structured around three key areas of focus:
  - A **specific induction** process adapted to the appropriate level of experience, together with a common "Get on board" seminar aimed at all new recruits. There are two tracks: one for young people and the other tailored to inductees' seniority. These two processes help new recruits gain an understanding of and share the Group's culture, values and fundamentals
  - An **ongoing career and skills** assessment and development process to maintain staff employability. The relevant information is st out in Section 2.2.2, "Maintaining and developing skills", of this chapter (pages 108 to 109),
  - An international **Group employee share ownership programme** to give all employees a more meaningful stake in the company's performance.

2020 achievements

- **Attractiveness:** Many events continued to run, with modules and forums adapted to a digital format. Virtual events were held to maintain ties with students and give them opportunities to get to know the Group's business areas. The Group's position in rankings was affected by the Covid-19 crisis. Since rankings rely on a certain volume of responses, some organisations decided not to produce a ranking this year due to low numbers of responses.
  - 614 school initiatives, compared with 1,000 in 2019 (76% of scope: Belgium, Denmark, France, Germany, India, Italy, Morocco, Norway, Poland, Spain, United Kingdom),
  - LinkedIn: 23% more followers (336,762 compared with 274,000 in 2019),
  - **Sopra Steria recognised by employees and applicants:**
  - Happy Trainees France: while Sopra Steria was once again accredited in 2020, no ranking was drawn up due to the Covid-19 crisis. For reference, Sopra Steria ranked ninth in the 2019 Happy Trainees ranking,
  - Happy Trainees World: the Group was not accredited in 2020 due to the difficulty of hosting interns and work-linked training students in some countries as a result of the Covid-19 crisis. The Group ranked seventh in the 2019 Happy Trainees World ranking,
  - Happy Candidates: the Group was certified for the second year running,
  - Potential park: Sopra Steria held on to its place in the top 20. Technical problems meant the Potential park audit could not be carried out under optimal conditions, resulting in the Group falling four places (from 15th to 19th among French companies in the top 100 CAC 40 and SBF 120 companies ranked in relation to their use of digital channels for recruitment in 2019),
  - Universum: amid the unprecedented circumstances of 2020, Sopra Steria maintained its connections with students by way of virtual events. The Group needs to further step up its presence in schools to build its relationships with students, thus strengthening the Group's position as a preferred employer. Down six places from 75th to 81st place, based on a sample of 36,917 students,
  - The Group was recognised as an "Open Company" by Glassdoor;
- **Mobility**: the internal mobility portal was overhauled and is now accessible to all Group entities in France. There were 78 intragroup staff transfers in 2020 (275 in 2019), but no interns or work-linked training students (76 in 2019), and 13 destinations, compared with 17 in 2019;

- **Recruitment**: the Group maintained commitments given to applicants who had signed an employment contract or internship agreement before the first lockdown was announced in March. However:
  - With lockdown measures severely affecting the global economy, the number of new hires declined correspondingly; 6,133 new hires (vs. 10,844 in 2019), with an increase in the proportion of women (34%, vs. 33.1% in 2019). Recruitment remained strong among under-25s, accounting for 29.5% of new hires (vs. 35% in 2019),
  - The number of interns and work-linked training students declined significantly: 846 interns hosted in 2020, vs. 1,562 in 2019 (64% of scope: Austria, Belgium, France, Germany, Italy, Luxembourg, Morocco, Poland, Spain, Switzerland and Tunisia); 557 work-linked training students in 2020, vs. 837 in 2019 (41.8% of scope: France),
- **Retention**: keeping in contact with and retaining employees were both key priorities. The induction process was adapted to a virtual format as soon as the first lockdown was announced in March to ensure that new recruits were given a proper welcome. A major HR communications campaign was also rolled out, including working from home best practice guides, in-house surveys, regular communications, and so on,
  - **Overhaul of the induction process**: the new induction programme, "Immediate Boarding", offering a range of online training options, guides and training sessions, was rolled out in digital format. Three face-to-face sessions and 15 remote sessions were held, delivering training to over 1,500 new recruits in an immersive and innovative environment. This training included input from key internal stakeholders, video interviews, workshops and live feedback,
  - **Employee share ownership**: an employee share ownership programme to give all employees a more meaningful stake in the company's performance.

GREAT PLACE TO WORK

Great Place To Work.

Launched in 2019, Sopra Steria's survey of its entire workforce (82% participation rate), conducted with the help of Great Place to Work (GPTW), forms part of an overarching approach to transformation in which the Group's employees are the key stakeholders. In 2020, the Group responded to the needs that employees had expressed the previous year, especially for more information on HR processes or during review cycles, as well as for more opportunities for informal chats with management, by running workshops in all entities to develop and implement initiatives to address them: training of 16 Great Place to Work project managers by GPTW in early 2020, networking and community building, with programmes such as Mood and Morale in the UK, Together Sopra Steria in Spain, and Restoacasa in Italy. Norway topped the Great Place to Work ranking for the fourth year in a row. Germany, Italy and Switzerland secured Great Place to Work certification. The Great Place to Work survey will be run again in 2021.

HUMPACT

HUMPACT

Sopra Steria came in second place, out of a total of 250 companies analysed in France, in the 2020 *Grand Prix Humpact Emploi* France, a ranking released by the ESG rating agency Humpact that recognises companies having implemented the most exemplary social policies for employment in France.

2019-2021 performance indicators

- Target of scoring 4/5 on Happy Trainees world within three years: no score in 2020. For reference, 3.88 out of 5 in 2019, in line with target (put on standby due to Covid-19).
- Target of a 25% increase in social media followers: up 23% in 2020. These figures underscore the level of interest and engagement in the Group's communities. It should be noted that Sopra Steria opted to post less in 2020 and reassessed the number of campaigns planned to promote the Group's activities.
- Target of increasing % of employees under 30: up 0.2 percentage points between 2019 and 2020, in line with target.

2.2.2. MAINTAINING AND DEVELOPING SKILLS

The digital revolution, the expectations of the next generation and the uncertain environment we are currently navigating all mean we must constantly be developing our employees' skills so as to:

- Respond even better to client expectations and serve the Group's strategy;
- Sustain motivation and develop employee engagement;
- Develop performance and maintain employability.

To meet these challenges, the Group has implemented a number of initiatives:

- **Annual updates of the Group's digital Core Competency Reference Guide** to provide a shared framework for understanding our businesses, appraising employees and supporting career development;
- **Provision of a common performance appraisal system** based on ongoing dialogue between employees and their managers and resulting in an individual development plan;
- **Annual implementation of the "People Dynamics"** process to identify far-reaching changes affecting our businesses over the next one to three years (emerging jobs where there is positive pressure, and/or that are sustainable or sensitive) and draw up HR action plans for integrating, maintaining and developing the required current and future skills.

These initiatives are supplemented by a proactive training policy, which constitutes one of the primary vehicles for adapting our people's skills. This policy is supported by the Group Executive Committee and an Academy. The goal of this policy is to ensure that the Group has access to the appropriate skills at all times and in all places, particularly as project cycles accelerate. To achieve this goal, the following initiatives are being implemented across the Group:

- Changes to the Academy to make it more cross-functional and more closely aligned with each country's needs: creation of business line, subsidiary and corporate Academies;
- Refresh of the Academy offering and training courses, notably including "Group fundamentals, management", "Induction for new employees", "Business-specific courses", technology courses (cloud, agility, end-to-end), commerce course;
- Accelerated digitisation of programmes and availability of new e-learning platforms.

2020 achievements

The circumstances surrounding the Covid-19 crisis led to a more rapid expansion of digital training offerings. The Group also rolled out a reskilling policy to address production overcapacity in some entities and business sectors hit particularly hard by the crisis.

- Update and rollout of the Group's **Core Competency Reference Guide**, now including video portraits giving an overview of the Group's businesses to show them in a clearer light (100% of scope);
- All **employees are assessed** against the same criteria. There were 4,117 promotions, with women accounting for 35% of the total. The number of promotions represents 9.8% of the permanent contract workforce in post all year long[(1)] (94% of scope for promotions);
- The scope of the People Dynamics approach was extended to cover the whole of the Group;
- Decline in the number of training hours delivered to 1,207,065 hours, including 16,700 hours of reskilling, representing a slight decrease of 4.4% relative to 2019, when 1,263,354 hours of training were delivered (100% of scope; workforce excluding interns). This decline was due to several factors, including the impact of the Covid-19 pandemic and the greater proportion of online training, with an average number of training hours adapted to the prevalence of remote training;
- In France, the budget allocated to training equates to 4.6% of total payroll (42.8% of scope);
- Digitisation of training offering:
  - 90% of employees trained through e-learning modules, up from 88% in 2019,
  - 88.4% of employees trained through e-learning modules, excluding compliance modules, up from 28% in 2019,
  - 8% of employees completed Group compliance e-learning modules, down from 82% in 2019, given that no new Group compliance e-learning modules were launched in 2020.

2019-2021 performance indicators

- Development of digital training offering: goal of training 30% of employees via digital channels (excluding Group compliance e-learning) within three years achieved at 88.4%, thus well beyond the target.

2.2.3. DIVERSITY AND EQUAL OPPORTUNITY

The Group reaffirms its commitment to combat discrimination, based on the principle of equal opportunity. The Group is keen to create a caring environment where everyone works together to foster inclusion and well-being. As such, it endeavours to recruit employees from a diverse range of backgrounds and to treat all employees fairly. This approach is underpinned by four inclusive policies:

- A gender equality policy;
- A disability policy;
- An intergenerational policy;
- A policy promoting diversity and access to employment for young people.

The gender diversity policy is designed to develop women within the Group and support their career development at every level of the business. This policy is implemented through specific actions to ensure that women are ultimately represented at every level of the company – particularly in **management positions and on senior management bodies** – in proportion to their percentage of the total workforce.

a. Increasing the proportion of women in the workforce and in management positions

The Group has implemented a diversity programme backed by Executive Management, "TogetHER For Greater Balance", to involve employees in an innovative collective intelligence exercise designed to tease out ideas and best practice. This long-term programme is helping raise awareness of the need to increase the proportion of women in the digital sector, where they are significantly under-represented. It also aims to promote initiatives and success stories, which are gathered and shared throughout the year. They are made available via a dedicated platform accessible to all employees. The goal of sharing initiatives in this way is to inject fresh momentum by inspiring people and encouraging interaction between countries.

The six types of initiatives collectively identified and implemented are as follows:

- **Setting numerical targets** to track changes in how well women are represented within the workforce and in management positions (proportion of women recruited; overall proportion of women in the workforce; proportion of women promoted);
- **Launching Group awareness campaigns** under the "TogetHER for Greater Balance" banner, backed by Executive Management, to reaffirm the Group's commitment to diversity;
- **Training employees at every level** to lead the cultural and behavioural change needed to allow women to advance (addressing the impact of stereotypes on decision processes, sexual harassment, sexism, etc.);
- **Supporting career development** for women through mentoring programmes;
- **Promoting role models** through testimonials, talks, webinars, and internal and external multimedia campaigns involving inspiring women in the Group;
- **Fostering gender diversity networks** to identify and attract women in the digital sector through talks, notably at secondary schools and higher education institutions.

b. Increasing the proportion of women in senior management positions

Building on its experience with the gender equality programme Toget'HER for Greater Balance, the Group's Executive Management has drawn up an action plan and targets to increase the proportion of women in senior management positions, in line with the recommendations of the AFEP-MEDEF code.

In the context of this action plan, senior management positions are broadly defined as including all of the highest echelons in the Group's organisation: the Executive Committee, of course, but also "upper management", corresponding to the 3% of employees on permanent employment contracts belonging to the two highest echelons. This second, less visible category is very important for the functioning of the Group's organisation and includes future Executive Committee members.

(1) A promotion corresponds to a change of level/classification relative to the permanent contract workforce at 31 December a year earlier.

On Executive Management's recommendation, the Board of Directors has approved the following targets:

- Increasing the proportion of female Executive Committee members from 12% to 30%;
- Raising the proportion of women in upper management positions initially from 15% to 20%, thus a 33% increase.

The Board of Directors has set a time frame of five years to achieve these targets (thus by 2025). For several years, robust measures have been in place to actively promote gender equality within the Company and its Group. These measures function well. Their results are evaluated each year by the Social and Economic Committee for France and then by the Board of Directors. Although great progress has been made along these lines, this approach has not led to a significant increase in women moving into senior management positions. Executive Management is therefore moving forward with a more exacting programme, implemented for a large proportion of the Group's workforce, given that it operates in an industry environment that tends to be male dominated. Ambitious goals cannot therefore be set uniquely by taking a medium-term view. Nevertheless, the Board of Directors has adopted an intermediate target relating to the proportion of women in upper management, which will need to reach 17% by mid-2023.

- Procedures for implementation

The Chief Executive Officer has put in place a specific operational the proportion of women in senior management positions, which is being monitored by the Chairman of the Board of Directors.

- Action plan to advance female leadership ("FID")

The aim of this action plan is to help more women move into roles at the Group's highest levels and ultimately to ensure that they are represented at every level in proportion to their percentage of the total workforce.

In order to achieve the Group's targets, a set of initiatives are required, which have been grouped into four priority areas:

1. Proactive plan to promote female talent by identifying candidates and facilitating their access to the highest levels of the organisation;
2. Proactive recruitment plan to help meet the targets for female representation at the levels concerned alongside internal promotion procedures;
3. Adjustments to HR and managerial practices to encourage gender equality, for example by ensuring participation by women in the HR structures for manager evaluation and selection;
4. Support actions for talented women to encourage and secure their move into senior management positions by setting up specific training, coaching and mentoring programmes.

The Board of Directors will monitor the implementation and results of this action plan and will report on its progress in the universal registration document. In addition, the implementation of this plan will be among the qualitative targets set for Executive Management in 2021.

2020 achievements

- **Group commitment**: "In support of retraining for women in the digital sector" manifesto sponsored by Syntec Numérique (41.8% of scope: France) to increase the recruitment of and proportion of women in jobs in the digital field (33.3% of new hires under the retraining programme were women, vs. 32.3% in 2019).
- **More women in the workforce and in management positions**: women represented 32.5% of the workforce in 2020 (32% in 2019) and 34% of new staff (33.1% in 2019), despite a drop in female enrolments in information and communications technology degree programmes (13% of all students in this area in 2016, down from 15% in 2011)[1]. Of the 10% most senior positions, 18.6% were held by women (compared with 17.96% in 2019).
- **A Group awareness campaign**, "TogetHER for Greater Balance", is launched annually by Executive Management. Aimed at all 44,768 employees, the campaign aims to reaffirm the Group's commitment to increase the proportion of women in the workforce and in management positions. Individual countries run their own initiatives to coincide with International Women's Day on 8 March; examples include lecture series in the United Kingdom, France and Spain where experts in the field address employees and senior managers.
- **Rollout of training programmes both Group-wide and at country level, for example**:
  - Group "Gender Equality Tour" training programme: 16 sessions were run in France as well as eight international and multicultural sessions in five languages, bringing together equal numbers of men and women from 16 countries, 60% of whom were managers (94% of scope: Belgium, Brazil, Côte d'Ivoire, France, Germany, India, Italy, Luxembourg, Morocco, Netherlands, Norway, Poland, Spain, Switzerland, United Kingdom, United States),
  - Sexual harassment training: 3,605 employees received training in preventing sexual harassment, as in India with the long-running Prevention of Sexual Harassment (POSH) programme and in France, where the existing module was improved and expanded. A training programme designed in conjunction with representatives of management and labour was launched, with two pilots rolled out to a group of HR Directors and employee representatives. The programme is to be rolled out to all employees in 2021;
- **Programmes supporting women to more quickly increase the proportion of women in management (47% of scope: France, Germany, India, United Kingdom):**
  - A total of 137 women took part in a mentoring programme;
  - Mentoring programmes were rolled out in various countries. These programmes mainly revolve around training (on topics like leadership, building stronger networks, etc.), individual coaching and close mentoring by a member of the relevant Management Committee or Executive Committee.
- **Campaigns promoting role models**:
  - "Super Banking Women", a serie of 22 videos from 13 Group countries highlighting the careers of inspiring women at Sopra Banking Software shared on social media: 300,000 total views (8% of scope),
- **Gender diversity networks**: over 1,600 employees are members of gender diversity networks (in Belgium, Denmark, France, Germany, India and the United Kingdom) working for greater diversity in the digital sector by including more men in the approach. Due to the Covid-19 pandemic, there were few opportunities in all these countries to give talks at secondary schools and conferences. Instead, webinars were held with the aim of promoting the role of women in the digital sector.

2021 targets: The "FID" action plan to increase female representation in senior management positions will be launched in 2021 and will include a five-year target.

(1) "Women in the digital age", European Commission study, 2016 : https://op.europa.eu/en/publication-detail/-/publication/84bd6dea-2351-11e8-ac73-01aa75ed71a1/language-fr

- **2021-2025 indicator**: **women to make up 30% of Executive Committee members and hold 20% of senior management positions by 2025** (with an intermediate target of 17% for women in senior management positions by 2023).

In 2021, Sopra Steria signs the **UN Women Charter** and endorses the **7 WEPs** principles.

A disability policy aiming to favour the recruitment and continued employment of people with disabilities through innovative initiatives in the areas of recruitment, adapting the work environment, training and awareness.

The Group has reaffirmed its commitment and joined the ILO Global Business and Disability Network, an initiative run by the International Labour Organization (ILO). This network of businesses aims to share international best practice to improve the recruitment and induction of employees with disabilities.

The Group is committed to complying with local legislation, regulations and recommendations concerning employment for people with disabilities.

Differences in how disability is defined from country to country mean we are not able to collect consistent and comparable data.

2020 achievements

- The Group reaffirmed its commitment by signing the "Manifesto promoting inclusion in economic life for people with disabilities".
- The Group signed the ILO Global Business and Disability Network Charter.
- The proportion of employees with disabilities rose: 2.21% (41.8% of scope: France).
- Plan put in place to listen to and support employees with disabilities during the Covid-19 crisis.
- Awareness campaign in France and internationally.
- Assistance for 106 secondary school students with disabilities.
- Employees took part in the Challenge Innovation Awards to foster the emergence of solutions that improve day-to-day life and increase independence for people with disabilities. Three award-winning projects outside France will be supported by the *Mission Handicap* disability team.

Goals for 2021: Increase the proportion of employees with disabilities in France from 2.21% to 2.75% by 2023.

The Group's intergenerational policy aims to attract talented young people while ensuring that different generations continue to be represented. The Group promotes knowledge and skills transfer – a key component of its intergenerational policy – by appointing a mentor for every new recruit aged under 26.

2020 achievements

- Balance preserved in terms of age representation: 7% of the workforce was under 25 years of age (compared with 10% in 2019) and 9.9% was over 55 (compared with 8.7% in 2019).
- Introduced a phased retirement system to facilitate the transition to retirement.

A diversity and youth employability policy to ensure access to education for all and integrate young graduates into the world of work. This policy is in line with the principle of equal opportunity and is geared towards recruiting and developing talented young people. In pursuing this policy, the Group launches specific additional actions for young people from disadvantaged areas in order to:

- **Provide career guidance:** inform students about our business as soon as they enter secondary school;
- **Listen and build relationships:** help young people of secondary school age understand the business world;
- **Provide training for digital sector jobs:** foster inclusion and reintegration into employment for out-of-work young people.

2020 achievements

- **385 secondary school and university students** interacted directly with Sopra Steria employees (41.8% of scope: France):
  - **Providing career guidance to 256 secondary school students from disadvantaged areas:** hosted as part of their fourth-year work experience to learn about jobs in the digital sector and demystify algorithms (unplugged activity), in partnership with the non-profit organisation *Tous en Stage*,
  - **Listening and building relationships: 106 secondary school students** under the banner of the *HandiTutorat* programme in partnership with nine engineering schools. **23 students** in higher education mentored in partnership with non-profit organisation *Article 1*;
- **342 young graduates helped to move back into employment** through training designed to foster access to employment (43% of scope: France and Tunisia):
  - 171 unemployed young people recruited and trained in digital skills (France), 33.3% of them women (up from 32.3% in 2019), in partnership with work integration organisations such as *Ensemble Paris Emploi Compétences* (EPEC), the *Pôle Emploi* public employment centres or the *Maison des Jeunes Talents*,
  - The intake of 171 candidates recruited in Tunisia in 2019 continued their four-year retraining programme. Candidates recruited (48% of whom are women) hold bachelor's degrees or equivalent and receive help towards obtaining a postgraduate engineering degree. In particular, they are awarded scholarships covering their study costs for four years, receive personalised mentoring to help them fit in throughout the programme, and follow a specific training plan;
- **35 grants awarded to secondary school and university students with disabilities** to support them through their academic careers, in partnership with the FEDEEH.

Goals for 2021: Rerun initiatives and strengthen momentum at Group level.

2.2.4. LABOUR RELATIONS

Labour relations are a key driver of performance for an economy in support of an inclusive collective underpinned by the Group's values. The Group's adhesion to the UN Global Compact is in keeping with its commitment to uphold freedom of association and recognise the right to collective bargaining, in line with the principles of the ILO's eight fundamental conventions.

Sopra Steria seeks to implement measures intended to improve professional relations between the company and its employees even in countries that do not have an institutional framework governing the recognition of employee representatives' status. Non-discrimination policies and procedures are implemented with regard to employee representatives.

Against this backdrop and in accordance with legislation in force in each country where the Group operates, Sopra Steria is committed to establishing constructive dialogue with employee representatives on matters relating to corporate strategy and the company's economic, financial and employee policy.

The initiatives brought about by collective bargaining increase employees' sense of belonging, ensuring that all staff are committed to the corporate plan and that the challenges posed by digital transformation are met.

The Group supports and advocates these principles in its Code of Ethics, available on the Group website and thus accessible to all stakeholders.

Governance

Responsibility for labour relations in each country lies with the Chief Executive Officer and the HR Director. They are responsible for:

- Holding regular updates with representatives of management and labour to respond to employee expectations;
- Putting in place all bodies required by legislation in force in their country.

The Group's governance is exercised through regular (weekly, monthly and annual) steering meetings attended by the various companies' HR Directors to ensure that the approach to labour relations is consistent with Group policy.

2020 achievements

- 56 foundational labour agreements signed and implemented (compared with 49 in 2019);
- 326 agreements in force, compared with 291 in 2019;
- 74.2% of employees covered by a collective bargaining agreement or company-wide agreements, compared with 71.8% in 2019.

Goal for 2021: Labour relations remain a main issue for the Group's future development and for the successful implementation of new agreements.

2.2.5. HEALTH AND SAFETY

Sopra Steria's **workplace health and safety policy** complies with regulatory requirements in each country in which the Group has a presence. It forms part of a preventive approach to occupational risk aimed at protecting employees' and subcontractors' health and safety, improving their working conditions and promoting workplace well-being.

The Group's businesses are concentrated in the service sector and do not involve any high-risk activities, notably in respect of workplace accidents, which occur very rarely and are related purely to the hazards of everyday life (the Group has a very low workplace accident frequency rate).

This policy of prevention and support to promote health and well-being in the workplace is underpinned by a systematic approach based on a five-point action plan:

1. **Deliver detection and prevention training and awareness-raising:** roll out training and awareness plans to prevent accidents and improve employee health and safety;
2. **Provide employees with a psychological counselling and support unit:** this unit, staffed by psychologists, is completely independent of the company and can be accessed anonymously, confidentially and free of charge at any time;
3. **Analyse protection and welfare arrangements and travel and repatriation insurance cover** in each country;
4. **Form a network of stakeholders** working in the field;
5. **Monitor and analyse indicators** of absence and workplace accidents.

Governance

The Group Human Resources Director is supported by a network of country and/or subsidiary Human Resources Directors. Each country and/or subsidiary is subject to its own country's legislation. Health and safety committees in each country ensure that specific processes and measures are implemented at the local level. These measures concern, in particular, buildings (security of premises, furnishings, heating and air conditioning, etc.) and food (canteen, water, etc.).

2020 achievements

- **Training and awareness-raising:**
  - Covid-19 awareness-raising (Group): live events, occupational stress training, guides,
  - Training in safety rules and emergency first aid: 94.4% of employees are covered by training programmes to prevent accidents and improve employee health and safety (Belgium, France, Germany, India, Italy, Luxembourg, Norway, Poland, Spain, Sweden, Switzerland, Tunisia, United Kingdom, United States),
  - Sopra Steria launched new training for the Human Resources function on quality of life in the workplace. This training is designed to boost HR employees' skills and ability to address issues in this area,
  - Health and safety training: 1,245 employees trained (41.8% of scope: France);
- **Psychological counselling unit:** 82.2% of Group employees are eligible for this service (Belgium, France, Germany, India, Poland, Scandinavia, United Kingdom).
- **Continuation of the exercise to map personal insurance** and prevention measures in each country and analyse results (including social security cover, death benefit cover, early retirement and retirement), exercise to be continued in 2021.

Indicators:

- Two occupational illnesses recognised in France by CPAM, the national health insurance body (42.8% of scope: France),
- The absence rate was 2.5% in 2020, compared with 2.6% in 2019 (42.8% of scope: France),
- The workplace accident frequency rate fell significantly in 2020 to 1.26%, compared with 2.47% in 2019 (42.8% of scope: France). This decline was linked to the lockdown measures,
- The severity rate was 0.013%, compared with 0.033% in 2019 (42.8% of scope: France). This significant decline was also linked to the lockdown measures.

Goal for 2021: The aim is to build on initiatives launched in 2020 amid the pandemic to continue to roll out shared tools for use across the Group. A training and awareness campaign will be rolled out to employees on a phased basis to encourage them to identify risks and accidents and flag them up to a network of designated representatives.

2.3. Other labour-related information

2.3.1. JOBS AND THE WORKFORCE

For many years, the Group's growth has been backed by a proactive employment policy of recruiting talented individuals and developing employees' skills.

External growth is also a strong driver of the Group's development and increased business volumes. Thanks to the various acquisitions completed in 2020 (1,192 employees), the Group can offer a comprehensive response to its clients' needs in the areas of transformation and competitiveness.

At 31 December 2020, Sopra Steria Group had a total of 45,960 employees (44,768 employees excluding 2020 acquisitions, compared with 45,153 at end-2019), mainly based in France, Germany, India, Scandinavia, Spain and the United Kingdom, which together account for 89.4% of the Group's workforce.

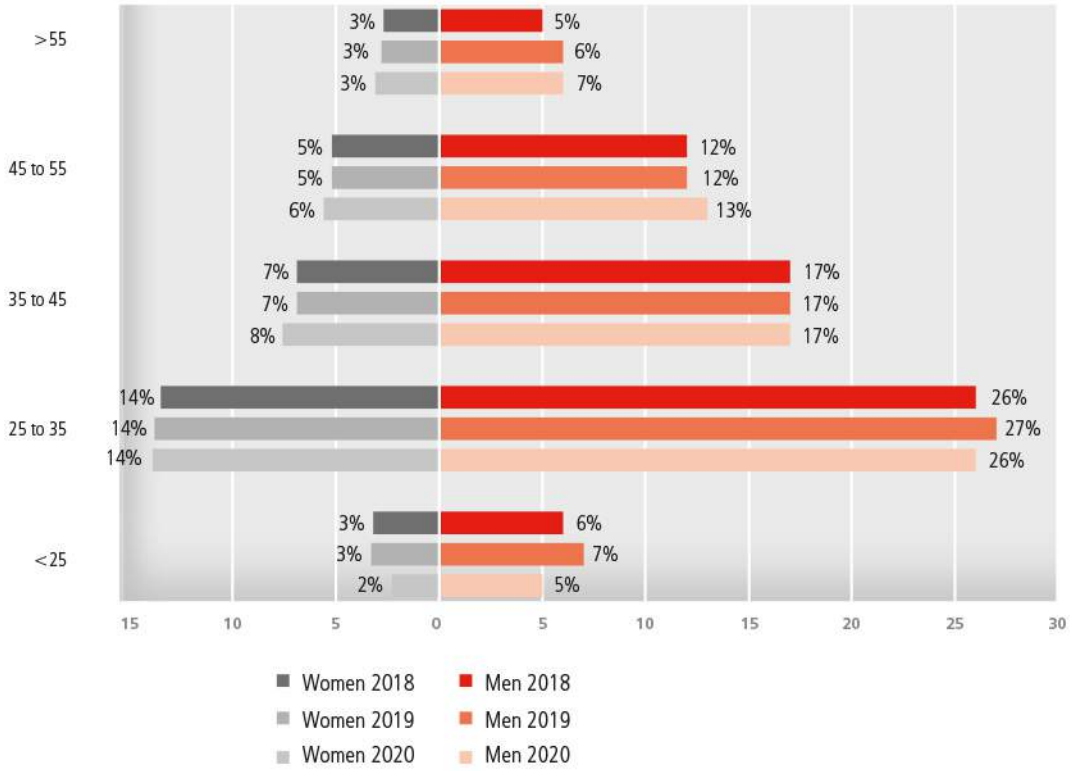
The decline in the workforce noted for the Group's reporting scope (excluding acquisitions) is tied to the impact of the Covid-19 pandemic on the global economy, resulting in lower business levels across all industry sectors. This decline in business activity impacted the service centres in India and Spain to the greatest extent, as they were hit hard by the economic difficulties affecting the aviation sector in particular. This was compounded, for India, by the decline in business process services (BPS) delivered for public sector clients in the United Kingdom, following the repatriation of these services as requested by the clients. This led to an increase in the workforce in the United Kingdom, because the services could no longer be delivered in teleworking in India, upon the client's request.

The proportion of permanent contracts, which was slightly higher in 2020 (96.7% in 2020, compared with 96.1% in 2019), and that of temporary contracts, which was slightly lower (2.9% in 2020, compared with 3.3% in 2019, excluding interns) demonstrate the Group's long-standing commitment to offer stable jobs while favouring the professional integration of young people on permanent contracts and on work placements (100% of fixed-term contracts were for work-linked training students in 2020, compared with 96.1% in 2019).

The Group's employee attrition rate of 13.6% marked a significant decline (17.7% in 2019). This decrease is a result of the economic impact of the Covid-19 crisis.

In France, redundancies or dismissals accounted for 2.4% employees leaving the Group in 2020, compared with 2.3% in 2019 (scope: France).

The age pyramid illustrated below, showing a breakdown of the Group's workforce (excluding acquisitions) by gender and age, has remained stable for the past three years, with a very slight increase in the proportion of women, particularly in the 35-45 and 25-35 age brackets.



The average age of employees on permanent contracts is 38.7 years (compared with 37.8 in 2019), with an average length of service of 7.7 years (compared with 7.1 years in 2019), a slight increase from 2019 due mainly to the decline in recruitment.

The proportion on women in the Group's workforce increased very slightly, from 32% in 2019 to 32.5% in 2020, with women holding 29.9% of engineering, consulting and project management positions (up from 29.3% in 2019). It remains higher than the overall proportion of women in scientific careers (28%). Progress was made in Spain and the United Kingdom, with a significant increase in the proportion of women recruited in these countries.

2.3.2. COMPENSATION

The Group's **compensation policy** is a management tool based on recognising each individual's contribution to the Group's performance, over and above the requirements of local legislation. It is based on the principle of fair treatment and supported by a system of personalised annual performance appraisals for all employees. Compensation offered is in line with local regulations and exceeds the minimum wage (where one exists) in countries in which the Group has a presence.

Principles governing the breakdown of and changes in compensation apply across the Group and are based on the following:

- Fixed compensation: in keeping with the level of responsibility, consistent with the Group's Core Competency Reference Guide;
- Variable compensation: to encourage individual and collective performance for some employees, notably managers, sales staff and experts;
- An international Group employee share ownership programme to give all employees a more meaningful stake in the company's performance.

2020 achievements

- The ratios set out below are the fruit of a policy aimed at harmonising HR processes so as to promote fair treatment across all countries in which the Group operates:
  - Ratio for the top 1 % of high earners in the Group (99.9% of the Group excluding interns, work-linked training students and acquisitions): 86.9 % of employees work in a country where the average of the top 1 % of salaries is less than 4.5 times the average salary in the country, a higher percentage than in 2019,
  - **Senior executive fairness ratio:** The relevant information is set out in Section 3.2, "Fairness ratio", chapter 3, "Corporate Governance" of this Universal Registration Document (pages 91 to 95).

RATIO OF THE AVERAGE TOP 1% OF SALARIES TO THE AVERAGE ANNUAL SALARY

	% 2020*	% (2019)**	% (2018)***
Under 4.5	86.9%	85.5%	84%
4.5 ≤ x ≤ 5	13.0%	14.4%	16%
Over 5	0.0%	0.2%	0%

* *99.9% of the Group workforce (excluding interns and acquisitions).*
** *99.8% of the Group workforce (excluding Cassiopae Tunisia, interns and acquisitions).*
*** *78% of the workforce (Benelux, France, India excluding Cassiopae, Italy, United Kingdom and Scandinavia; excluding interns and acquisitions).*

2.3.3. WORKING CONDITIONS AND ORGANISATION

The Group's policy on the organisation of work schedules, designed to promote work/life balance, is structured around a five-point action plan:

- Ensuring a satisfactory work rate;
- Valuing day-to-day work;
- Prompting healthy ways of working;
- Managing teams with care and authenticity;
- Promoting healthy lifestyles and a healthy environment.

All Group countries switched to working from home to limit the risk of spreading Covid-19.

2020 achievements

- As a result of the Covid-19 crisis, new working arrangements were introduced in 2020, with all employees Group-wide working from home. These new arrangements were supported by communications campaigns, guides for managers and employees, and specific training programmes.
- Well-being was a major focus of attention, with the HR community focusing on working conditions for each and every employee. Listening and support mechanisms were put in place.
- 6.1% of Group employees were part-time (compared with 5.9% in 2019). Part-time working is never a requirement: it depends on both the employee's individual choice and compatibility with the department or project concerned.
- Tools were rolled out to facilitate working from home: practical guides for managers and staff, webinars on workplace ergonomics.
- Work/life balance: the "right to disconnect" was introduced and working from home was rolled out across all countries as a result of the Covid-19 crisis (70.4% in 2019).
- SBS Wellness Programme: 25 remote sports sessions were run, with an average of 90 employees per session (5.7% of scope: France, Benelux, MEA, Germany).

3. Societal responsibility: Engaging all our stakeholders to build a positive future for all

Sopra Steria is a leading partner in digital transformation for major companies and organisations. With the world in the grip of an economic and social crisis, it is vital that we continue to develop relationships of trust and transparent dialogue with our stakeholders. The Group stepped up its interaction with stakeholders in 2020 by involving them in its commitments to the environment, diversity, equal opportunities and the most vulnerable populations. The Group also makes all the expertise and tools developed for its environmental programme available to clients to help them address their challenges.

Sopra Steria is a signatory to the United Nations Global Compact in the Global Compact Advanced reporting category and supports the Global Compact's ten principles in the areas of human rights, international labour standards, the environment and anti-corruption.

Sopra Steria responds to the United Nations Sustainable Development Goals 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 16 and 17 related to society.

3.1. Creating value for shareholders

In an approach where collective action is essential, we are working with our staff, our customers, our partners, our suppliers and civil society to provide sustainable answers. Together, we want to take responsible and ethical steps to make innovation work for as many people as possible and have a positive impact on society as a whole.

3.1.1. SUMMARY OF VALUE CREATION FOR STAKEHOLDERS

Thanks to the relevance of its policy and associated programmes to addressing key social issues, the Group is one of the most engaged and high-performing businesses in the area of corporate responsibility.

To help it be a "contributor" company and build a sustainable world, Sopra Steria engages all its stakeholders in a collaborative approach that generates value for all.

Amid the Covid-19 crisis, the Group's teams have been working with the whole of Sopra Steria's ecosystem to develop innovative business continuity solutions for clients and help the most vulnerable individuals.

SUMMARY OF RECOGNITION RECEIVED AS WELL AS COMMITMENTS AND INITIATIVES TO SUPPORT STAKEHOLDERS

- Rise to second place in **KPMG and Syntec Numérique's 2020 Grand Angle digital services and ICT company ranking**
- Sopra Steria targets **"net zero" emissions** by 2028
- **Ecovadis "Platinum"** level certification achieved in 2020 and ranked among the **top 1%** of companies assessed by EcoVadis for the second year in a row
- **CDP A List** for the fourth consecutive year reflecting the Group's environmental performance
- **NelsonHall:** ranked among the leaders in **digital experience consulting services** and recognised as a leader in **cloud infrastructure brokerage and orchestration services**
- **ISG Provider Lens™:** leader in four areas of its Public Cloud - Solutions & Services study
- Second place in the IT and telecoms sector in ***Le Point*'s ranking of France's most responsible companies**
- Sopra Banking Software ranked no. 1 in Lending Solutions and no. 3 in Universal Banking Solutions in the **IBS Intelligence Sales League Table** for 2020
- Sopra HR Software added to the Major Contenders category of Everest Group's **Multi-Country Payroll Solutions PEAK Matrix®** for 2020

- **"FID" action plan** to step up the increase in female representation at upper management levels
- Sopra Steria joined the **ILO Global Business and Disability Network**
- **Happy Candidates** accreditation for the second year running in 2020
- **Happy Trainees France** accreditation awarded in 2020 for the first time
- Sopra Steria recognised as an **"Open Company"** by Glassdoor
- Sopra Steria Norway topped the **Great Place to Work ranking** for the fourth year in a row
- Sopra Steria Germany, Italy and Switzerland secured **Great Place to Work certification**
- **Over 700 employees volunteered to help environmental causes** through the Green Lights (France) and Sustainability Champions (United Kingdom) networks
- **Two community outreach platforms** for employees, covering both voluntary work and skills sponsorship initiatives

SHAREHOLDERS INVESTORS	■ Sopra Steria came in second place in the **2020 *Grand Prix Humpact Emploi* France** ■ Sopra Steria belongs to the following indices: • **Euronext Eurozone ESG Large 80** • **Euronext Eurozone 300** • **Euronext Vigeo Europe 120** • **Euronext Vigeo Euro 120** • **CDP Environment ESG FR EW** • **Euronext CDP Environment FR EOGE** • **Euronext CDP Environment FR EW** • **Ethibel Sustainability Index (ESI) Excellence Europe** • **Ethibel Sustainability Index (ESI) Excellence VM** • **Gaia Index**
PARTNERS	■ **50 startups** added to the Group's value proposition in Europe under the Sopra Steria Ventures programme ■ Adoption by Sopra Steria Next of the ***Institut du Numérique Responsable***'s charter on responsible use of digital technology ■ Partnerships with the **leading market vendors**: Axway, AWS, Dassault Systèmes, Google, IBM, Microsoft, Orange, Oracle, OVH, PEGA, SAP and Salesforce ■ Partnerships with **universities and research institutes** to pursue **innovation-related** projects ■ Main sponsor of the "Digital, Governance and Sovereignty" academic chair at **Sciences Po** ■ Sponsor of the "Cybersecurity and Digital Sovereignty" academic chair at the **IHEDN**
SUPPLIERS	■ **Over 72%** of the Group's purchasing volume covered by EcoVadis CSR supplier ratings ■ Sopra Steria earned a score of A in CDP's **2020 Supplier Engagement Leader** assessment for its leadership and performance in engaging its suppliers on climate change ■ Inclusive purchases made via STPA comprising sheltered workshops and other organisations that specifically employ people with disabilities in France ■ Streamlined access provided to suppliers applying **diversity and equal opportunity** criteria ■ **Science Based Targets initiative (SBTi) target** incorporating suppliers' environmental commitments ■ Inclusion in the **"net zero" emissions** programme of our purchases of goods and services that are part of supply chain
CIVIL SOCIETY	■ **More than 160** projects supporting local communities and regions ■ **Over 1,100** volunteers on community outreach programmes ■ **More than 540,000** participants in **Make.org's *Grande Cause Environnement*** initiative, of which Sopra Steria is a founding partner ■ Three of the winning projects from the 2020 Sopra Steria Group **Innovation Awards** received support from ***Mission Handicap*** ■ Two projects offering digital solutions to environmental issues won the ***Entreprendre pour Demain Grand Prix*** awarded by the **Sopra Steria-Institut de France Foundation** ■ Direct and indirect contribution to the **United Nations' 17 Sustainable Development Goals (SDGs)** ■ Chair of **Global Compact France**'s GC Advanced Club and of **Global Compact Norway**'s Advisory Board ■ Member of the working group organized by the **Institute of Environmental Management and Assessment (IEMA)** on disruptive technologies and the digital economy

3.1.2. ADVISORY BOARD

The CR Advisory Board consists of external figures with no financial or business interests in the Group. Through their experience and expertise in key areas falling within the Group's corporate responsibility, these advisors provide independent and relevant insights challenging and driving improvement in the Group's approach. The relevant information is set out in Section 1.1.2, "A corporate responsibility governance structure supporting the Group's priorities", of this chapter (pages 102 to 104).

3.1.3. CLIENT SATISFACTION

The primacy of customer service is one of Sopra Steria's core values and delivering customer satisfaction is a key priority. Combining added value with innovative high-performance services, the Group excels in guiding its clients through their transformation projects to help them make the most of digital technology.

To supplement arrangements already in place to regularly interact with clients, at the end of 2019 and beginning of 2020 the Group launched a new "Customer Voice" survey in key countries asking clients to rate the quality of their relationship with the Group. Over 200 clients gave their opinions through more than 480 interviews. The qualities highlighted mainly revolved around expertise, listening, proactivity, partnership, engagement and professionalism. This survey will be rerun across the entire Group in early 2021.

Following lockdowns resulting from the Covid-19 crisis, the Group helped its clients quickly adapt their working arrangements. The agility of and speed of intervention by Sopra Steria staff, as well as the quality of services provided, harnessing the full potential of digital technology, enabled clients to maintain good levels of activity. The Group's responses in a wide range of contexts were very warmly welcomed by clients, thus strengthening local relationships of trust.

3.2. Innovation and strategic partnerships

We are a trusted partner to our clients, bringing them the best technology to develop innovative solutions. Thanks to a network of leading experts, startups and major technology partners, we work with our clients to build solutions that meet their requirements for sustainable performance.

3.2.1. CO-DESIGN TO MOBILISE COLLECTIVE INTELLIGENCE

Developing a collaborative approach fosters creativity in the design of services, uses, processes, organisational structures and shared strategies. By involving business experts, end users and technical

experts, this approach shortens the design phase, optimises processes and helps maximise access to digital technology.

3.2.2. DIGILABS: DEVELOPING DIGITAL CO-INNOVATION

Digital co-innovation – a driver of value creation in the digital revolution – brings together Sopra Steria staff and clients to work on technologies like virtual reality, augmented reality, the Internet of Things, artificial intelligence, data science, blockchain, robotics, mobility and cybersecurity. This approach is supported by the Group's DigiLabs – spaces dedicated to innovation – as well as by centres of excellence, to foster the emergence of innovative solutions. In 2020, Sopra Steria had 22 DigiLabs spread across the key geographical regions in which the Group operates.

3.2.3. NEXT: A SPACE DEDICATED TO A NEW CLIENT EXPERIENCE

NEXT, opened in May 2019, is a leading space dedicated to dialogue and joint development. We help our major clients untangle a situation, explore new ideas and come up with responses that meet their expectations.

Located in premises in the heart of Paris measuring almost 1,000 square metres, the NEXT team helps organise high-impact client events designed to engage sustainable transformation. This encompasses feasibility studies, programme scoping, business model definition and new product and service design.

3.2.4. A STRATEGY OF PARTNERING WITH LEADING MARKET VENDORS

To help it respond to client needs, particularly in relation to digital transformation, Sopra Steria partners with some of the largest software vendors and technology players in the market.

Based on close day-to-day relationships and a governance structure with its own dedicated management, coordinated at Group level by a Corporate Alliance Officer, these partnerships ensure that Sopra Steria staff have a high level of expertise in market-leading solutions and technologies. This enables us to offer our clients optimal efficiency in project implementation through an approach built on co-innovation, industrialisation and R&D.

These alliances enable us to take advantage of partner expertise and solutions in the area of sustainable IT such as environmental footprint calculators and eco-design tools, and to take part in the development of environmentally friendly artificial intelligence solutions.

The Group's strategic partners include Axway, AWS, Dassault Systèmes, Google, IBM, Microsoft, Orange, Oracle, OVH, PEGA, SAP and Salesforce.

As an example, during the health crisis, teams worked with Salesforce to develop an innovative solution named Q@Home that allows users to go online and pre-book time slots to enable them to safely visit stores, restaurants, post offices and pharmacies while observing social distancing requirements.

3.2.5. SOPRA STERIA VENTURES: BUILDING AN INNOVATIVE EUROPEAN DIGITAL ECOSYSTEM

Sopra Steria is working to address the strategic challenges faced by each of the major industry sectors in which it operates, positioning itself as an architect and integrator of innovative solutions.

Sopra Steria Ventures is working with over 50 start-ups, involving them in projects, investing in their equity, either directly or through investment funds in targeted areas, or setting up joint ventures.

These partnerships support solutions produced by the Group's specialised software vendors: Sopra Banking Software, Sopra HR Software and Sopra Real Estate Software. They also help address business challenges facing the Group's key industry sectors, in specific areas of expertise or emerging technologies.

Lastly, through Sopra Steria Ventures, the Group is affirming its stance on digital sovereignty in France and Europe by supporting only European start-ups.

MOBILISING CIVIL SOCIETY WITH MAKE.ORG:

At the end of 2019, Sopra Steria became a founding partner of the *Grande Cause Environnement* initiative "How can we immediately work together for the environment?" launched by Make.org. This cause aims to mobilise civil society and citizens to combat climate change and work to protect the environment. Make.org is an independent, citizen-based platform that promotes mass engagement and cooperation in civil society. Its aim is to have a direct, systemic and decisive impact by bringing together a coalition of stakeholders: businesses, foundations, non-profit organisations, media, schools and universities, and citizens. The *Grande Cause Environnement* initiative involves Sopra Steria and its employees working together to move from ideas to action in the space of three years. Over half a million citizens took part in the consultation, including nearly 3,000 Sopra Steria employees, with 2.3 million votes cast for 13,600 proposals put forward. A strong consensus emerged around civil society expectations in seven key areas: waste, energy and resources, nature and biodiversity, food and agriculture, transport, education and fiscal policy. Sopra Steria made an organisational consultant with expertise in the energy and environment sectors available to the Make.org Foundation for seven months to manage the transformation phase. The work done during this phase helped identify, coordinate and manage the shared development of around ten tangible, sustainable projects with other partners of the *Grande Cause Environnement* initiative. Ten or so Sopra Steria employees also took part in transformation workshops aimed at drawing the action plan.

The action plan is scheduled to be publicly announced in May 2021. During this final phase, the selected projects will be launched. Projects will be managed, implemented and measured in conjunction with partners, with the aim of making a genuine impact on French society. The Group will also encourage its employees to take part in implementing these projects through a skills sponsorship programme.

Through being fully involved in Make.org's *Grande Cause Environnement* initiative, Sopra Steria wishes to strengthen its commitment to the responsible use of digital technology to address both social and environmental issues.

3.2.6. SUPPORT FOR RESEARCH AND ACADEMIC INSTITUTIONS

Artificial intelligence

Following the Villani report, the French Government launched an artificial intelligence (AI) plan. This plan encompasses a number of initiatives including the establishment of four Interdisciplinary Artificial Intelligence Institutions and a *Grand Défi* (Key Challenge) in relation to Trustworthy AI. Sopra Steria is participating in both these initiatives. The Group is thus partnering with the Toulouse Interdisciplinary Artificial Intelligence Institution, which aims to facilitate the use of AI for human-critical applications. Research topics cover the acceptability of AI (including its social acceptability), vehicle certification and human-robot collaboration for use in Industry 4.0.

The Trustworthy AI Key Challenge aims to build a platform that will produce standardised components to ensure that AI can be trusted in use. It will draw, in particular, on the findings of ANITI (Artificial and Natural Intelligence of Toulouse Institute), one of the Interdisciplinary Artificial Intelligence Institutions to which the Group is contributing. This platform will be delivered by Sopra Steria as part of a consortium of ten industrial and technological partners.

The results will be applicable to all of the Group's sectors and verticals.

Other international initiatives

Group entities in Belgium, France, Germany, Norway, Spain and the United Kingdom regularly work together on innovation projects with research institutes and universities. In particular, they contribute to work in education and research, involve researchers in their projects and develop innovative solutions.

In Norway, Sopra Steria is working with Oslo University Hospital on the HoloCare solution. This work involves research and development into a new holographic imaging solution that will be used by medical staff during surgery. In Germany, employee volunteers have worked with the University of Dortmund to develop a connected drill to showcase the benefits offered by the Internet of Things. In the United Kingdom, Sopra Steria is involved in work on carbon pricing and in working groups looking at disruptive technologies and the digital economy. In Benelux, Sopra Steria is involved in working groups looking at AI and ethics, AI and health and AI and public services. In Spain, Sopra Steria has run fundraising campaigns to finance research into Covid-19 by the IGTP Institute. In France, the Group is working with Université de Technologie de Compiègne on a thesis titled "Putting data science to work for buildings and their occupants".

3.2.7. COMMITMENTS IN SUPPORT OF DIGITAL SOVEREIGNTY

Digital sovereignty encompasses a range of complex issues such as the threat posed to our data by the extraterritoriality of US law, the manipulation of opinion by fake news and the use of personal data for business purposes. All these issues represent violations of French and European values. Various major countries, including France, are keen to assert their digital sovereignty, which is coming increasingly under threat. Action is being taken to defend and strengthen it both domestically and at the European level.

Sopra Steria has opted to align itself with these initiatives alongside state actors and institutional bodies, to share these challenges and to help build and defend digital sovereignty.

For example, back in 2019, the Group agreed to be the main sponsor of the "Digital, governance and sovereignty" academic chair at Sciences Po. Through this commitment, we encourage the chair's research and teaching work to redefine the concept of sovereignty, address shifts in sovereignty and identify new use cases amid a context of digital transformation. Work published by the chair to date includes thoughts on changes in sovereignty, studies of the impact of the coronavirus crisis on digital sector players and regulation, analysis of taxation in the digital sector, blockchain, and the digital divide. The chair has also organised lecture series on blockchain and cryptocurrency as well as two annual conferences.

Sopra Steria also sponsors the IHEDN's "Cybersecurity and digital sovereignty" academic chair, whose work covers issues relating to data management and mapping the datasphere as well as legal issues.

Sopra Steria is also a founding member of Campus Cyber and an active member of the non-profit Pôle d'Excellence Cyber (Cyber Centre of Excellence).

Through its involvement in these organisations, the Group is helping build a cybersecurity ecosystem in France and Europe.

3.3. Responsible digital technology

3.3.1. THE *EXPLORATOIRE*: THE DO TANK FOR RESPONSIBLE DIGITAL TECHNOLOGY

Created by Sopra Steria Next in 2020, the *Exploratoire* is a do tank dedicated to addressing issues raised by the changes businesses are experiencing in relation to ethics, trust and corporate responsibility. It explores possible futures while resisting the temptation to prophesy what the world of tomorrow will look like.

Its mission is to tease out, share and disseminate best practice drawing on stakeholders' ecosystems: business networks, schools, the Group's clients, institutions, foundations, and so on. It works with these stakeholders to map out approaches and methods for putting ethical questions at the heart of decisions and actions.

To help it develop tangible solutions, the *Exploratoire* has set itself three goals:

- To think globally about various issues connected with ethics, trust and corporate responsibility so as to develop a better, more holistic understanding of the complexity of changes that need to be made;
- To create a unique space where thinking on these issues can be developed and sharpened through an approach based on open dialogue and cooperation;
- To promote the sharing of experience and experimentation so as to incentivise implementation of solutions brought to light by the Exploratoire.

The *Exploratoire*'s work is structured around five areas of focus: trust, ethics, sovereignty, agility and the "platform company" approach.

It tackles concrete issues that are of genuine concern to society and the business world. Its work takes a variety of forms – briefing notes, opinion surveys, decision-maker surveys, face-to-face and digital events, and experimental projects – always with the aim of working with an open ecosystem to explore operational solutions that benefit organisations.

3.3.2. SUPPORT FOR THE DIGITAL HUMANISM DEPARTMENT AT THE *COLLÈGE DES BERNARDINS*

The Group has for the past five years been working with Collège des Bernardins, a key centre for gatherings and discussion, as part of its Digital Humanism department, dedicated to the societal aspects of digital technology. Thanks to its experience as a key economic player in the digital sector, the Group is able to enrich thinking and work with researchers, scientists, experts, anthropologists and major companies to share a fresh perspective on this crucial issue for the future of humankind.

3.4. Responsible purchasing

Aligning the supply chain with corporate responsibility priorities

3.4.1. RESPONSIBLE PURCHASING POLICY

According to the Group's risk mapping exercise and the duty of vigilance, risks associated with the supply chain do not constitute a main risk factor for Sopra Steria. The relevant information is set out in Section 5.6 "Duty of vigilance and vigilance plan" of this chapter (pages 134 to 136).

The responsible purchasing programme is aimed at aligning the supply chain with the Group's priorities. The programme also seeks to manage associated risks while taking into account very strict labour-related, environmental and ethical requirements.

The Group is working to gradually reduce carbon emissions from its supply chain under its target of achieving "net zero" emissions by 2028. It aims to do this by increasing the proportion of suppliers pursuing a low-carbon strategy so as to reduce the carbon footprint of the Group's indirect activities.

With effect from 2019, all Group entities now follow a responsible purchasing approach and are subject to Group purchasing procedures. Corporate responsibility criteria must be applied to all purchases; this approach has been strengthened through the introduction of Group oversight in 2020.

Sopra Steria earned a score of A in CDP's 2020 Supplier Engagement Leader rating for its leadership and performance in engaging its suppliers on climate change.

Suppliers' charter

All suppliers must sign the Group suppliers' charter to confirm that they agree to the principles set out in it. The charter includes requirements relating to business ethics, fundamental human and environmental rights, and compliance with regulations in force.

Assessment mechanism

Suppliers are assessed via the EcoVadis platform. The assessment takes into account a range of issues: social issues and human rights, business ethics, the environment and the supply chain. For suppliers with a score of 24/100 or less (overall and/or on the "Business ethics" module), an alert is triggered by EcoVadis. The supplier is then contacted by Sopra Steria's Purchasing Department to put in place the necessary corrective actions and undergo a new EcoVadis assessment within a period of three months.

Sopra Steria's expectations for suppliers, as outlined in its responsible purchasing policy, call for an overall EcoVadis score greater than or equal to 45/100. If the overall score and/or the score on any one of the four modules (social issues and human rights, business ethics, environment, and supply chain) is less than 40/100, the supplier is considered non-compliant. In this case, the supplier is asked to refer to the areas for improvement identified in the course of its assessment to put in place a corrective action plan, which will be reassessed during the ensuing campaign.

3.4.2. 2020 KEY ACHIEVEMENTS AND RESULTS

Signature of the suppliers' charter

- In France, the system for signing suppliers up to the Groupe suppliers' charter was expanded. The charter has been signed by 1,308 suppliers, accounting for 35.5% of all suppliers in France registered with the platform at 31 December 2020.
- In the United Kingdom, efforts to sign suppliers up to the charter continued, with 539 target suppliers signed up, accounting for 46% of total purchases.

EcoVadis assessment

Since 2015, the Group has been committed to evaluating its suppliers and assessing its target suppliers representing annual expenditure of over €150K. In 2020, new assessment campaigns run by EcoVadis were extended, with the number of suppliers asked to take the assessment reaching 540, 145 of them outside France (United Kingdom, Belgium, Germany, Spain and India). These 540 suppliers accounted for more than 72% of the Group's total expenditure in 2020 and suppliers actually evaluated already account for 43% of the Group's expenditure. 327 suppliers underwent assessment by EcoVadis and 124 are in the process of being assessed. The assessment response rate is 83% (including suppliers in the process of being assessed).

- The average score for Sopra Steria suppliers having completed the assessment was 56.5/100, compared with an average of 42.9/100 for all suppliers of EcoVadis clients.
- 67% of suppliers reassessed in 2020 showed an improvement, gaining an average of 3 percentage points.
- The average score of suppliers not in line with Sopra Steria's expectations, assessed in 2019 via EcoVadis, showed improvement in 2020.
- No suppliers assessed or reassessed in 2020 scored less than the alert threshold of 24/100.
- An awareness and training campaign covering the assessment method used by the EcoVadis platform was delivered to all buyers and other key stakeholders in the supply chain in 2020.

Ethical and inclusive purchasing

- In France, the Group uses services provided by sheltered workshops and other organisations that specifically employ people with disabilities. The relevant information is set out in Section 2.2.3, "Diversity and equal opportunity", of this chapter (pages 109 to 111).
- In the United Kingdom, initiatives are in place to open up access to the Group's supply chain for SMEs as well as women- and diverse-owned businesses.

Reducing the environmental impact of the supply chain

- The Group's commitments, approved by the Science Based Targets initiative (SBTi), are aligned with the target of limiting the rise in average global temperatures to a maximum of 1.5°C. This commitment includes reducing greenhouse gas emissions from the supply chain. Sopra Steria also committed in 2020 to achieving "net zero" emissions by 2028. The relevant information is set out in Section 4.1.2, "Environmental targets", of this chapter (page 122).

- Proportion of suppliers with greenhouse gas emissions reduction targets: the relevant information is set out in Section 4.3.4, "Reducing GHG emissions resulting from our operations" of this chapter (pages 126 to 128).
- Purchases of renewable electricity directly from suppliers, purchases of International Renewable Energy Certificates (I-RECs) and Guarantees of Origin (GOs). In 2020, these certificates and direct purchases meant 95% of electricity consumption at the Group's offices and on-site data centres was met from renewable sources. The relevant information is set out in Section 4.3.3 "Increasing our share of renewable energy", of this chapter (page 125).
- Purchases of certified paper from sustainable sources. The relevant information is set out in Section 7.2, "Summary of environmental indicators", of this chapter (page 148).

3.4.3. MAIN OBJECTIVES FOR 2021

- Via EcoVadis, reassess target suppliers accounting for 50% of total expenditure.
- Mobilise responsible purchasing stakeholders to interact with suppliers and achieve an EcoVadis response rate of at least 80%.
- Mobilising suppliers to help them improve their ratings in EcoVadis' 2021 assessment, particularly those that did not meet Sopra Steria's standards in the 2020 assessment.
- Continuing efforts to roll out at scale the Group supplier's charter signed by suppliers.

3.5. Community and patronage

A longstanding commitment to an ethical and inclusive digital society

For many years, Sopra Steria has pursued an extensive community programme in aid of disadvantaged populations to give them access to education, employment and the benefits of digital technologies, as well as safe drinking water and improved sanitation facilities.

The unprecedented situation resulting from the coronavirus crisis in 2020 meant an increasing number of activities and procedures went digital, highlighting the dominant role played by digital technology in forming connections. However, it also exacerbated inequalities affecting those least able to access digital technology. The Group's longstanding commitment to an ethical and inclusive digital society is more relevant today than ever before. The crisis has given rise to an amazing demonstration of solidarity across all countries. Many employees have, with the Group's support, got involved in a variety of initiatives: raising funds for hospitals, supporting non-profit organisations through volunteering or skills sponsorship, taking part in coronavirus research hackathons, and many more besides.

As a leading digital player with operations in many countries, Sopra Steria implements community actions having a positive and lasting impact on society, with an emphasis on digital inclusion. These actions aim to promote social and professional integration for the most vulnerable and to protect the environment. Playing a key role in the Group's programme of actions, the Sopra Steria-Institut de France Foundation and all Group entities give shape to these commitments through projects bringing together the Group's employees and civil society stakeholders. The Foundation, which celebrates its 20th birthday in 2021, constitutes a remarkable collective adventure shared by the staff and employee volunteers who demonstrate their commitment on a day-to-day basis.

3.5.1. KEY EVENTS

- Collective engagement and actions to achieve a lasting impact:
- 162 projects supported;
- Over 1,100 volunteers;
- 9 participating clients/partners;
- 347 non-profits and schools supported;
- Over 54,000 children assisted in 49 schools in India;
- 755 students in India awarded higher education scholarships through the Sopra Steria Scholarships Programme.

3.5.2. A PROACTIVE POLICY INVOLVING THE ENTIRE ORGANISATION, EMPLOYEES AND CIVIL SOCIETY

To implement this policy, which involves the participation of more than 1,100 employees in all countries, Sopra Steria is supported by:

- A network of 23 country representatives, led and coordinated at Group level, who implement the actions decided;
- Two foundations in France and India, the latter coordinating a large educational programme along with a range of other community actions;
- Sponsorships and partnerships developed with public interest organisations;
- Community initiatives and fundraising events in several countries in which employees proactively take part, thus complementing the initiatives put in place under the Group's policy;
- Community Day, a solidarity campaign run by the Group each year, with the aim of making employees aware of the various actions carried out to support communities while encouraging volunteering. In 2020, the Group's many volunteers and heads of country entities went the extra mile to promote access to digital technology and education for those hit hardest by the crisis.

3.5.3. A FRAMEWORK FOR GROUP ACTION TO PROMOTE INITIATIVES WITH A STRONG, LASTING IMPACT

Providing access to quality education and improving employability

In India, the education programme, which has been running for a number of years, aims to combat poverty in a country with high levels of inequality. This programme is primarily aimed at children from poor rural areas, in particular girls, who can benefit from schools located close to the company's sites.

- Over 54,000 children and young people at 49 primary and secondary schools benefit from this comprehensive educational programme and are supported in their schooling by hundreds of Sopra Steria volunteers.
- To further improve access to education for these young people, Sopra Steria has developed the Sopra Steria Scholarships Programme in India to fund higher education for students from schools supported by the Group. The programme is funded by most Group countries. Since 2006, 755 students have received assistance from the Sopra Steria Scholarships Programme, with another 106 students added to the programme in 2020.

In other countries where the Group operates, various projects continued to run despite the crisis:

- Initiatives to raise awareness among young people of the risks associated with internet use, including the Are You Sure programme in Norway and Child Focus in Belgium, with

employee volunteers working either in schools or remotely through videos;

- A partnership with the Balia Foundation in Spain promoting employability for women at risk of exclusion;
- Many other local initiatives supported by employee volunteers supplementing these educational initiatives.

Developing access to digital technology for all

To make digital technology accessible to all, local initiatives involving clients, partners and employees were able to continue either before or during the crisis.

In 2020 **in France**, the Sopra Steria-Institut de France Foundation supported 17 digital community projects with a social or environmental dimension sponsored by employees. For example, non-profit organisation Adiléos runs a digital services portal for marginalised or disadvantaged people and their social workers at more than 76 social welfare organisations, with the help of ten volunteers. In 2020, the Foundation rewarded the winners of the *Prix Entreprendre pour Demain*, which recognises talented students and young entrepreneurs, taking as its theme "Responsible digital transformation for the good of the planet" (see insert). During the crisis, the Foundation made large donations to four public interest organisations that launched initiatives aimed at those hit hardest: the Make.org Foundation, *Fondation Simplon*, non-profit *Vendredi* and *Maisons d'Enfants de la Côte d'Opale*.

In Norway, Sopra Steria continues its support for social entrepreneurship, with employees engaging in pro-bono missions and volunteering to provide computing classes for female immigrants. Coding lessons for hospitalised children were able to continue remotely with the help of volunteers.

Employee engagement platforms

Throughout the Covid-19 crisis, many employees have expressed an interest in taking part in public interest initiatives. The Group has set up digital platforms to support and manage employee engagement in this area in France and the United Kingdom. In France, 20,000 employees can now use the *Vendredi* platform to offer volunteering or skills sponsorship to more than 500 non-profit organisations. Meanwhile, in the United Kingdom, the Tech for Good Hub was rolled out in the second half of 2020. This platform facilitates fundraising and employee volunteering in support of hundreds of non-profits.

Prix Entreprendre pour Demain

The *Prix Entreprendre pour Demain* (Entrepreneurship for tomorrow) awards of the Sopra Steria-Institut de France Foundation, aim to support community engagement among the younger generation. The awards recognise digital solutions to societal issues. The students and young entrepreneurs who win this prize receive financial sponsorship and operational guidance in successfully completing their projects, provided by mentors from the Group. In 2020, the "Responsible digital technology for the good of the planet" award was sponsored by Luc Hardy, an explorer and tech investor committed to protecting the environment. The student award went to the FarmIA team from Télécom SudParis for an agriculture project incorporating artificial intelligence. Meanwhile, the young entrepreneurs award went to the Opopop team for its project to reduce the amount of packaging used in e-commerce. In 2021, the *Prix Entreprendre pour Demain* will be dedicated to digital technology and human fragility.

Tech for Good partnerships

The Tech for Good programme, launched in 2019 in the United Kingdom, continued to support public interest initiatives in the areas of entrepreneurship and innovation. At the beginning of 2020, a thousand children at 15 schools were invited to take part in a major competition to develop their skills in these areas, in partnership with WildHearts Micro-Tyco. After being interrupted during the coronavirus crisis, the programme resumed in October in a virtual environment. Students were asked to propose a product or solution responding to one of the UN's Sustainable Development Goals, with the help of around 30 Sopra Steria volunteers.

Water rights

Sopra Steria has for several years been supporting international organisations working to protect the oceans through financial sponsorship and skills. The main organisations supported are:

- *Fondation de la Mer*: this new partnership was kicked off in 2020 to support educational initiatives aimed at young people and motivate them to protect the ocean;
- Join for Water: this project, launched in Belgium in 2019, aims to develop access to safe drinking water and improve sanitation facilities for deprived people in the Mpanga catchment in Uganda;
- Following the drinking water towers that were set up at several schools in India with the support of Planet Water Foundation, studies are being undertaken to provide new drinking water access solutions to supplement these measures.

3.6. Regional impact

Reinforcing the Group's positive regional impact

Sopra Steria has a significant impact on regions and communities, given its size, its local roots and the number of new staff joining the Group each year. It is a leading employer, with 45,960 employees across 25 countries, particularly in Europe. It is also a major recruiter in regions where the Group operates. Despite the scale of the health crisis that crippled the economy, the Group took on 6,133 new hires in 2020. The relevant information is set out in Section 2.2.1, "Attracting and retaining more talent", of this chapter (pages 107 to 108).

As a committed corporate citizen involving its entire ecosystem, Sopra Steria ensures that, in developing its business, it takes into account economic, workforce-related, environmental and social challenges facing regions in which the Group operates, in particular among struggling or highly vulnerable populations.

4. Environmental responsibility: Innovating all along our value chain

"Net zero" emissions[1] by 2028, a bold ambition served by an innovative Group policy

Climate change is the single biggest challenge facing humanity. Governments, businesses and civil society have a responsibility to act now.

Sopra Steria is a key player in the fight against climate change, recognised as one of the leading businesses in this area. In managing its operations, the Group has for many years pursued a proactive strategy of supporting the environment. It is an active contributor to international initiatives aimed at mitigating climate risks and supports the transition to a low-carbon economy.

In 2020, the Group received one of the highest accolades in relation to efforts to combat climate change: it was included on the CDP's climate change A List for the fourth year running.

Governance of environmental responsibility (CDSB REQ-01/TCFD)[2] is described in Section 1.1.2, "A corporate responsibility governance structure supporting the Group's priorities", of this chapter (pages 102 to 104).

4.1. Environmental policy, strategy and targets

This section applies the recommendations of CDSB REQ-02/TCFD[2].

4.1.1. ENVIRONMENTAL POLICY AND STRATEGY

The Group's environmental strategy is supported by a policy broken down into seven priority actions:

1. Strengthening the Environmental Management System (EMS) that provides a framework for the Group's policy;
2. Optimising the use of resources in its operations;
3. Increasing the proportion of renewable energies covering its electricity consumption;
4. Reducing direct greenhouse gas emissions from offices, data centres and business travel, as well as indirect emissions;
5. Contributing to the circular economy by optimising equipment lifespan and waste management, notably for waste electrical and electronic equipment (WEEE);
6. Ensuring the involvement and contribution of the entire value chain (employees, clients, suppliers, partners, etc.) in the continuous improvement process;
7. Embedding sustainability into the value proposition (digital sustainability, sustainable IT, impact of solutions and services on the environment).

To strengthen its policy and the associated continuous improvement process, Sopra Steria has chosen to work with top-tier international organisations whose aim is to involve businesses, states, NGOs and civil society in action to prevent climate change.

Sopra Steria supports United Nations Sustainable Development Goals 6, 7, 8, 9, 11, 12, 13, 14, 15 and 17 related to the environment.

4.1.2. ENVIRONMENTAL TARGETS

In 2019, Sopra Steria set itself targets aligned with the goal of limiting global warming to a maximum of 1.5°C (previously 2°C in 2017). The following Group targets were approved by the Science Based Targets initiative (SBTi):

- SBTi Target I: Reduce absolute greenhouse gas (GHG) emissions from Scopes 1 & 2 (offices and on-site data centres) by 42% by 2025 (baseline: 2015);
- SBTi Target II: Reduce absolute GHG emissions from Scope 3 (business travel and off-site data centres) by 21% by 2025 (baseline: 2015);
- SBTi Target III: Reduce GHG emissions per employee from Scopes 1, 2 & 3 by 85% by 2040 (baseline: 2015);
- SBTi Target IV: Ensure that the Group's suppliers, accounting for at least 70% of supply chain emissions, control their GHG emissions by 2025;
- SBTi Target V: Ensure that 90% out of these Group's suppliers, accounting for at least 70% of supply chain emissions, have set GHG emissions reduction targets by 2025.

"Net zero" emissions in 2028

In 2020, Sopra Steria committed to achieve "net zero" emissions by 2028, 22 years earlier than the target set out in UN and EU recommendations. The Group made this commitmenton the basis of the tangible results of the carbon reduction programme that it kicked off nearly ten years ago.

Sopra Steria has opted to structure its environmental reporting to meet the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) by using the framework of the Climate Disclosure Standards Board (CDSB), since it believes that this approach provides all stakeholders with greater transparency and clarity. The reference framework proposed by the CDSB and the TCFD is signposted throughout this chapter via references of the type "CSDB REQ-01 to REQ-12/TCFD[2]".

(1) "net zero" emissions: reducing greenhouse gas emissions generated all along an organisation's value chain and offsetting residual emissions by investing in carbon capture programmes.

(2) CDSB REQ: For more information, see the Glossary on page 308.

4.2. Environmental challenges: opportunities for the Group

This section applies the recommendations of CDSB REQ-03/TCFD[1].

Issues relating to the environment and the fight against climate change have been analysed for Sopra Steria. No key environmental risks were identified by the Group risk mapping exercise.

Sopra Steria reaffirms that climate action must be incorporated into the actions of all organisations. In seeking to develop solutions that benefit the environment and the climate, digital technology is a key priority for limiting risks and expanding opportunities.

The Group's material environmental risks and opportunities are published annually in Sopra Steria's responses to the CDP Climate Change questionnaire[2]. All Group risks are set out in Section 1, "Risk factors", of the chapter 2 of this Universal Registration Document (pages 36 to 42).

4.2.1. PROCESS FOR IDENTIFYING ENVIRONMENTAL ISSUES

Risks and opportunities identified at the local or national level are flagged up by correspondents to the Group Environmental Sustainability Committee (GESC), which undertakes more in-depth analysis. The findings of this analysis are presented to the relevant business unit heads at meetings of the Corporate Responsibility and Sustainable Development Committee for inclusion in action plans. Major risks are discussed at meetings of the Group Executive Committee and presented to the Audit Committee and the Nomination, Governance, Ethics and Corporate Responsibility Committee, which submit their conclusions to the Board of Directors.

The CR&SD Director is a member of the Group Executive Committee and informs the latter directly of any environmental or climate-related issues requiring particular attention and any decisions that need to be made.

4.2.2. CLIMATE RISKS & OPPORTUNITIES

In accordance with the recommendations of the TCFD, Sopra Steria has analysed **two climate scenarios**, in both qualitative and quantitative terms: the Sustainable Development Scenario (SDS) developed by the International Energy Agency (IEA), which is aligned with the Paris Agreement; and the RCP 8.5 "business as usual" scenario developed by the Intergovernmental Panel on Climate Change (IPCC). This analysis allowed for the identification of risks and opportunities for the Group's activities, over a period of 25 years beginning in 2015. Detailed information on the analysis is included in Sopra Steria's responses to the 2020 CDP Climate Change questionnaire.

As regards climate-related opportunities and risks, Sopra Steria complies with TCFD guidelines and assesses both **physical and transition risks.**

a. Physical risks

Sopra Steria's main **physical risk** relates to disruption resulting from severe flooding, which could restrict access to the Group's facilities. Climate events could damage electrical and telecommunications infrastructure, thus affecting Sopra Steria's data centres. These risks are taken into account when choosing production sites and infrastructures. Sopra Steria has also set up continuity plans at various levels of its activities and a robust system for remote working to deal with these risks. These plans and arrangements have proved their effectiveness during the Covid-19 crisis, enabling all the Group's operations to continue and allowing the Group to act with agility to maintain high levels of customer service.

b. Transition risk

Sopra Steria's main **transition risks** relate to regulatory change and reputational risk.

Uncertainty as to changes in European regulations on greenhouse gas emissions reduction targets could affect the cost or availability of offsetting projects and force businesses to comply with stricter classification requirements. The impact of regulatory change is thus built into Sopra Steria's "net zero" emissions programme, whether in relation to purchasing renewable energy, choosing environmentally efficient buildings, developing greener travel options or investing in carbon capture projects. Sopra Steria is involved in various French working groups looking at the effects of regulatory change, particularly in relation to digital sustainability.

Reputational risk is fully integrated into the Group's environmental programmes, which are now recognised as the most effective and transparent in the sector. This is key priority for the Group's development in terms of its ability to attract and retain the best talent and serve as a benchmark partner for major organisations. For example, at the international level, the Group is working with a wide range of partners in the carbon offset market to identify the most environmentally and socially responsible and ethical projects. Sopra Steria interacts with the United Nations in the context of its "Climate Neutral Now" programme to verify its selected carbon capture projects.

c. Opportunities for the Group

Sopra Steria is addressing business opportunities linked to efforts to limit climate change and protect natural resources by offering innovative solutions such as the following:

- **Sustainable IT**: stepping up the digital sobriety approach;
- **IT for Sustainability**: leveraging the potential offered by new technologies to develop innovative solutions in support of the environment and the climate.

These opportunities are set out in Section 4.3.7, "Including digital sustainability in our value proposition", of this chapter (pages 129 to 130). Sopra Steria publishes all its risks and opportunities annually in its disclosure to the CDP, in accordance with TCFD guidelines. No material risks related to the climate or sustainable development were identified within the Group in 2020.

(1) CDSB REQ: For more information, see the Glossary on page 308.

(2) Sopra Steria's responses to the CDP Climate Change questionnaire are available from the CDP's website at https://www.cdp.net/fr/responses?utf8=%E2%9C%93&queries%5Bname%5D=Sopra+Steria.

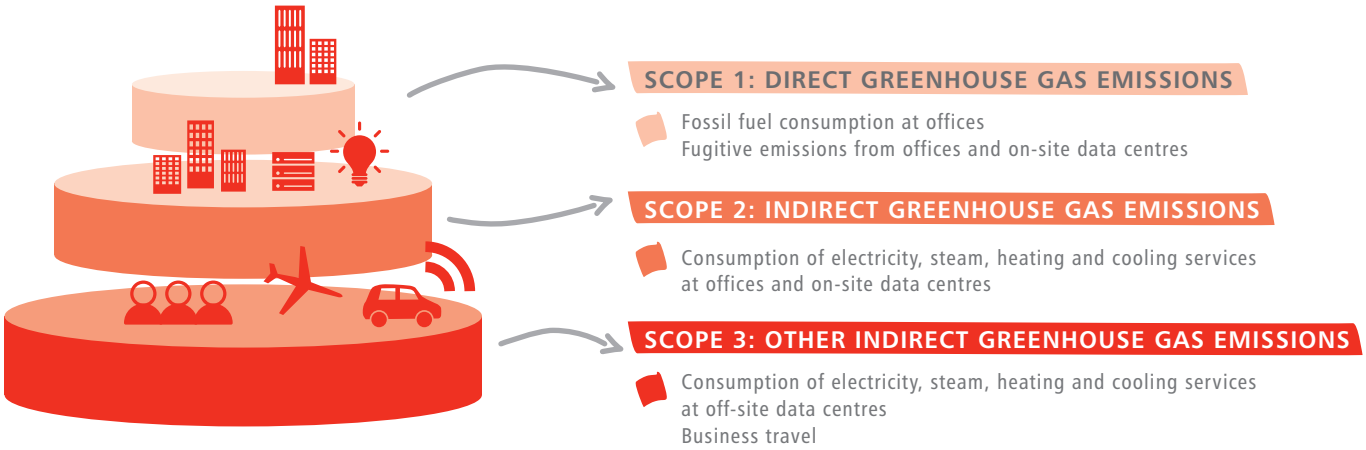
4.3. Environmental impact and performance

This section applies the recommendations of (CDSB REQ-04 & REQ-05/TCFD)[1].

The environmental policy, presented in the introduction to this section and further developed in the table below, is designed to enable the Group to respond to the risks and develop the opportunities referred to in Section 4.2, "Environmental challenges: opportunities for the Group", of this chapter (page 123).

The scope of performance indicators is set out in Section 1.3, "Overview of reporting scope", of this chapter (pages 104 to 105).

For reference, definitions of Scopes 1, 2 & 3 are given in the diagram below and relate to the Group's direct activities under its control.



4.3.1. ROLLOUT OF THE ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

TARGET: Roll out an Environmental Management System (EMS) in key countries to support the Group's environmental policy.

KEY ACHIEVEMENTS:

The Group has rolled out the EMS in its key geographies. ISO 14001 certification: 2015 is active in Denmark, France, Germany, India, Italy, Norway, Poland, Spain, Sweden and the United Kingdom. Another Italian site was certified in 2020.

4.3.2. CONTROLLING RESOURCE CONSUMPTION

ENERGY

TARGET: Reduce energy consumption per employee; in France, reduce absolute energy consumption at commercial premises by 40% by 2030 (in accordance with the ELAN law[2].

RESULTS: Energy consumption per employee was reduced by 28.5% between 2016 and 2020.

Energy consumption per employee was reduced by 14.9% in 2020 relative to 2019, with a large portion of this reduction (estimated at 84%) due to the consequences of the Covid-19 crisis and the remainder resulting from more environmentally responsible practices.

New working arrangements put in place during the health crisis in 2020 will no doubt continue, reducing long-term demand for office space. At the same time, new commercial premises are ever more energy efficient – a trend that is fully taken into account in the Group's location strategy.

Analysis: New sites meet the latest and strictest environmental standards (BREEAM, HQE and LEED); new IT equipment is environmentally certified (Energy Star® 7.0, EPEAT® Gold); collaborative IT tools are widely used to limit sending of large e-mails and documents; data centres have efficient cooling systems and low PUE (power usage effectiveness) ratings (*e.g.* Oslo Digiplex and Oslo Rata in Norway, rated 1.1 and 1.2 respectively) (REQ-05)[1].

Electricity consumption at offices and on- and off-site data centres (REQ-04)[1]	**2020**	**2019**	**2018**
Absolute consumption *(MWh)*	85,279	98,809	97,262
Consumption per employee *(MWh/employee)*	1.9	2.2	2.3

(1) CDSB REQ: For more information, see the Glossary on page 308.

(2) ELAN: Decree 2019-771 of 23 July 2019 reforming housing, planning and digital technology.

WATER

TARGET: Manage water consumption to minimise leaks and waste.

RESULTS: Water consumption per employee was reduced by 40.7% between 2017 and 2020.

Water consumption per employee was reduced by 34.5% in 2020 relative to 2019, with a large portion of this reduction due to the consequences of the Covid-19 crisis and the remainder resulting from more environmentally responsible practices (systems to recover rainwater and optimise consumption of sanitary water installed in India) (REQ-05)[2].

Water consumption in offices (REQ-04)[1]	2020	2019	2018
Absolute consumption *(cu. metres)*	164,250	246,985	227,938
Consumption per employee *(cu. metres/employee)*	3.6	5.5	5.2

PAPER

TARGET: Reduce paper consumption and increase use of certified environmentally responsible paper.

RESULTS: Paper consumption per employee was reduced by 70.8% between 2017 and 2020.

Paper consumption per employee was reduced by 62.5% in 2020 relative to 2019, with a large portion of this reduction (estimated at 88%) due to the consequences of the Covid-19 crisis and the remainder resulting from more environmentally responsible practices.

The proportion of certified environmentally responsible paper (FSC 100%, FSC Mixed and PEFC)[2] increased. In 2020, 70.6% of all paper purchased was certified environmentally responsible (REQ-05)[1].

Quantity of paper purchased (REQ-04)[1]	2020	2019	2018
Absolute quantity purchased *(kg)*	39,132	96,873	100,498
Quantity purchased per employee *(kg/employee)*	0.9	2.4	2.5

4.3.3. INCREASING THE PROPORTION OF RENEWABLE ENERGY

TARGET: Increase the proportion of the Group's electricity consumption (at offices and on-site data centres) from renewable sources to over 85%.

RESULTS: Target exceeded, with 95% of electricity consumption met from renewable sources (REQ-05)[1].

Analysis: Having already exceeded our target in 2019, we made further progress in 2020 by:

- Buying green electricity direct from suppliers for sites and data centres in Belgium, Denmark, Germany, Luxembourg, Norway, Sweden, Switzerland and the United Kingdom;
- Buying Guarantees of Origin (and REGOs) to meet all electricity consumption in Belgium, Bulgaria, Germany, Italy, Luxembourg, the Netherlands, Norway, Poland, Spain and the United Kingdom from renewable sources;
- Buying Guarantees of Origin to cover 90% of electricity consumption in France;
- Buying I-RECs to cover 100% of electricity consumption in Brazil, Cameroon, China, Côte d'Ivoire, Gabon, India, Morocco, Senegal, Singapore, Tunisia and the United States;
- Cogeneration at Meudon in France.

Electricity consumption at offices and on-site data centres (REQ-04)[1]	2020	2019	2018	2015
Proportion of renewables	95%	90%	78%	20.4%

(1) CDSB REQ: For more information, see the Glossary on page 308.

(2) FSC 100%: 100% recycled; FSC Mixed: 70% recycled; PEFC: sourced from sustainably managed forests.

4.3.4. REDUCING GHG EMISSIONS RESULTING FROM OUR OPERATIONS

We are kicking off the first phase of our "net zero" emissions programme by reducing the impact of our direct activities (offices, on- and off-site data centres and business travel), followed by our indirect activities (waste, commuting and supply chain).

DIRECT ACTIVITIES – TARGETS AND RESULTS IN TERMS OF GHG EMISSIONS

Our objectives have been defined with regard to SBTi and aligned on a 1.5°C trajectory. The 2020 results are broken down by typology.

- **SBTi TARGET I:** Reduce absolute greenhouse gas (GHG) emissions from Scopes 1 & 2 (offices and on-site data centres) by 42% by 2025 (baseline: 2015)
  - **RESULTS:** Absolute GHG emissions reduced by 73% since 2015.
- **SBTi TARGET II:** Reduce absolute GHG emissions from Scope 3 (business travel and off-site data centres) by 21% by 2025 (baseline: 2015).
  - **RESULTS:** Absolute GHG emissions reduced by 62% since 2015.
- **SBTi TARGET III:** Reduce GHG emissions per employee from Scopes 1, 2 & 3 (business travel, offices and on- and off-site data centres) by 85% by 2040 (baseline: 2015).
  - **RESULTS:** GHG missions per employee were reduced by 74% between 2015 and 2020. GHG emissions per employee were reduced by 58.9% in 2020 relative to 2019, with a large portion of this reduction (estimated at 82%) due to the consequences of the Covid-19 crisis and the remainder resulting from more environmentally responsible practices.

GHG emissions: Business travel, offices and on- and off-site data centres, including fugitive emissions* (Scopes 1, 2 & 3) (REQ-04)[1]	2020	2019	2018
Absolute emissions *(tCO_2e)*	17,533	41,996	45,219
Reduction in emissions per employee relative to 2015 *(tCO_2e/employee)*	-74%	-36.7%	-29.1%

* *Fugitive emissions included in 2020, excluded in 2015.*

- **TARGET:** Introduce an internal shadow carbon price for business travel in the Group's key geographies by 2025.
  - **RESULTS:** In 2020, the Group calculated an internal shadow carbon price for key geographies covering 95% of its workforce. This internal carbon price helps encourage reduced business travel by providing each country with a clearer picture of the environmental footprint resulting from travel.
- **TARGET:** Incorporate the Group's business travel, offices and data centres and fugitive emissions into the "net zero" Emissions programme.
  - **RESULTS:** Since 2015, emissions from offices, data centres (fugitive emissions included) and business travel are carbon neutral[2] and were transitioned into the United Nations "Climate Neutral Now"[3] programme in 2020. Due to impact of the investment in carbon capture offset, offices and data centres become part of the "net zero" programme in 2020. Business travel remains with carbon avoidance offset.

CLIMATE NEUTRAL
MEASURE REDUCE OFFSET NOW

OFFICES AND ON-SITE AND OFF-SITE DATA CENTRES

These results contribute to the achievement of **SBTi Targets I, II and III**.

RESULTS: GHG emissions per employee were reduced by 76% between 2015 and 2020, and are carbon neutral through the "Climate Neutral Now" programme.

GHG emissions per employee were reduced by 23% in 2020 relative to 2019, with a portion of this reduction (estimated at 12%) due to the consequences of the Covid-19 crisis and the remainder resulting from more environmentally responsible practices.

GHG emissions: Offices, on- and off-site data centres, fugitive emissions included* (Scopes 1, 2 & 3) (REQ-04)[1]	2020	2019	2018
Absolute emissions *(tCO_2e)*	5,974	7,686	9,297
Reduction in emissions per employee relative to 2015 *(tCO_2e/employee)*	-76%	-69%	-62%

* *Fugitive emissions included in 2020, excluded in 2015*

(1) *CDSB REQ: For more information, see the Glossary on page 308.*

(2) *carbon neutral: when a company has measured and reduced its GHG emissions and offset its residual emissions, all verified with independent verification.*

(3) *"Climate Neutral Now": an initiative launched by the UN in 2015 to encourage all citizens to take action to help achieve the goal of a climate-neutral world by the middle of the century, in accordance with the Paris Agreement.*

FUGITIVE EMISSIONS

These results contribute to the achievement of **SBTi Targets I and III.**

RESULTS: Fugitive emissions per employee were reduced by 28.3% between 2017 and 2020, and are carbon neutral through the "Climate Neutral Now" programme.

Fugitive emissions per employee were reduced by 32.5% in 2020 relative to 2019, with a large portion of this reduction resulting from more environmentally responsible practices.

Fugitive emissions* (Scopes 1 & 2) (REQ-04)[1]	2020	2019	2018	2017
Absolute emissions *(tCO_2e)*	1,403	2,048	1,633	1,725
Reduction in emissions relative to 2017 *(tCO_2e)*	-18.7%	+18.7%	-5.3%	

** Detected in offices and data centres on site*

BUSINESS TRAVEL

These results contribute to the achievement of **SBTi Targets II and III.**

RESULTS: In 2020, GHG emissions per employee resulting from business travel were 72.5% lower than in 2015 (with hotels included from 2016 and joint ventures from 2017), and are carbon neutral through the "Climate Neutral Now" programme.

GHG emissions per employee resulting from business travel were reduced by 66.8% in 2020 relative to 2019, with a large portion of this reduction (estimated at 88%) due to the consequences of the Covid-19 crisis and the remainder resulting from more environmentally responsible travel options.

Business travel (REQ-04)[1]	2020	2019	2018	2015
Absolute emissions *(tCO_2e)*	11,559	34,310	35,922	32,005
Emissions per employee *(tCO_2e/employee)*	0.3	0.8	0.8	0.9

RATIO OF EMISSIONS FROM DIRECT ACTIVITIES TO REVENUE AND EBITDA

In 2020, the Group calculated the environmental impact of its direct activities (Scopes 1, 2 & 3: business travel, offices and on- and off-site data centres) relative to revenue and EBITDA.

Emissions from direct activities relative to revenue/EBITDA (REQ-04)[1]	2020	2019	2018
Ratio of emissions from direct activities (Scopes 1, 2 & 3) to revenue *(tCO_2e/€m)*	4.1	9.5	11
Ratio of emissions from direct activities (Scopes 1, 2 & 3) to EBITDA *(tCO_2e/€m)*	46.4	102.9	122.4

INDIRECT ACTIVITIES

Measured emissions arising from the Group's supply chain have been published for the past three years. They cover the Group's purchases outside of Scopes 1 & 2 (Offices, data centres on-site and fugitive emissions) and Scope 3 (Business Travel and off-site data centres). We are gradually measuring emissions from waste and commuting.

- **SBTi TARGET IV:** Ensure that the Group's suppliers, accounting for at least 70% of supply chain emissions, control their GHG emissions by 2025.
- **SBTi TARGET V:** Ensure that 90% out of these Group's suppliers, accounting for at least 70% of supply chain emissions, have set GHG emissions reduction targets by 2025.
- **TARGET:** Pursue a responsible purchasing policy favouring products and services with a low environmental impact.
  - **RESULTS:** In 2020, the Group continued to assess its suppliers via the Provigis, EcoVadis and CDP platforms. In particular, the analysis was carried out for suppliers in France, Germany, Italy and Spain and demonstrated that 44% of these suppliers, accounting for 70% of the residual footprint[1] arising from the supply chains in these countries, have emissions reduction targets. Supply chain analyses were made possible by close cooperation between the Chief Purchasing Officer and the CR&SD Department. The results of the responsible purchasing policy are presented in Section 3.4, "Responsible purchasing", of this chapter (pages 119 to 120).

ANALYSIS: Based on residual data for France, Germany, Italy and Spain (which account for 46.5% of the Group's residual data), a limited assurance approach has been adopted to scale up this data proportionally. This analysis enables us to estimate total residual[2] GHG emissions arising from the Group's purchases at 189,406 tCO_2e in 2020 using the method recommended by ADEME. Our goal is to extend this limited assurance approach to the whole of the Group by 2025 and to expand the EcoVadis supplier assessment programme.

Residual emissions[2], linked to the Group's purchases, decreased in 2020. The environmental impact of these residual purchases was calculated across a larger scope using business intelligence tools, based on an average weighted by type of purchase rather than a simple average. This analysis has confirmed that over the past three years, the categories of suppliers accounting for the largest share of the Group's residual footprint have been subcontracting firms and IT services companies. In 2020, the Group calculated the

(1) CDSB REQ: For more information, see the Glossary on page 308.

(2) Scopes 1 & 2 (Offices, data centres on-site and fugitive emissions) and Scope 3 (Business Travel and off-site data centres).

environmental impact of residual GHG emissions[2] linked to its purchases relative to revenue and EBITDA.

Residual emissions from purchases (excluding business travel, offices, on- and off-site data centres and fugitive emissions) (REQ-04)[1]	2020	2019	2018
Absolute emissions *(tCO_2e)*	189,406*	221,311	246,447
Ratio of residual emissions to revenue *(tCO_2e/€m)*	44.4	49.9	60.2
Ratio of residual emissions to EBITDA *(tCO_2e/€m)*	501.5	542	666.8

* *Assuming no change in the scope of purchases relative to 2019 and 2018, residual emissions from the Group's purchases in 2020 would have amounted to 201,803 tCO_2e.*

4.3.5. PROMOTING THE CIRCULAR ECONOMY

WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT (WEEE)

TARGET: Give 100% of WEEE a second life by 2025 (reuse through resale and donation, heat recovery or raw materials for recycling).

RESULTS AND ANALYSIS:

Sopra Steria maximises the lifespan of electrical and electronic equipment and specialist suppliers collect and manage the disposal of this equipment.

In 2020, 97% of WEEE was given a second life.

WEEE per employee was reduced by 22.6% in 2020 relative to 2019, with a portion of this reduction (estimated at 39%) due to the consequences of the Covid-19 crisis and the remainder resulting from more environmentally responsible practices.

Waste electrical and electronic equipment (WEEE) (REQ-04)[1]	2020	2019	2018
Absolute quantity *(kg)*	64,657	82,947	95,242
Quantity per employee *(kg/employee)*	1.5	1.9	2.2
Proportion given a second life	97%	97%	95%

PAPER AND CARDBOARD WASTE

TARGET: Recycle 100% of paper and cardboard waste by 2025 (heat recovery or raw materials for recycling).

RESULTS AND ANALYSIS: Sopra Steria optimises printing and runs awareness campaigns to reduce waste.

In 2020, 99.7% of paper and cardboard waste was recycled.

Paper and cardboard waste collected per employee was reduced by 53.5% in 2020 relative to 2019, with a large portion of this reduction (estimated at 82%) due to the consequences of the Covid-19 crisis and the remainder resulting from more environmentally responsible practices.

Paper and cardboard waste (REQ-04)[1]	2020	2019	2018
Absolute quantity (kg)	194,418	415,122	456,274
Quantity per employee (kg/employee)	4.4	9.4	10.5
Proportion of paper and cardboard waste collected separately and recycled	99.7%	96%	97%

4.3.6. ENSURING THE INVOLVEMENT AND CONTRIBUTION OF THE ENTIRE VALUE CHAIN

TARGETS:

- Ensure the entire value chain (employees, clients, suppliers, partners, etc.) is involved in and contributes to the continuous improvement process.
- Raise awareness among our stakeholders and contribute to working groups involving opinion leaders.
- Develop employee engagement across the Group.

RESULTS: The relevant information is set out in Section 4.3.4, "Reducing GHG emissions resulting from our operations", of this chapter (pages 126 to 128).

Responsible purchasing:

Sopra Steria applies Group-wide purchasing rules that take into account environmental selection criteria. Its suppliers' charter also includes environmental standards. The relevant information is set out in Section 3.4, "Responsible purchasing", of this chapter (pages 119 to 120).

Stakeholders:

Civil society

- **United Kingdom/Cabinet Office:** The Group took part in the Net Zero Carbon round table organised by the Cabinet Office in London. Key points covered include the impact of the Covid crisis on emissions (working from home, reduction in commuting, supply chain resilience).

(1) CDSB REQ: For more information, see the Glossary on page 308.

- **Institute of Environmental Management and Assessment (IEMA):** Sopra Steria supported the IEMA and its working group on disruptive technologies and the digital economy, including in particular projects on energy transition, smart food and agriculture, smart transport for sustainable cities and sustainable infrastructure for climate-smart cities.
- **Make.org-*Grande Cause Environnement*:** Information on this programme, of which the Group is a founding partner, is set out in Section 3.2, "Innovation and strategic partnerships", of this chapter (page 117).
- **Sopra Steria-Institut de France Foundation:** The Sopra Steria-Institut de France Foundation awarded its "*Entreprendre pour Demain*" *Grand Prix* to FarmIA and Opopop for their digital projects to protect the environment. FarmIA is a project to promote sound farming practices through the use of artificial intelligence. Opopop is a platform for the management of reusable and returnable shipping pouches to mitigate the environmental impact of e-commerce deliveries.
- **United Nations Global Compact:** Responding to the call to action launched by the United Nations with its Global Compact, the Group joined the "Uniting Business for a Better World" pledge, along with more than 1,200 other companies worldwide, to promote peace, justice, strong institutions, adherence to the Global Compact's 10 principles and the achievement of the SDGs. Sopra Steria has chaired Global Compact France's GC Advanced Club since 2020. One meeting of the Club in 2020 was devoted to biodiversity.
- **SBTi – Global Compact, WWF, WRI, CDP:** In May 2020, Sopra Steria signed the "Uniting business and governments to recover better" statement, issued jointly by **We Mean Business** and SBTi.

Technology partners

- The Group's key cloud suppliers are very proactive about reducing their environmental footprint. All four operators have a stated target of "net zero" emissions well ahead of UN recommendations. Two of these partners already meet 100% of their electricity consumption from renewable sources and have a CDP Climate Change score of A.

IT working groups

- ***Institut du Numérique Responsable* (INR):** Sopra Steria Next signed up to the Digital Responsibility Charter in December 2020.
- ***Syntec Numérique:*** Participated in a workshop on calculating the proportion of a business's revenue derived from sustainable activities and helped write the Syntec Numérique position document "Reducing the environmental footprint of digital technology" and the CSR reference document "Fully committed to corporate social responsibility: a practical guide for organisations".
- **NegaOctet:** Participated in NegaOctet's Advisory Board, appointed by ADEME to help it draft an environmental framework proposing rules for calculating emissions factors and a categorisation of products used in digital services for individuals.

Employees

- **Employees' networks commited to the environment:** Green Light (France) has over 600 members; Sustainability Champions (United Kingdom) has over 100 members.
- **Training:**
  - E-learning module on digital eco-friendly actions made available to all employees: more than 3,000 employees have received this training in France since it was launched in September 2020. The training was rolled out to the Group's other geographies in January 2021,
  - Eco-design training: training in the product and service life cycle and environmentally responsible design practices was rolled out in France at the end of 2020. Rollout will continue across the Group's other geographies,
  - Environmental responsibility and digital sobriety training course opened up to the whole of the Group via the CorpAcademy platform;
- **Communications campaigns:**
  - Awareness campaign to drastically reduce the amount of printing at many Group entities,
  - Digital sobriety awareness: use of e-mail, rationalisation of collaborative workspaces and impact of data feeds.

Major recognition:

The Group's high level of commitment and the results of its environmental policy have now garnered international recognition, making Sopra Steria a flagship company in this area.

- CDP Climate Change A List: The relevant information is set out in Section 1.2, "Major recognition", of this chapter (page 104). This recognition received by the Group is also described in the CDP publication "Stories of Change 2020".
- CDP Supplier Engagement Leader: The relevant information is set out in Section 1.2, "Major recognition", of this chapter (page 104).
- EcoVadis: Sopra Steria achieved an EcoVadis score of 90 out of 100 for its environmental programme, making it one of the top performers in the environmental area.

4.3.7. INCLUDING DIGITAL SUSTAINABILITY IN OUR VALUE PROPOSITION

Responsible digital technology represents a major driver of economic and social development provided that it factors all the environmental impacts of its lifecycle (from design to end of life, including usage).

It is thus crucial to support the development of digital technology for the benefit of society by adopting a responsible approach that accommodates both the "Sustainable IT" and "IT for Sustainability" dimensions.

Sopra Steria, a key player leading the digital transformation in Europe, supports its customers' major digital transformation projects by paying close attention to sustainable development priorities in the development of its solutions and services.

In particular, the aim is to measure the impact of the solutions and services we provide to our clients, taking into account the environmental challenges they face, so as to clarify their choices as they digitally transition their business.

Rolling out a concrete and effective approach to digital sustainability

Sopra Steria applies three digital sustainability principles when implementing its projects:

1. **Carbon neutral/"net zero" emissions project teams:** raise awareness in order to minimise the environmental footprint of each Sopra Steria project team and its equipment, in line with the carbon neutrality obtained for all of the Group's business travel, offices and data centres integrated to the "Climate Neutral Now" programme;
2. **Sustainable IT:** accelerating adoption of digital sustainability, notably by selecting the infrastructure and technologies most closely aligned with clients' and the Group's Sustainable Development Goals, applying eco-design principles to solutions development and taking into account environmental costs when assessing the value of new services;
3. **IT for Sustainability:** harnessing the potential offered by new technologies to develop innovative solutions that protect the environment and the climate.

EXAMPLES OF INITIATIVES AND PROJECTS IMPLEMENTED BY THE GROUP

Carbon neutral Sopra Steria project teams:

Sopra Steria's teams are carbon neutral. All Group business travel has been carbon neutral since 2015, and the Group's offices and data centres have been covered by "net zero" certification since 2020.

The Green Ops tool is used to calculate the environmental footprint of a Sopra Steria team deployed to either a Sopra Steria site or a client site. This tool can estimate the environmental impact of resources used by an employee during an assignment (printing, digital services, IT and telephony equipment, travel, etc.). The impact is given in emissions (CO_2e), cubic metres of water consumed and kilowatt-hours of primary energy consumed.

Sustainable IT projects

Digital sobriety training for a French government ministry: Sopra Steria helped embed digital sobriety through awareness-raising and training for project teams, so as to develop the skills needed to measure the environmental impact of a digital solution, identify areas for improvement and create key performance indicators.

Cloud migration: Today, these migrations must address issues of resilience and scalability, while including the ability to create new innovative services and encompassing the notions of data sovereignty and sustainability. In this vein, for a company in the logistics sector, Sopra Steria optimised and migrated critical workloads to the cloud, thus helping this operator move closer to meeting its "net zero" emissions goal.

Environmental diagnosis and design of two applications for a European manufacturer: For this project, Sopra Steria identified sources of environmental impacts by carrying out a screening-level life cycle assessment. This analysis is based on data compiled mainly from average values provided by databases, when specific data are not readily available. This approach saves a great deal of time in the data compilation phase, allowing for more in-depth analysis to be carried out subsequently by compiling data only for the most significant sources of emissions. A functional analysis looking at user experience (UX) and a technical analysis focusing on architecture, data and code identified approaches to optimise the environmental footprint, ranked in accordance with the triple bottom line or 3P concept: people, prosperity and the planet. A project to automate efficiency measurement has been launched to ensure continuous improvement of the services concerned.

IT for Sustainability projects

Collaborative management of urban mobility and encouragement of low-carbon business travel for a large European city: In the area near the city's airport, Sopra Steria is working with several companies and the municipal authorities to find solutions for traffic congestion problems affecting the employees of its project partners. The project involves putting in place a collaborative mobility management system, by means of a multi-stakeholder digital platform to calculate reductions in emissions of greenhouse gases and other air pollutants via changes in employee transport options. Several initiatives are in the process of being rolled out: reduction in single-occupancy vehicle use (9-point reduction by lowering single-occupancy vehicle use from 70% to 69% since the start of the project), development of alternative mobility options (10-point increase by raising bicycle use from 10% to 20% and 4-point increase by expanding carpooling from 8% to 12% since the start of the project, and approaches to optimise business travel. Thanks to this project, five partner companies have been able to avoid 17 tonnes of GHG emissions per day. This project was selected and funded under the Urban Innovative Actions (UIA) programme, an EU initiative.

Artificial intelligence in pursuit of sustainability for a European manufacturer: Sopra Steria is using sustainable development solutions powered by artificial intelligence in pursuit of three goals – cutting costs, increasing return on investment and reducing environmental impact. AI can lengthen a machine's life cycle by optimising utilisation and maintenance.

Decarbonisation strategy of a UK property management firm: the aim of the project is to calculate this property management firm's greenhouse gas emissions for regulatory reporting purposes and to devise a strategy to make the company carbon neutral.

4.4. Future outlook

This section applies the recommendations of CDSB REQ-06/TCFD[1].

Our primary goal over the next decade is to continuously reduce our greenhouse gas emissions and achieve "net zero" emissions in accordance with the UN's "Climate Neutral Now" programme, with the following milestones:

1. By end 2022: achieve "net zero" emissions from our direct operations (offices, data centres and business travel);
2. By end 2025: add waste, employee commuting and indirect energy to activities covered by our "net zero" emissions pledge;
3. By end 2028: include the whole of the value chain by adding purchases of goods and services;

Alongside our emissions reduction strategy, we will continue to publicly disclose our risks and opportunities in accordance with TCFD guidelines and any other new European and/or domestic directives on an annual basis. We will use trends from the most appropriate internationally recognised scenarios in our qualitative and quantitative scenario analysis to determine the main areas in which we need to develop strategies to mitigate and adapt our operations.

We will continue to support our clients as they transition to a low-carbon economy by providing them with advice, software and services based on the following:

1. Sustainable IT: accelerating adoption of digital sustainability, notably by selecting the infrastructure and technologies most closely aligned with clients' and the Group's Sustainable Development Goals, applying eco-design principles to solutions development and taking into account environmental costs when assessing the value of new services;
2. IT for Sustainability: harnessing the potential offered by new technologies to develop innovative solutions that protect the environment and the climate.

In order to cover the whole of the value chain, we are maintaining our supplier engagement programme together with our target validated by SBTi: "Sopra Steria is committed to ensuring that suppliers accounting for at least 70% of its supply chain emissions control their GHG emissions, and that 90% of those suppliers have in place GHG emissions reduction targets by 2025". Our approach to meeting this commitment is a phased programme with a number of milestones:

1. Over the period 2019-2023, assess the emissions of the following proportions of suppliers accounting for 70% of our supply chain emissions: 40% in 2019, 60% in 2020, 80% in 2021 and 100% by end 2023;
2. Over the period 2020-2025, assess the following proportions of suppliers accounting for 70% of our supply chain emissions to ensure that they are controlling their emissions: 30% in 2023, 65% in 2024 and 100% by end 2025;
3. Over the period 2020-2025, assess the following proportions of suppliers accounting for 70% of our supply chain emissions to ensure that they have in place emissions reduction targets: 20% in 2023, 45% in 2024 and 90% by end 2025.

We will continue to run supplier engagement programmes in countries where we have a strong presence, encouraging our suppliers with the help of a variety of communication and assessment software platforms (such as EcoVadis and Provigis).

As a leading business in the fight against climate change, Sopra Steria will also continue to dialogue and work with political decision-makers and other top-tier organisations, including universities, to incubate and develop innovative solutions.

4.5. Environmental reporting

This section applies the recommendations of CDSB REQ-07, 08, 09/TCFD[1].

Environmental reporting information is set out in Section 1.3, "Overview of reporting scope", of this chapter (pages 104 to 105).

4.6. Compliance and assurance in relation to environmental reporting

This section applies the recommendations of CDSB REQ-11, 12/TCFD[1].

Compliance (CDSB REQ-11/TCFD)[1]

As the first of ten signatory companies, Sopra Steria made a public commitment during Climate Week NYC in September 2017 to disclose climate-related information in accordance with guidelines issued by the Task Force on Climate-related Financial Disclosures (TCFD) for a period of three years.

Sopra Steria opted to use the Climate Disclosure Standards Board (CDSB) framework because it complies with TCFD guidelines. Since 2017, the Group has provided a CDSB cross-reference table in its annual report demonstrating compliance.

This report on 2020 data uses the structure set out in the CDSB framework to provide the required information in a fully compliant manner.

Assurance information is set out in the next section.

Assurance (CDSB REQ-12/TCFD)[1]

Independent assurance meeting ISAE 3000 is provided by an independent third party, which carries out checks on a reasonable assurance basis on figures in the report identified by the sign, the majority of which relate to greenhouse gas emissions (excluding greenhouse gas emissions from the supply chain, which are verified on a limited assurance basis). This assurance is set out in Section 8, "Report by the independent third party on the consolidated statement of non-financial performance presented in the management report", of this chapter (pages 153 to 154).

(1) CDSB REQ: For more information, see the Glossary on page 308.

5. Ethics and compliance

The Group's ethical values and principles, which constitute a fundamental aspect of its culture, are laid down in its Code of Ethics. They guide Sopra Steria's development and serve as the foundation for all its policies and commitments. The Group's number one priority in carrying on its day-to-day activities is the observance of ethical principles.

In keeping with the values and ethical principles it promotes, the Group has adopted an Ethics and Compliance programme concerning in particular human rights, fundamental freedoms, measures to prevent corruption and influence peddling, duty of vigilance, compliance and transparency in relation to tax regulations, confidentiality and the protection of personal data.

Under the Group's risk mapping exercise, risks associated with regulatory compliance are classed as main risks for the Group.

Sopra Steria is a signatory to the United Nations Global Compact, in the Global Compact Advanced reporting category, and 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 supports the United Nations Sustainable Development Goals 1, 4, 8, 11, 12, 13 and 16 related to ethics and compliance.

5.1. Governance and organisation

Sopra Steria has decided to bring together compliance, internal control and risk management within the Internal Control Department, which reports directly to the Group's Executive Management. This department appears before the Audit Committee and the Nomination, Governance, Ethics and Corporate Responsibility Committee at regular intervals.

This structure allows for centrally coordinated, Group-wide governance to deal with compliance issues, compliance controls, whistleblowing and risks.

- The Internal Control Department oversees compliance issues and coordinates all stakeholders involved in compliance and internal control across the Group. The Internal Control Director is the primary reference point for the whistleblowing system in her capacity as Group Compliance Officer;
- This department is supported by the network of Internal Control and Compliance Officers, appointed to work with local teams in each Group entity;
- It also works with the Group-level functional and operational departments, each with expertise in its own area (Human Resources Department, Legal Department, Finance Department, Purchasing Department, Industrial Department, and Corporate Responsibility and Sustainable Development Department). To ensure that all compliance issues are covered, each of these departments has its own correspondents within the Group's various entities.

Monthly steering meetings unite the Chairman, Executive Management, Finance Department, Internal Audit Department and Internal Control Department to review compliance issues and programme progress and implementation, more specifically concerning the programme to prevent and combat corruption and influence peddling.

The Internal Control Department and the Internal Audit Department meet regularly to exchange updated information, notably concerning the audit plan and the identification of risks.

Risk management and control within the Group, and the relationship with the Internal Audit Department and external auditors, are described in more detail in Section 3, "Internal control and risk management", chapter 2 of this Universal Registration Document (pages 44 to 48).

5.2. Policies and procedures

5.2.1. A CODE OF ETHICS AND CORE VALUES SUPPORTED AT THE HIGHEST LEVELS OF THE GROUP

The Sopra Steria Code of Ethics expresses the Group's values and is based on shared ethical principles that apply to all Group entities, including in particular respect, integrity and transparency. Through this code, the Group is committed to abiding by laws and regulations in force in the countries in which its entities operate, as well as operating to the strictest possible standards of business conduct. With a forward written by the Chairman of the Board of Directors, it 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 of Ethics is supplemented by a Code of conduct for stock market transactions covering securities trading and the prevention of insider dealing in compliance with the European Market Abuse Regulation (Regulation (EU) 596/2014), a Code of conduct for the prevention of corruption. The relevant information is set out in Section 3.4, "Responsible purchasing", of this chapter (pages 119 to 120).

These documents are available from the Ethics and Compliance page of the Group's website at www.soprasteria.com.

5.2.2. CORE RULES AND GROUP PROCEDURES

Beyond the Code of Ethics, which reaffirms the Group's fundamental principles and values, the compliance system within Sopra Steria is supported by a common core of rules and procedures (management, human resources, purchasing, sales, operations and production, finance and accounting, security, etc.).

As part of the compliance programme, work was undertaken at Group level in 2020 to continuously improve existing rules and clarify guidelines and procedures to ensure that regulatory changes are taken into account, best practice is adopted and these procedures are applied and controlled within the Group on an ongoing basis.

5.3. Measures to prevent and combat corruption

The Sopra Steria Group is committed to having measures in place to safeguard against risks arising from exposure to corruption and influence peddling. These measures help protect the Group's reputation and maintain the trust of its internal and external partners and stakeholders. To this end, the Group applies a zero-tolerance policy with respect to corruption and influence peddling. The Group's approach to preventing and combating corruption is based on the principles laid down in the United Nations Global Compact and on compliance with local legislation and regulations prohibiting corruption.

In particular, the following measures are in place:

- **A high degree of executive involvement** in the implementation and monitoring of the Group's programme to prevent corruption and influence peddling. This firm commitment takes shape in particular through the Group's specific Code of conduct covering these issues, the direct oversight of the programme at the Internal Control Department's steering meetings, informational meetings for senior managers and regular communications campaigns targeting all Group employees;
- **A Group-wide organisational structure in charge of managing,** monitoring and controlling the framework, through a network of Compliance Officers, who have responsibility for compliance and risk management issues within each entity;
- **A specific risk-mapping exercise for bribery and influence peddling risks**, carried out at the same intervals and applying the same methodology used for the overall risk mapping exercise, and shared with the affected staff;
- **A specific Code of conduct for the prevention of corruption and influence peddling**, including a foreword by the Chairman of the Board of Directors and the Chief Executive Officer and illustrated with real-world examples, as a supplement to the Code of Ethics. This Code of conduct has been translated into 10 languages and covers all Group entities;
- **A disciplinary regime** based on the Code of conduct enforceable against all employees since its inclusion in the Group's internal rules and regulations, or through any other mechanism in force at Group entities;
- **Specific, formal procedures**, allowing in particular for the implementation of the associated first- and second-level controls, in order to respond to situations identified as potentially exposed to risk. For example: Policy on hospitality; policy on gifts; procedures relating to conflicts of interest; procedure for client events; procedure relating to export operations, which continued its rollout during the year;
- **A strict procedure for assessing third parties**, including clients, suppliers and subcontractors. In this regard, the Group has formalised and rolled out a new purchasing procedure and expanded its suppliers' charter to cover all new regulations, and more specifically regulations relating to the Sapin II Law and the duty of vigilance;
- **A Group training programme** aimed at raising awareness among all employees, using a practical and accessible approach, and training those segments of the workforce considered as the most exposed in light of the results of the risk mapping exercise for bribery and influence-peddling risks. This programme is based on the following:
  - **An e-learning module for all staff**, which was rolled out on a phased basis starting in December 2018 and is available in five languages. It is easily accessible via the website of Sopra Steria's training organisation. The module includes several interactive sections, six of which consist of one or more videos and real-life situations, covering the following themes: legal framework, hospitality and gifts, public officials, conflicts of interest, intermediaries, sponsoring and patronage, facilitation payments and whistleblowing system. At 31 December 2020, 92% of Group staff had completed this e-learning module. In 2021, the e-learning module will be refreshed to reflect updated procedures;
  - **Classroom training** for those considered the most at risk: managers, sales staff, procurement staff, etc. The objectives of this training are to familiarise staff with Group rules and procedures for preventing and combating corruption and influence peddling, enable them to identify key contacts within the Group and equip them with an understanding of best practice through role play exercises based on real-world international examples;
- **Strengthened control and audit procedures**: The specific controls are covered in the procedures developed under the programme for the prevention of corruption and influence peddling and may be either ongoing or periodic. In addition to the first-level controls carried out in the form of self-checks by the employees concerned and by line managers, controls are mainly performed, depending on the area involved, by the functional departments concerned (Finance Department, Internal Control Department, Industrial Department, Legal Department, Human Resources Department). The procedures are also assessed by the Internal Audit Department when auditing the Group's subsidiaries and/or divisions, by running through some 30 specific checks, and during specific compliance audits as part of the internal audit programme;
- **A whistleblowing system** incorporating French legal requirements laid down in the Sapin II Law and duty of vigilance legislation. This system has been rolled out to all Group entities. It is also accessible to the Group's external stakeholders, and in particular its clients, suppliers and other business partners, via the Ethics and Compliance page of the Group's website at www.soprasteria.com.

To the best of the company's knowledge at the time of writing this Universal Registration Document, neither Sopra Steria, nor its subsidiaries nor any member of an administrative or management body have been found guilty of corruption or influence peddling at any time in the last five years.

5.4. Tax regulations and transparency - Fight against tax evasion

In tax matters, Sopra Steria Group is committed to complying with the tax laws and regulations applicable in all of the countries in which it is present. Sopra Steria acts in line with its values and ethical principles of integrity, commitment and accountability.

Accordingly, the Group pays its taxes and duties in the countries where its operations are located and where value is created. This approach is pursued in accordance with international guidelines and standards, such as those of the OECD, particularly in relation to transfer pricing for cross-border transactions between Group companies. In this respect, the Group does not engage in tax evasion or any other practice contrary to its ethical standards.

Sopra Steria does not make use of aggressive tax planning or any structuring methods for its transactions that would detach the tax location from the location of business activity. The Group thus abstains from establishing operations in tax havens (uncooperative countries or territories on the official French list or the European Union's blacklist), has no bank accounts at banks established in such countries or territories, and more generally abstains from creating any entities that have no economic substance or business purpose.

Sopra Steria Group is regularly audited by the competent tax authorities, with which it fully cooperates. The Group complies with the deadlines specified by tax authorities for providing responses to their queries, meets all of its reporting requirements and pays its taxes as required by law.

To limit tax risks relating to its activities, and to take advantage of existing tax incentives, exemptions and relief, in accordance with tax laws and the reality of its activities, the Group may enlist the services of outside tax consultants. All advice thus received is reviewed internally to ensure that any resulting application is consistent with the Group's tax principles.

5.5. Data protection

5.5.1. PROTECTION OF PERSONAL INFORMATION

Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 – known as the General Data Protection Regulation, or GDPR – entered into force on 25 May 2018. Sopra Steria Group and its subsidiaries have rolled out a programme intended to ensure compliance with this regulation and local laws.

This programme is directed by the Group's Legal Department, which is responsible for coordinating measures to protect personal data processed by Group companies (both for their own purposes and on behalf of their clients).

This programme is underpinned by an organizational and governance structure and an overarching policy on the protection of personal data.

The organisational and governance structure has two tiers: a group tier and a local (country/entity) tier. Data Protection Officers have been appointed within each of the Group entities concerned. The Group Data Protection Officer relies on this structure to roll out the compliance programme across the Group.

This programme has the following goals in particular:

- The rollout of a specific tool to keep records of all processing of personal data by Group entities, both for their own purposes and on behalf of their clients;
- The implementation of specific procedures to respond to requests received from individuals exercising their rights relating to personal data, including the right of access, the right to rectification, the right to object to processing and the right to remove data across the system, including archived and recorded data:
  - For employees of Group companies,
  - For third parties (for example, job applicants in connection with recruitment procedures),
  - For personal data processed by Group companies under contractual arrangements with their clients, as instructed in writing by the latter;
- The review of various internal and external media to ensure compliance with legal and regulatory requirements;
- The provision of standard contracts and clauses covering the protection of personal data in the context of contractual relationships with clients, subcontractors and suppliers;
- The rollout of a mandatory training module for all existing Group employees and for every new employee;
- The management of the whistleblowing procedure to report actual or suspected abuses and irregularities relating to personal data.

All external growth transactions involve a due diligence process covering the processing of personal data. Acquired companies are added to this compliance programme upon joining the Group.

In addition, at Sopra HR Software, the Sopra Steria Group's HR solutions publisher subsidiary, the Binding Corporate Rules (BCR) have been in place within its entities since 2015.

5.5.2. PROTECTING AND SECURING CLIENT DATA

The Group has put in place a policy and robust system across all its entities and operations, supported by an appropriate organisational structure, procedures and controls that are reviewed annually. This point is presented in Section 1, "Risk factors", chapter 2 of this Universal Registration Document (pages 36 to 42).

As regards awareness-raising and training in the area of information security more specifically, the Group has a catalogue of training made available to employees via the Group Academy. Employees may take one or more of these training courses a year depending on their role. As regards awareness-raising, two e-learning modules are available, which are reviewed every two years. These are also supplemented by information messages and best practice, which are constantly shared on the Group's intranets.

5.6. Duty of vigilance and vigilance plan

This section presents the vigilance plan, which covers all reasonable vigilance measures aimed at identifying risks and preventing serious violations of human rights and fundamental freedoms as well as adverse impacts on health, safety and the environment, as laid down by the French duty of vigilance law (Law no. 2017-399 of 27 March 2017).

These risks, serious violations and adverse impacts include those resulting from the activities of the Company and of the companies it controls, within the meaning of Article L. 233-16 of the French Commercial Code, whether directly or indirectly and across the Group's entire scope of operations, as well as from the activities of subcontractors or suppliers with which Sopra Steria has business relations, in France and around the world.

The vigilance plan was prepared by the main departments responsible for the areas covered by the duty of vigilance, discussed with the Group's Executive Committee and then validated by Executive Management. It was also presented to the Works Council. In addition, as a preliminary step for the preparation of the plan, the results of the Group's risk mapping exercise for the issues involved were aligned with those of its materiality analysis.

The vigilance plan consists of four components, to reflect the measures required by the French duty of vigilance law:

- A mapping of risks to identify, analyse and prioritise the risks relating to the duty of vigilance;
- Risk mitigation and prevention plans;
- A whistleblowing system for the receipt of reports relating to the existence of risks or the occurrence of risk events;
- A system to monitor the measures implemented and assess their effectiveness.

The vigilance plan is reviewed each year, in light of possible developments in risks, the effectiveness of mitigation measures put in place, and developments in the Group's business and operations.

Furthermore, reasonable vigilance measures are implemented gradually for newly acquired companies as part of the integration of these companies within the Group and with respect to its procedures and systems.

5.6.1. RISK MAPPING EXERCISE

The mapping of risks relating to the duty of vigilance draws on the Group's overall risk mapping exercise as well as the main challenges identified during the preparation of the Group's statement of non-financial performance. The methodology used for the mapping of risks relating to the duty of vigilance is the same as that used for the Group's overall risk mapping exercise and thus involves consultations with the various departments concerned, with responsibility for the entire scope of the Group's operations, namely the Human Resources Department, the Corporate Responsibility and Sustainable Development Department, the Purchasing Department, the Industrial Department, the Information Systems Department, the Legal Department and the Internal Control Department.

Given its business activities, Sopra Steria has relatively limited exposure to risks relating to the duty of vigilance. Nevertheless, some of the risks identified were considered as having an impact, although without being regarded as major risks falling within the scope of the duty of vigilance.

The risk areas listed below relating to the duty of vigilance were analysed and prioritised in line with their severity and likelihood of occurrence in the context of the Group's business activities and those of its main suppliers:

- Human rights and fundamental freedoms: diversity and equal opportunities, freedom of association and the right to collective bargaining, protection of personal data, respect for the rights of local communities, preventing child labour and forced labour within the supply chain;
- Health and safety: right to health, right to safe and healthy working conditions (*e.g.* access to buildings, sanitation, safety and security of business travel), prevention of occupational illnesses, healthcare benefits and workplace prevention measures;
- Environment: air and soil pollution, depletion of raw materials, soil erosion and degradation, treatment of polluting waste, GHG emissions, degradation of ecosystems and biodiversity.

5.6.2. RISK MITIGATION AND PREVENTION PLANS

The continuous improvement approach adopted in line with the Group's corporate responsibility policy put in place several years ago focuses on the various issues targeted by the French duty of vigilance law. The cross-reference table below indicates the sections within the statement of non-financial performance included in this document that describe the risk mitigation and prevention plans identified in the mapping of risks relating to the duty of vigilance.

Area	Category	Mitigation plans and preventive measures
Risks relating to the Group's business activities	Human rights and fundamental freedoms	The relevant information is set out in Sections 2, 3 and 5 of this chapter, (pages 106, 115 and 132).
	Health and safety	The relevant information is set out in Section 2.2.5, "Health and safety", of this chapter (pages 112 to 113).
	Environment	The relevant information is set out in Section 4, "Environmental responsibility: innovating all along our value chain", of this chapter (pages 122 to 131).
Risks relating to the business activities of the Group's suppliers	Responsible purchasing	The relevant information is set out in Section 3.4, "Responsible purchasing" of this chapter (pages 119 to 120).

5.6.3. WHISTLEBLOWING SYSTEM

The whistleblowing system put in place under the Sapin II Law on transparency, anti-corruption and the modernisation of economic life also covers the duty of vigilance. This system is accessible to employees of all Group entities. A description of the whistleblowing system and its procedure is provided on the Group's intranet as well as those of all its subsidiaries. Reports are to be submitted from a specific email address for each entity or at Group level. This is open to external stakeholders, including in particular the Group's clients, suppliers and other business partners. It can be accessed from the Ethics and Compliance page of the Group's website at www.soprasteria.com. No alerts were raised in the course of the year in areas covered by the duty of vigilance legislation.

5.6.4. SYSTEM TO MONITOR THE MEASURES IMPLEMENTED AND ASSESS T HEIR EFFECTIVENESS

For risks relating to the duty of vigilance, the procedures for the regular assessment of the Group's business activities and those of its subsidiaries, along with those of its main suppliers, are carried out at the level of the departments concerned. Each department with oversight for issues involving the duty of vigilance is responsible for monitoring the risks identified in the mapping of risks relating to the duty of vigilance.

All of these departments are involved in the identification and implementation of reasonable and appropriate vigilance measures for their respective areas of responsibility. They report on their monitoring activities at the Group's steering committee meetings and twice a year to the Corporate Responsibility and Sustainable Development Committee.

The risk mitigation and prevention measures put in place with regard to the duty of vigilance are reviewed as part of the Group's internal control procedures and are the focus of a consolidated report drawn up each year by the Internal Control Department and presented to Executive Management.

6. SDG/GRI/TCFD-CDSB cross-reference table

Universal Registration Document			SDGs	GRI	TCFD-CDSB *(Climate Change Reporting Framework)*
Chapter/ Section	**Chapter/Section heading**	**Page no.**			
1.	**Chapter 1 – Business overview and strategies**	17			
2.	**Chapter 2 - Risk factors and internal control**	35			*REQ-03 Risks and opportunities*
4.	**Chapter 4 – Corporate responsibility**	97			
1.	**Sopra Steria: A committed and responsible Group, making a sustainable, human and enlightened contribution**				
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2.	**Social responsibility: A committed and responsible collective effort**				
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2.2.2.	Maintaining and developing skills	108	4. Quality education 8. Decent work and economic growth		
2.2.3.	Diversity and equal opportunity	109	5. Gender equality 8. Decent work and economic growth 10. Reduced inequalities 17. Partnerships for the goals	GRI 406-1 GRI 405-2	
2.2.4.	Labour relations	112	3. Good health and well-being 8. Decent work and economic growth	GRI 407-1	
2.2.5.	Health and safety	112	3. Good health and well-being 8. Decent work and economic growth		
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Universal Registration Document			SDGs	GRI	TCFD-CDSB *(Climate Change Reporting Framework)*
Chapter/ Section	**Chapter/Section heading**	**Page no.**			
3.	**Societal responsibility: Engaging all our stakeholders to build a positive future for all**				
3.1.	Creating value for stakeholders	115	3. Good health and well-being 8. Decent work and economic growth 9. Industry, innovation and infrastructure 11. Sustainable cities and communities 17. Partnerships for the goals	GRI 102-12 GRI 102-13 GRI 102-40 GRI 102-42	
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Universal Registration Document			SDGs	GRI	TCFD-CDSB *(Climate Change Reporting Framework)*
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3.5.	Community and patronage	120	1. No poverty 2. Zero hunger 3. Good health and well-being 4. Quality education 5. Gender equality 6. Clean water and sanitation 7. Affordable and clean energy 8. Decent work and economic growth 10. Reduced inequalities 11. Sustainable cities and communities		
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3.6.	Regional impact	121	9. Industry, innovation and infrastructure 17. Partnerships for the goals		
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7. Annex: Social and environmental indicators

The elements of information identified with the ✔ symbol have been audited by the independent third party to provide a reasonable assurance opinion.

7.1. Summary of social indicators

WORKFORCE

WORKFORCE BY GEOGRAPHIC AREA (ACQUISITIONS INCLUDED)

Scope/Topic	2020	2019	2018	2017
Group	**45,960**	**46,245**	**44,114**	**41,661**
France	19,759	19,499	19,013	18,649
International (excluding France)	26,201	26,476	24,849	23,012
of which United Kingdom	6,646	6,305	6,407	6,181
of which India	4,982	5,726	5,348	5,200
of which Spain	3,999	4,189	4,060	3,562
of which Germany	3,304	3,363	2,842	2,370
of which Norway	1,999	1,792		
of which Italy	976	1,009		
of which Morocco	279	308		
Managers *("cadres")*	**40,581**	**40,014**	**40,001**	**38,626**

Note
The notion of "cadres" is specific to France. The number of managers outside France is extrapolated from the figures for France.

FULL-TIME EQUIVALENT (FTE) WORKFORCE (EXCLUDING INTERNS) ✔

Scope/Topic	2020	2019	2018	2017
Group	**43,898**	**44,230**	**42,614**	**40,241**
France	18,464	18,849	18,439	18,086
International (excluding France)	25,434	25,381	24,175	22,155
of which United Kingdom	6,374	6,057	5,903	5,956
of which India	4,981	5,724	5,347	5,199
of which Spain	3,951	4,128	4,005	3,511
of which Germany	3,011	2,733	2,655	2,217
of which Norway	1,996	1,790		
of which Italy	942	944		
of which Morocco	267	299		

WORKFORCE BY TYPE OF EMPLOYMENT CONTRACT ✔

Scope/Topic	2020	2019	2018	2017
Permanent contracts				
Group	**96.7%**	**96.1%**	**95.7%**	**96.1%**
France	96.9%	95.3%	95.6%	96.3%
International (excluding France)	96.6%	96.7%	95.7%	96.0%
of which United Kingdom	92.6%	95.2%	94.1%	96.4%
of which India	99.7%	99.0%	99.0%	98.6%
of which Spain	98.4%	97.3%	93.8%	91.8%
of which Germany	95.3%	94.4%	94.8%	95.1%
of which Norway	99.8%	99.6%		
of which Italy	96.7%	94.0%		
of which Morocco	95.7%	99.7%		
Temporary contracts				
Group	**2.9%**	**3.3%**	**3.6%**	**3.3%**
France	3.0%	4.6%	4.1%	3.4%
International (excluding France)	2.9%	2.4%	3.3%	3.3%
of which United Kingdom	7.4%	4.7%	5.9%	3.6%
of which India	0.3%	1.1%	1.0%	1.4%
of which Spain	1.6%	2.5%	5.8%	7.9%
of which Germany	1.8%	1.3%	1.7%	1.6%
of which Norway	0.2%	0.5%		
of which Italy	1.1%	0.7%		
of which Morocco	0.0%	0.3%		
Internships				
Group	**0.4%**	**0.6%**	**0.7%**	**0.6%**
France	0.1%	0.2%	0.3%	0.3%
International (excluding France)	0.6%	0.9%	1.0%	0.8%
of which United Kingdom	0.0%	0.1%	0%	0%
of which India	0.0%	0.0%	0%	0%
of which Spain	0.1%	0.2%	0.4%	0.3%
of which Germany	2.8%	4.3%	3.6%	3.3%
of which Norway	0.0%	0%		
of which Italy	2.2%	5.4%		
of which Morocco	4.3%	0%		

AVERAGE LENGTH OF SERVICE FOR EMPLOYEES ON PERMANENT CONTRACTS

Scope/Topic	2020	2019	2018	2017
Group	**7.7**	**7.1**	**7.1**	**7.3**
France	8.6	8.0	8.0	8.0
International (excluding France)	7.0	6.4	6.4	6.8
of which United Kingdom	10.3	10.3	10.7	10.8
of which India	5.2	4.4	4.3	4.3
of which Spain	5.7	5.0	5.0	5.2
of which Germany	8.4	7.5	7.3	8.2
of which Norway	4.1	4.1		
of which Italy	6.3	6.0		
of which Morocco	5.2	4.1		

AVERAGE AGE OF EMPLOYEES ON PERMANENT CONTRACTS

Scope/Topic	2020	2019	2018	2017
Group	**38.7**	**37.8**	**37.8**	**37.8**
France	38.5	37.8	37.5	37.5
International (excluding France)	38.8	37.8	38.0	38.0
of which United Kingdom	43.9	43.6	44.2	44.1
of which India	32.4	31.4	31.3	31.2
of which Spain	38.4	37.5	37.4	37.4
of which Germany	42.8	41.6	41.7	42.7
of which Norway	38.1	38.0		
of which Italy	38.6	38.0		
of which Morocco	33.7	32.0		

TURNOVER RATE FOR EMPLOYEES ON PERMANENT CONTRACTS

Scope/Topic	2020	2019	2018	2017
Group	**13.6%**	**17.7%**	**16.9%**	**15.6%**
France	10.1%	15.9%	16.2%	14.5%
International (excluding France)	16.1%	18.9%	17.4%	16%
of which United Kingdom	15.2%	21.7%	19.4%	20%
of which India	23.2%	19.4%	21.6%	18%
of which Spain	15.3%	20.5%	16.6%	15%
of which Germany	11.9%	14.7%	12.4%	11%
of which Norway	12.4%	12.8%		
of which Italy	14.4%	13.0%		
of which Morocco	17.3%	25.5%		

Notes
Turnover rate = [Number of leavers on permanent contracts – Number of leavers on permanent contracts having been with the Group for less than six months]/Number of employees on permanent contracts present on the last day of the reference period (excluding suspended employees).

Attractiveness

NEW STAFF ON ALL TYPES OF EMPLOYMENT CONTRACT ✔

Scope/Topic	2020	2019	2018	2017
Group	**6,133**	**10,844**	**11,662**	**9,500**
France	2,045	4,112	4,356	3,645
International (excluding France)	4,088	6,732	7,306	5,855
of which United Kingdom	1,293	1,155	1,083	998
of which India	490	1,695	1,636	1,595
of which Spain	632	1,229	1,414	1,151
of which Germany	366	651	770	586
of which Norway	517	499		
of which Italy	132	219		
of which Morocco	57	93		

NEW STAFF ON PERMANENT CONTRACTS ✔

Scope/Topic	2020	2019	2018	2017
Group	**4,166**	**8,047**	**9,225**	**7,366**
France	1,189	2,570	3,135	2,616
International (excluding France)	2,977	5,477	6,090	4,750
of which United Kingdom	723	942	784	811
of which India	480	1,620	1,533	1,356
of which Spain	566	1,084	1,193	895
of which Germany	298	488	623	466
of which Norway	459	428		
of which Italy	56	107		
of which Morocco	12	61		

Development of talent

TRAINING (EXCLUDING WORK-LINKED TRAINING STUDENTS AND INTERNS) ✔

Scope/Topic	2020	2019	2018	2017
Number of hours training provided during the year	**1,207,065**	**1,263,354**	**1,244,583**	
France	559,853	619,219	596,557	546,090
India	209,113	115,630	180,105	161,578
Spain	88,485	94,114	136,201	126,882
Germany	56,424	103,282	36,972	35,678
Norway	123,006	140,874	115,820	94,358
Morocco	17,187	14,723	19,651	11,476
United Kingdom	79,571	83,117		

Scope/Topic	2020	2019	2018	2017
Number of days training provided during the year	**172,438**	**180,479**		
France	79,979	88,460	85,222	78,013
India	29,873	16,519	25,729	23,083
Spain	12,641	13,445	19,457	18,126
Germany	7,789	14,755	5,282	5,097
Norway	17,572	20,125	16,546	13,480
Morocco	2,455	2,103	2,807	1,639
United Kingdom	11,367	11,874		

Scope/Topic	2020	2019	2018	2017
Average number of days training per person (average FTE)	**3.9**	**4.1**		
France	4.3	4.2	4.6	4.3
India	5.5	3.0	4.8	4.4
Spain	3.1	3.3	4.9	5.2
Germany	2.5	5.5	2.0	2.3
Norway	9.3	11.8	10	10.3
Morocco	8.4	7.1	9.3	5.8
United Kingdom	1.8	1.9		

Labour relations

Scope/Topic	2020	2019	2018	2017
Number of agreements signed during the year	**56**	**49**	**36**	
France				
UES (economic and employee unit)	5	6	4	1
Sopra Steria	4	1	2	2
Sopra Banking Software	7	7	4	1
I2S	6	1	3	1
Sopra HR Software	6	2	3	0
CIMPA	7	5	5	2
Galitt	3	2		
Cassiopae				2
Germany				
Sopra Steria	11	18	10	17
Sopra Banking Software	3	2	1	1
Sopra HR Software	0	1	0	1
CIMPA	2	3	3	3
Belgium				
Sopra Steria	0	0	0	2
Sopra Banking Software	0	0	0	0
United Kingdom				
Sopra Steria	2	0	0	0
Italy				
Sopra Steria	0	0	1	0
Spain				
Sopra Steria	0	1		
Number of collective agreements in force	**326**	**291**	**241**	
France				
UES (economic and employee unit)	23	14	16	15
Sopra Steria	13	14	23	21
Sopra Banking Software	29	31	21	20
I2S	21	6	2	3
Sopra HR Software	28	17	13	13
CIMPA	28	28	16	12
Galitt	22	19		
Germany				
Sopra Steria	81	70		55
Sopra Banking Software	21	18		15
Sopra HR Software	0	13		12
CIMPA	35	33		27
Belgium				
Sopra Steria	11	11		9
Italy				
Sopra Steria	0	5		2
United Kingdom				
Sopra Steria	13	11		12
Spain				
Sopra Steria	1	1		

Health and safety

WORKING CONDITIONS AND ORGANISATION

Scope/Topic	2020	2019	2018	2017	Notes
France					
Frequency rate of workplace accidents in France	1.26	2.47	1.91	1.68	Rates calculated in business days.
Severity rate of workplace accidents in France	0.013	0,023	0,056	0,035	Rates calculated in business days.
Absence rate	2.5%	2.6%	2.5%	2.1%	Rates calculated in business days.

ORGANISATION OF WORK AND WORKING HOURS/PART-TIME WORK – EMPLOYEES ON PERMANENT CONTRACTS AT 31 DECEMBER

Scope/Topic	2020	2019	2018	2017
Group	**6.1%**	**5.9%**	**6.1%**	**6.3%**
France	6.3%	5.9%	6.0%	6.2%
International (excluding France)	5.9%	5.9%	6.2%	6.3%
of which United Kingdom	12.1%	12.8%	14.1%	13.0%
of which India	0.0%	0.1%	0.2%	0.2%
of which Spain	5.5%	6.3%	5.9%	6.9%
of which Germany	10.4%	8.8%	9.0%	9.4%

Diversity and equal opportunity

PERCENTAGE OF EMPLOYEES WITH A DISABILITY ✔

Scope/Topic	2020	2019	2018	2017	Notes
France	2.21%	3.06%*	2.72%	2.46%	*Old formula used until 2019 that does not allow comparison with 2020

PROPORTION OF WOMEN IN THE WORKFORCE

Scope/Topic	2020	2019	2018	2017
Female staff				
Group	**32.5%**	**32.0%**	**31.6%**	**31%**
France	29.6%	29.4%	28.4%	27%
International (excluding France)	34.6%	34.0%	34.0%	34%
of which United Kingdom	44.5%	43.7%	44.9%	43%
of which India	31.7%	33.1%	34.3%	33%
of which Spain	29.0%	28.6%	27.7%	27%
of which Germany	27.6%	25.2%	24.1%	24%
of which Norway	27.0%	27.3%		
of which Italy	29.7%	28.5%		
of which Morocco	34.4%	35.1%		
Female new hires				
Group	**34.0%**	**33.1%**	**32.8%**	**31%**
France	27.5%	30.9%	29.7%	27%
International (excluding France)	37.3%	34.4%	34.7%	33%
of which United Kingdom	53.2%	44.2%	48.2%	46%
of which India	29.4%	35.4%	38.4%	34%
of which Spain	25.2%	21.9%	23.5%	26%
of which Germany	32.0%	34.4%	29.9%	27%
of which Norway	27.1%	29.9%		
of which Italy	28.0%	30.1%		
of which Morocco	42.1%	41.9%		

Intergenerational approach

PROPORTION OF YOUNG PEOPLE AND OLDER EMPLOYEES (INCLUDING INTERNS) ✔

Workforce by age bracket

Scope/Topic	2020	2019	2018	2017
Group				
Under 25	7.0%	10.0%	9%	9%
Over 55	9.9%	8.7%	8%	8%
France				
Under 25	6.9%	10.4%	10%	9%
Over 55	10.1%	8.8%	8%	7%
International (excluding France)				
Under 25	7.1%	9.6%	9%	9%
Over 55	9.7%	8.6%	9%	9%
Of which United Kingdom				
Under 25	7.4%	8.0%	7%	6%
Over 55	20.2%	20.1%	20%	20%
Of which India				
Under 25	12.3%	17.3%	17%	18%
Over 55	0.3%	0.3%	0.3%	0.3%
Of which Spain				
Under 25	3.3%	5.4%	6%	5%
Over 55	4.1%	3.4%	3%	2%
Of which Germany				
Under 25	3.3%	5.0%	4%	3%
Over 55	18.1%	15.0%	15%	15%
Of which Norway				
Under 25	3.3%	2.5%		
Over 55	7.0%	6.8%		
Of which Italy				
Under 25	9.8%	11.0%		
Over 55	7.9%	6.6%		
Of which Morocco				
Under 25	10.0%	14.4%		
Over 55	0.4%	0.7%		

PERCENTAGE OF OLDER EMPLOYEES (ALL CONTRACTS, EXCLUDING ACQUISITIONS)

Scope/Topic	2020	2019	2018	2017
Number of employees aged 45 and older	5,491	5,186	4,919	4,666
Proportion of older employees (number of employees aged 45 and older divided by the total workforce at 31/12)	29.3%	27.2%	26%	25.4%
Number of employees aged 55 and older	1,883	1,680	1,499	1,338
Proportion of older employees (number of employees aged 55 and older divided by the total workforce at 31/12)	10.10%	8.8%	8%	7.3%

7.2. Summary of environmental indicators

TOTAL GREENHOUSE GAS EMISSIONS (BUSINESS TRAVEL, ENERGY, FUGITIVE EMISSIONS) ✔

Global greenhouse gas emissions (tCO_2e)-Market-based ✔

		Scope 1					Scope 2					Scope 3					Total Scopes 1, 2 & 3				
Year		**2020**	**2019**	**2018**	**2017**	**2015**	**2020**	**2019**	**2018**	**2017**	**2015**	**2020**	**2019**	**2018**	**2017**	**2015**	**2020**	**2019**	**2018**	**2017**	**2015**
Business travel**												11,559	34,310	35,922	36,653	32,005					
Energy Diesel, gas, biodiesel		2,315	2,664	1,685	1,821	2,237															
Grid electricity, district heating	Offices and on-site data centres						1,124	1,724	4,658	6,191	15,723										
Grid electricity,	Off-site data centres											1,132	1,250	1,321	1,142	1,227					
Fugitive emissions		1,403	2,048	1,633	1,725																
Total (including fugitive emissions)*		**3,718**	**4,712**	**3,318**	**3,546**		**1,124**	**1,724**	**4,658**	**6,191**		**12,691**	**35,560**	**37,243**	**37,795**		**17,533**	**41,996**	**45,219**	**47,532**	**N/A**
Total (excluding fugitive emissions)		**2,315**	**2,664**	**1,685**	**1,821**	**2,237**	**1,124**	**1,724**	**4,658**	**6,191**	**15,723**	**12,691**	**35,560**	**37,243**	**37,795**	**33,232**	**16,130**	**39,948**	**43,586**	**45,807**	**51,192**
Total emissions per employee (excluding fugitive emissions)																	**0.35**	**0.88**	**1.00**	**1.13**	**1.47**
Total emissions per employee (including fugitive emissions)																	**0.38**	**0.93**	**1.04**	**1.18**	

Change in emissions per employee, 2020 compared with 2019 (including fugitive emissions and joint ventures) **58.9% reduction**

Change in emissions per employee, 2020 compared with 2015 (fugitive emissions included in 2020, hotel stays excluded in 2015, joint ventures excluded in 2015 but included in 2020) **74% reduction**

For energy, emissions are calculated using the market-based method, under which a nil emissions factor is applied if the energy source is "green"; otherwise, "residual mix" emissions factors issued by the Association of Issuing Bodies for European countries or "location-based" emissions factors issued by the International Energy Agency for non-European countries are applied. For business travel, the emissions factors used are those arising from the GHG Protocol. For 2020, the scope used to calculate indicators includes all entities over which the Group has operational control (and therefore includes the NHS SBS, SSCL and SFT joint venture sites) and all companies acquired during the year. For 2019, the scope for the calculation of indicators includes all entities over which the Group has operational control (and therefore includes the NHS SBS and SSCL joint venture sites) but does not include SAB or Sopra Financial Technology GmbH. For other years, the scope of calculated indicators includes all entities over which the Group has operational control (and therefore includes NHS SBS and SSCL joint venture sites) but does not include Kentor, Galitt, Beamap, Cassiopae or 2MoRO.

** Fugitive emissions when available (not available for off-site data centres).*

*** Data taking into account emission reductions due to green business travel in Germany (12,698 tCO_2e, excluding the reduction in 2020).*

ENERGY CONSERVATION AND GREENHOUSE GAS EMISSIONS BY COUNTRY ✔

		RESOURCE CONSERVATION ✔							GREENHOUSE GAS EMISSIONS ✔					
		Offices and on-site data centres			On- and off-site data centres				Offices and on-site data centres		On- and off-site data centres		Business travel	Fugitive emissions
		Energy consumption		Proportion of electricity consumption from renewable sources****	Energy consumption			Proportion of total electricity consumption from renewable sources	Greenhouse gas emissions: market-based		Greenhouse gas emissions: market-based		Air + road + train + hotels**	
	Scope	Scope 1	Scope 2	Scope 2	Scope 1	Scopes 2 & 3	Scopes 1, 2 & 3	Scopes 2 & 3	Scope 1	Scope 2	Scope 1	Scopes 2 & 3	Scope 3	Scope 1
	Unit	MWh	MWh		MWh	MWh	MWh		tCO_2e	tCO_2e	tCO_2e	tCO_2e	tCO_2e	tCO_2e
TOTAL	**2020**	**13,861**	**55,469**	**95%**	**91**	**25,573**	**25,663**	**54%**	**2,315**	**1,124**	**22**	**1,149**	**12,698**	**1,403**
	2019	14,682	67,507	90%	139	25,544	25,683	50%	2,664	1,724	34	1,270	37,164	2,048
	2018	13,742	67,448	78%	254	32,827	33,081	60%	1,685	4,658	58	2,084	38,176	1,633
	2017	13,643	66,540	76%	314	33,769	34,083	61%	1,821	6,391	68	1,854	38,133	1,725
	2016	12,987	63,043	69%	367	35,403	35,770	63%	2,430	7,190	88	2,578	36,555	
	2015	12,623	63,563	20%	555	35,208	35,763		2,237	15,723	132	3,829		
Africa*	**2020**	**515**	**1,341**	**100%**	**0**	**53**	**53**	**100%**	**130.2**	**0**	**0**	**0**	**180.3**	**6.1**
	2019	0	915	100%	0	53	53	100%	0	0	0	0	462	4.6
	2018	0	821	0%	0	53	53		0	416	0	36	547.1	5
	2017	0	606	0%	0	0	0		0	377	0	0	461	4.4
	2016	0	1,612	0%	0	0	0		0	959	0	0	412	0
	2015	0	445	0%	0	0	0		0	259	0	0		0
Germany, Austria	**2020**	**130**	**3,435**	**100%**	**0**	**163**	**163**	**100%**	**24**	**407**	**0**	**0**	**3,936**	**7.6**
	2019	97	1,930	77%	0	130	130	0%	18	377	0	94	9,460	5
	2018	0	1,564	87%	0	141	141	0%	0	308	0	103	9,164.0	5
	2017	0	1,987	86%	0	422	422	63%	0	324	0	114	9,046	6.2
	2016	0	2,177	96%	0	792	792		0	251	0	221	8,183	
	2015	0	2,337	93%	0	1,007	1,007		0	358	0	0		
Benelux	**2020**	**1,136**	**1,580**	**100%**	**0**	**631**	**631**	**57%**	**209**	**0**	**0**	**85**	**539.4**	**7.2**
	2019	1,694	1,770	10%	0	829	829	58%	312	365	0	86	1,152	9
	2018	1,308	2,162	19%	74	829	902	72%	241	275	14	29	1,900	13
	2017	2,196	2,394	38%	145	2,218	2,364	64%	404	293	27	145	1,208	21
	2016	1,129	2,275	51%	69	1,234	1,302		229	487	14	0	2,548	0
	2015	1,029	2,333	51%	64	1,122	1,186		190	0	0	0		0
Brazil	**2020**	**0**	**43**	**100%**	**0**	**0**	**0**		**0**	**0**	**0**	**0**	**10.5**	**0.2**
	2019	0	84	0%	0	0	0		0	10	0	0	39	0.4
	2018	0	208	0%	0	0	0		0	25	0	0	45	1
Bulgaria	**2020**	**0**	**38**	**100%**	**0**	**0**	**0**		**0**	**6**	**0**	**0**	**13.3**	**0.2**
	2019	0	31	0%	0	0	0		0	15	0	0	32	0.1
China	**2020**	**0**	**61**	**100%**	**0**	**0**	**0**		**0**	**0**	**0**	**0**	**5**	**0.3**
	2019	0	54	0%	0	0	0		0	34	0	0	16.5	0.3
	2018												6.6	
Spain	**2020**	**0**	**2,372**	**100%**	**0**	**0**	**0**		**0**	**0**	**0**	**0**	**469.1**	**11.3**
	2019	0	4,034	100%	0	0	0		0	0	0	0	1,359	20
	2018	0	4,107	84%	0	0	0		0	293	0	0	1,694	13
	2017	0	2,853	0%	0	0	0		0	1,140	0	0	2,182	10.9
	2016	0	3,184	0%	0	0	0		0	1,397	0	0	1,733	
	2015	0	1,673	0%	0	0	0		0	484	0	0		
United States	**2020**	**44**	**61**	**100%**	**0**	**0**	**0**		**11**	**0**	**0**	**0**	**12.9**	**0.3**
	2019	29	65	0%	0	0	0		7	27	0	0	33	0.3
	2018	17	78	0%	0	0	0		4	34	0	0	17	0
France*	**2020**	**3,179**	**27,314**	**90%**	**0**	**13,363**	**13,363**	**27%**	**281**	**624**	**0**	**517**	**4,813.7**	**96.6**
	2019	2,524	31,901	86%	0	13,108	13,108	18%	374	765	0	573	14,138	194
	2018	2,812	30,510	86%	0	13,442	13,442	28%	260	782	0	554	15,263	427
	2017	1,938	26,434	80%	0	13,511	13,511	31%	112	757	0	434	16,342	144
	2016	5,390	26,489	75%	0	12,684	12,684		739	822	0	332	15,267	
	2015	2,935	28,318	1%	0	10,974	10,974		284	2,195	0	644		
India	**2020**	**334**	**6,112**	**100%**	**72**	**1,903**	**1,975**	**100%**	**85**	**0**	**18**	**0**	**1,077.8**	**1,196**
	2019	640	10,157	100%	123	2,061	2,183	100%	162	0	31	0	4,627	1,775
	2018	753	10,223	100%	164	2,173	2,337	100%	189	0	41	0	3,302.5	1,132
	2017	1,015	12,763	100%	144	1,995	2,139	100%	256	0	36	0	2,582	1,355
	2016	1,655	12,244	100%	277	1,792	2,070		417	0	70	0	2,687	
	2015	2,900	11,684	0%	467	2,206	2,673		653	9,581	115	1,696		

		RESOURCE CONSERVATION ✔							GREENHOUSE GAS EMISSIONS ✔					
		Offices and on-site data centres				On- and off-site data centres			Offices and on-site data centres		On- and off-site data centres		Business travel	Fugitive emissions
		Energy consumption			Proportion of electricity consumption from renewable sources****	Energy consumption			Proportion of total electricity consumption from renewable sources	Greenhouse gas emissions: market-based		Greenhouse gas emissions: market-based		Air + road + train + hotels**	
	Scope	Scope 1	Scope 2	Scope 2	Scope 1	Scopes 2 & 3	Scopes 1, 2 & 3	Scopes 2 & 3	Scope 1	Scope 2	Scope 1	Scopes 2 & 3	Scope 3	Scope 1
	Unit	MWh	MWh		MWh	MWh	MWh		tCO_2e	tCO_2e	tCO_2e	tCO_2e	tCO_2e	tCO_2e
Italy	**2020**	**442**	**392**	**100%**	**0**	**0**	**0**		**81**	**0**	**0**	**0**	**188.8**	**1.8**
	2019	381	569	100%	0	0	0		70	0	0	0	665.7	3
	2018	159	578	0%	0	0	0		29	276	0	0	665.9	3
	2017	131	606	0%	0	0	0		24	282	0	0	580	4.8
	2016	132	802	0%	0	0	0		27	348	0	0	508	
	2015	157	723	0%	0	0	0		29	288	0	0		
Monaco	**2020**	**0**	**56**	**90%**	**0**	**0**	**0**		**0**	**0**	**0**	**0**	**9**	**0.3**
Poland	**2020**	**19**	**345**	**100%**	**19**	**111**	**130**	**4%**	**3**	**22**	**3**	**97**	**68.4**	**0**
	2019	16	532	100%	16	98	115	6%	3	28	3	84	163.3	0
	2018	16	481	100%	16	99	115	9%	3	27	3	75	217.6	0
	2017	24	804	0%	24	27	51		4	619	4	3	226	0
	2016	21	657	0%	21	567	588		4	509	4	493	151	
	2015	24	780	0%	24	361	385		5	502	5	282		
United Kingdom	**2020**	**7,968**	**10,397**	**100%**	**0**	**4,619**	**4,619**	**93%**	**1,468**	**0**	**0**	**119**	**782.1**	**72.7**
	2019	9,208	12,831	100%	0	4,951	4,951	93%	1,696	0	0	154	3,527.8	33
	2018	8,565	13,712	60%	0	10,130	10,130	78%	933	2,016	0	929	3,907.3	32
	2017	8,177	14,844	60%	0	11,412	11,412	79%	981	2,317	0	957	4,443	173
	2016	4,563	10,840	72%	0	14,298	14,298		992	1,450	0	832	4,195	
	2015	5,462	12,176	70%	0	14,595	14,595		1,067	1,844	0	1,037		
Singapore	**2020**	**0**	**254**	**100%**	**0**	**0**	**0**		**0**	**0**	**0**	**0**	**30.5**	**0**
	2019	0	235	100%	0	0	0		0	0	0	0	88.8	0
	2018	0	242	0%	0	0	0		0	96	0	0	99.4	0
	2017	0	463	0%	0	0	0		0	202	0	0	89	0
	2016	0	243	0%	0	0	0		0	111	0	0	91	
	2015	0	79	0%	0	0	0		0	40	0	0		
Scandinavia	**2020**	**0**	**1,470**	**100%**	**0**	**4,264**	**4,264**	**72%**	**0**	**63**	**0**	**329**	**432.3**	**0**
	2019	0	1,945	100%	0	3,924	3,924	75%	0	102	0	279	1,180.3	0
	2018	0	2,407	100%	0	4,032	4,032	82%	0	103	0	359	1,067.3	0
	2017	0	2,451	100%	0	3,753	3,753	88%	0	74	0	201	704	0
	2016	0	2,182	10%	0	3,598	3,598		0	849	0	699	496	0
	2015	0	2,362	20%	0	3,841	3,841		0	90	0	26		0
Switzerland	**2020**	**94**	**197**	**100%**	**0**	**464**	**464**	**81%**	**22**	**2**	**0**	**3**	**129.2**	**1.9**
	2019	92	453	100%	0	390	390	100%	22	1	0	0	220.4	2
	2018	111	355	100%	0	1,928	1,928	100%	25	7	0	0	278.3	2
	2017	163	335	100%	0	431	431	100%	39	6	0	0	270	6
	2016	97	339	100%	0	433	433		23	6	0	0	283	
	2015	116	653	99%	0	1,103	1,103		9	23	0	144		

* *Africa includes Lebanon, Senegal, Cameroon, Côte d'Ivoire, Gabon, Morocco and Tunisia. France includes French Polynesia.*

** *Data no, taking into account „mission reductions du„ to green business tr„vel in Germany. Includin„ these emission reductions resulting from green business travel, the amounts would be: 11,559 tCO_2e in 2020, 34,310 tCO_2e in 2019, 35,922 tCO_2e in 2018, 36,653 tCO_2e in 2017 and 35,316 tCO_2e in 2016.*

*** *Data not published in the 2015 and 2016 reports.*

**** *Joint ventures sites are only included from 2018.*

In 2020, the scope used to calculate indicators includes all entities over which the Group has operational control (and therefore includes the NHS SBS, SSCL and SFT joint venture sites) as well as new acquisitions Sodifrance, Anteo (Consulting and E-Business Solutions), Holocare and cxpartners.

In 2019, the scope for the calculation of business travel and energy indicators includes all entities over which the Group has operational control but does not include SAB or Sopra Financial Technology GmbH.

RESOURCE CONSERVATION ✔

ENERGY CONSUMPTION ✔

(MWh)		Scope 1					Scope 2					Scope 3				Total Scopes 1, 2 & 3			
Year		**2020**	**2019**	**2018**	**2017**	**2015**	**2020**	**2019**	**2018**	**2017**	**2015**	**2020**	**2019**	**2018**	**2017**	**2020**	**2019**	**2018**	**2017**
	Diesel, gas, biodiesel	13,770	14,543	13,488	13,330	12,623													
	District heating						4,485	3,933	3,705	3,803	63,563								
Offices	Grid electricity						41,360	54,650	48,976	45,707									
	Diesel, gas, biodiesel	91	139	254	314														
On-site data centres	Grid electricity						9,623	8,924	14,768	17,035									
Off-site data centres	Grid electricity											15,949	16,621	18,059	16,421				
Total energy		**13,861**	**14,682**	**13,742**	**13,644**	**12,623**	**55,469**	**67,507**	**67,488**	**66,545**	**63,563**	**15,949**	**16,621**	**18,059**	**16,421**	**85,279**	**98,809**	**99,249**	**96,610**
Total energy/employee *(MWh/employee)*																**1.9**	**2.2**	**2.3**	**2.4**
2020/2019 change in energy consumption per employee																**-14.9%**			

Scope 1: combustion of fossil fuels (petroleum, fuel oil and gas), use of biodiesel and emissions of coolants from air conditioning systems.
Scope 2: consumption of grid electricity and district heating in offices and on-site data centres.
Scope 3: consumption of grid electricity in off-site data centres.
In 2020, the scope used to calculate indicators includes all entities over which the Group has operational control (and therefore includes the NHS SBS, SSCL and SFT joint venture sites) as well as new acquisitions Sodifrance, Anteo (Consulting and E-Business Solutions), Holocare and cxpartners. Joint venture sites are included from 2017.
In 2019, the scope used to calculate indicators includes all entities over which the Group has operational control (and therefore includes the NHS SBS and SSCL joint venture sites) but does not include SAB or Sopra Financial Technology GmbH. Joint ventures sites are only included from 2017.

WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT (WEEE) ✔

	Quantity (kg)					Of which reused					Of which recycled					Of which incinerated					Of which sent to landfill sites		
Year	**2020**	**2019**	**2018**	**2017**	**2015**	**2020**	**2019**	**2018**	**2017**	**2015**	**2020**	**2019**	**2018**	**2017**	**2015**	**2020**	**2019**	**2018**	**2017**	**2020**	**2019**	**2018**	**2017**
Germany/Austria	3,825	4,325	7,562	6,226	2,605	32.3%	25.9%	11.8%	19.1%	98%	64.6%	70.7%	84.3%	79.8%		2.9%	3.3%	3.7%	1.1%	0.2%	0.2%	0.2%	0%
Benelux	5,682	6,471	4,735	4,741		24%	34%	79.6%	74.7%		69.7%	61%	17.6%	18.6%		6.3%	1%	1.4%	5.1%	0%	4%	1.4%	1.6%
Spain	3,060	6,250	7,315	5,953	454	55.1%	69.8%	55.7%	22.4%		27%	30.1%	9.3%	66.5%		0%	0%	0%	11.0%	17.9%	0.11%	35%	0%
France	30,354	19,724	15,412	26,863	20,939	71%	44.3%	68.8%	66.1%	43%	28.3%	50.6%	27.5%	27.6%	56%	0.6%	2.8%	2.1%	4.8%	0.1%	2.3%	1.7%	1.6%
India	27	17,328	36,558	21,732	107,181	0%	0%	0%	0%	75%	80%	99.3%	99.7%	100%	25%	20%	0.7%	0.3%	0%	0%	0%	0%	0%
Italy	**	268	1,126	**	627	0%	72.7%	76.4%	0%	80%	0%	23.6%	19.7%	0%		0%	1.9%	2.1%	0%	0%	1.8%	1.7%	0%
Norway + Denmark	477	1,172	985	1,048	1,459	27.2%	0%	25.2%	69.1%		72.8%	92%	69.5%	30.9%		0%	0%	0%	0%	0%	8%	5.3%	0%
Poland	**	658	423	673	53	0%	12%	12%	100%	100%	0%	86.8%	86.7%	0%		0%	1.2%	1.3%	0%	0%	0%	0%	0%
United Kingdom	16,013	19,426	19,990	15,066	25,674	15.7%	27.3%	13%	39.2%	100%	81.6%	68.8%	82.4%	60.4%		2.8%	4%	4.6%	0%	0%	0%	0%	0.4%
Sweden	4,742	7,021	750	16	566	0%	67.8%	68%	100%		100%	31.9%	32%	0%		0%	0%	0%	0%	0%	0.3%	0%	0%
Switzerland	476	303	286	291	688	0%	0%	0%	99.6%	0%	100%	100%	100%	0.4%		0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	**64,657**	**82,947**	**95,242**	**82,609**	**160,246***	**44%**	**32.3%**	**24.9%**	**38%**		**53%**	**64.7%**	**70.2%**	**58.2%**		**2%**	**2%**	**1.8%**	**2.7%**	**1%**	**1.1%**	**3.1%**	**0.7%**
Total/employee (kg/employee)	**1.5**	**1.9**	**2.2**	**2.1**	**4.6**																		

In 2020, the scope used to calculate indicators includes all entities over which the Group has operational control (and therefore includes the NHS SBS, SSCL and SFT joint venture sites) as well as new acquisitions Sodifrance, Anteo (Consulting and E-Business Solutions), Holocare and cxpartners. Joint venture sites are included from 2017.
In 2019, the scope used to calculate indicators includes all entities over which the Group has operational control (and therefore includes the NHS SBS and SSCL joint venture sites) but does not include SAB or Sopra Financial Technology GmbH. Total based on data available.*
*** WEEE stored on site.*

PAPER AND CARDBOARD WASTE BY COUNTRY ✔

	Quantity (Kg)						Of which recycled						Of which incinerated					
Year	**2020**	**2019**	**2018**	**2017**	**2016**	**2015**	**2020**	**2019**	**2018**	**2017**	**2016**	**2015**	**2020**	**2019**	**2018**	**2017**	**2016**	**2015**
Germany/Austria	19,978	21,868	67,076	47,530	43,565	45,214	100%	100%	100%	100%	98%	98%	0%	0%	0%	0%	2%	2%
Benelux	24,316	46,962	78,079	58,745	80,569		100%	100%	100%	100%	75%		0%	0%	0%	0%	25%	
Denmark	594	909	814	1,580	1,580	827	100%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%	
Spain	1,167	11,625	11,192	11,440	9,938		100%	100%	100%	100%	100%		0%	0%	0%	0%	0%	
France	53,782	109,168	94,192	71,804	60,342	96,269	100%	84.8%	84.9%	87%	83.9%	89%	0%	15.2%	15.1%	13%	16.1%	13%
India	3,893	12,506	13,415	14,025	28,410	27,217	100%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%	0%
Italy	285	2,800	2,668	2,730			100%	100%	100%	97%			0%	0%	0%	3%		
Norway	18,555	25,446	21,058	19,168	5,782	7,670	100%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%	
Poland	297	2,731	2,440	2,553			97%	97%	97%	97%			3%	3%	3%	3%		
United Kingdom	63,730	173,509	159,746	200,382	131,839	146,900	100%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%	
Sweden	6,873	7,000	5,064	4,679		802	91.1%	100%	100%	97%		100%	8.9%	0%	0%	3%		
Switzerland	949	599	530	560	3,700	3,549	100%	100%	100%	100%	100%	99%	0%	0%	0%	0%	0%	
TOTAL	**194,418**	**415,122**	**456,274**	**435,196**	**365,725***	**328,448***	**99.7%**	**96%**	**97%**	**97%**	**92%**		**0.3%**	**4%**	**3%**	**3%**	**8%**	
TOTAL/EMPLOYEE *(KG/EMPLOYEE)*	**4,4**	**9,4**	**10,5**	**10,8**	**10,0**	**9,4**												

In 2020, the scope used to calculate indicators includes all entities over which the Group has operational control (and therefore includes the NHS SBS, SSCL and SFT joint venture sites) as well as new acquisitions Sodifrance, Anteo (Consulting and E-Business Solutions), Holocare and cxpartners. Joint venture sites are included from 2017.
In 2019, the scope for the calculation of indicators includes all entities over which the Group has operational control (and therefore includes the NHS SBS and SSCL joint venture sites) but does not include SAB or Sopra Financial Technology GmbH.
** Total based on data available.*

PURCHASES OF CERTIFIED PAPER FROM SUSTAINABLE SOURCES BY COUNTRY ✔

	Total paper purchased *(kg)*				Percentage of paper from sustainable sources				Paper purchased per employee *(kg/employee)*			
Year	**2020**	**2019**	**2018**	**2017**	**2020**	**2019**	**2018**	**2017**	**2020**	**2019**	**2018**	**2017**
Germany/Austria	2,107	3,216	3,771	4,946	85%	89%	93%	81%	0.66	1.09	1.40	2.11
Benelux	3,094	4,067	3,505	2,941	100%	100%	95%	100%	3.15	4.14	3.44	2.81
Spain	680	7,861	5,875	8,208	70%	70%	70%	70%	0.17	1.88	1.45	2.30
France	23,454	55,268	57,077	66,747	69%	48%	26%	70%	1.19	2.89	3.05	3.69
India	1,501	8,296	8,429	7,897	72%	71%	71%	100%	0.30	1.45	1.62	1.55
Italy	925	2,790	3,119	3,443	70%	70%	100%	100%	0.95	2.76	3.22	4.05
Poland	46	575	903	646	63%	100%	92%	100%	0.05	0.58	1.02	0.81
United Kingdom	6,270	11,173	13,835	13,942	57%	79%	85%	84%	0.94	3.11	3.81	3.61
Scandinavia*	849	2,304	2,163	1,685	70%	65%	68%	68%	0.34	1.01	1.05	1.23
Singapore	204	699	694	881	70%	70%	70%	70%	1.62	5.42	5.14	7.53
Switzerland	0	624	1,127	1,073		76%	88%	89%	0	2.5	4.53	4.19
TOTAL	**39,132**	**96,873**	**100,498**	**112,409**	**71%**	**60%**	**50%**	**76%**	**0.88**	**2.35**	**2.54**	**3.01**

** Scandinavia includes Sweden, Norway and Denmark.*
In 2020, the scope used to calculate indicators includes all entities over which the Group has operational control (and therefore includes the NHS SBS, SSCL and SFT joint venture sites) as well as new acquisitions Sodifrance, Anteo (Consulting and E-Business Solutions), Holocare and cxpartners. Joint venture sites are included from 2020.
In 2019, the scope used to calculate indicators includes all entities over which the Group has operational control and does not include SAB, Sopra Financial Technology GmbH or the NHS SBS and SSCL joint venture sites for previous years.

WATER USE BY COUNTRY ✔

	Quantity *(cu. metres)*			
Year	**2020**	**2019**	**2018**	**2017**
Africa*	6,307	5,292	4,795	2,829
Germany/Austria	12,204	5,200	5,495	6,054
Benelux**	3,673	2,828	4,933	2,717
Brazil	163	650	341	N/A
Bulgaria	112	30	N/A	N/A
China	90	131	N/A	N/A
Spain	6,732	14,382	14,239	8,349
United States	156	499	N/A	N/A
France***	62,235	74,874	86,855	55,760
India	27,435	63,433	63,903	136,948
Italy	2,578	4,205	3,666	2,585
Poland	1,224	4,254	3,465	3,106
United Kingdom	31,603	57,841	32,905	21,272
Scandinavia****	8,908	12,433	7,776	4,246
Singapore	451	705	511	356
Switzerland	380	228	285	258
TOTAL	**164,250**	**246,985**	**227,938**	**244,480**
Total *(cu. metres/employee)*	**3.6**	**5.5**	**5.2**	**6.0**

** Africa includes Lebanon, Senegal, Cameroon, Côte d'Ivoire, Gabon, Morocco and Tunisia.*
*** Benelux includes Belgium, Luxembourg and the Netherlands.*
**** France includes French Polynesia and Monaco.*
***** Scandinavia includes Sweden, Norway and Denmark.*
In 2020, the scope used to calculate indicators includes all entities over which the Group has operational control (and therefore includes the NHS SBS, SSCL and SFT joint venture sites) as well as new acquisitions Sodifrance, Anteo (Consulting and E-Business Solutions), Holocare and cxpartners. Joint venture sites are included from 2017.
In 2019, the scope used to calculate indicators includes all entities over which the Group has operational control and does not include SAB or Sopra Financial Technology GmbH. Joint ventures sites are only included from 2017.

8. Report by the independent third party on the consolidated statement of non-financial performance presented in the management report

To the Shareholders,

In our capacity as an independent third party, member of the Mazars network and a Statutory Auditor of Sopra Steria Group, certified by COFRAC Inspection under number 3-1058 (scope of certification available on www.cofrac.fr), we hereby report to you on the consolidated statement of non-financial performance for the year ended 31 December 2019 (hereinafter referred to as the "Statement"), presented in the management report, pursuant to the legal and regulatory provisions of Articles L. 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

RESPONSIBILITY OF THE COMPANY

The Board of Directors is responsible for drawing up a Statement complying with legal and regulatory provisions, including an overview of the business model, a description of the main non-financial risks, an overview of policies adopted in light of those risks and the results of those policies, including key performance indicators.

The Statement has been prepared in accordance with the Company's procedures (hereinafter "the Guidelines"), the significant elements of which are presented in the Statement or available on the website or on request from the Company's registered office.

Independence and quality control

Our independence is enshrined in the provisions of Article L. 822-11-3 of the French Commercial Code and the Code of Ethics governing the audit profession in France. We have also implemented a quality control system comprising documented policies and procedures for ensuring compliance with ethical and professional standards, and the applicable legal and regulatory requirements.

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

On the basis of our work, it is our responsibility to formulate a reasoned opinion expressing limited assurance as to:

- the Statement's compliance with the provisions laid down in Article R. 225-105 of the French Commercial Code;
- the fair presentation of the information provided pursuant to Point 3 of Paragraphs I and II of Article R. 225-105 of the French Commercial Code, namely the results of policies, including key performance indicators, and actions relating to the key risks (hereinafter "the Information").

It is also our responsibility, at the entity's request and outside the scope of accreditation, to express a reasonable assurance opinion about whether the information selected by the entity (see Annex) has been prepared, in all material respects, in accordance with the Guidelines.

However, it is not our responsibility to issue an opinion on whether the Company complies with other applicable legal and regulatory provisions, notably as regards the vigilance plan, anti-corruption measures and the prevention of tax evasion, nor on whether its products and services comply with applicable regulations.

NATURE AND SCOPE OF WORK

Our work described below was carried out in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code establishing the manner in which an independent third party should fulfil its engagement, with industry policy issued by the CNCC for this type of engagement and with International Standard on Assurance Engagements (ISAE) 3000, "Assurance Engagements Other than Audits or Reviews of Historical Financial Information".

- we familiarised ourselves with the business of all companies in the consolidated group, and the overview of key risks;
- we assessed the suitability of the Guidelines in terms of their relevance, completeness, reliability, impartiality and comprehensibility, taking industry best practice into account where applicable;
- we checked that the Statement covers each category of disclosure stipulated in the third paragraph of Article L. 225-102-1 in relation to labour-related and environmental information, as well as the information stipulated in the second paragraph of Article L. 22-10-36 in relation to respect for human rights, anti-corruption measures and the prevention of tax evasion;
- we checked that the Statement presents the information laid down in paragraph II of Article R.225-105 where that information is relevant to the key risks, and that it includes, as the case may be, a reasoned explanation for the absence of any information required by the second subparagraph of paragraph III of Article L. 225-102-1;
- we checked that the Statement includes an overview of the business model and key risks associated with the business of all entities in the consolidated group, including, where relevant and proportionate, risks arising from its business relationships, products and services, as well as policies, actions and results, including key performance indicators;
- we consulted source documents and carried out interviews to:
  - assess the process used to identify and confirm key risks and the extent to which results, including key performance indicators selected, are consistent with the key risks and policies presented,
  - corroborate the qualitative information (actions and results) we considered most important (see Annex). For risks relating to the development of skills and managerial practices as well as attracting and retaining employees, our work was carried out at the level of the consolidating entity and at a selection of entities (see Annex);
- we checked that the Statement covers the consolidated group, i.e. all entities falling within the scope of consolidation in accordance with Article L. 233-16, within the limits specified in the Statement;
- we familiarised ourselves with the internal control and risk management procedures put in place by the entity and assessed the collection process to ensure that the Information is complete and accurate;
- for the key performance indicators and other quantitative results (see Annex) we considered most important, we:

- used analytical procedures to check that the data collected had been properly consolidated, and that any changes in the data were consistent,
- carried out detailed, sample-based testing to check that definitions and procedures had been properly applied and to reconcile data with supporting documents. This work was undertaken on a selection of contributing entities and countries (see Annex) and covered between 55% and 91% of the consolidated data used in the key performance indicators and results selected for these tests;

- we assessed the Statement's overall consistency based on our understanding of the Company.

We believe that the work we have undertaken, to the best of our professional judgement, provides a sufficient basis for our limited assurance conclusion. A higher level of assurance would have required more extensive verification procedures.

MEANS AND RESOURCES

Our work was carried out by a team of six people between October 2020 and February 2021 and required a total of 10 weeks.

We conducted around ten interviews with individuals responsible for preparing the Statement, notably representing Human Resources and Corporate Responsibility and Sustainable Development departments.

CONCLUSION

Based on the work performed, we did not identify any material misstatement that would cause us to conclude that the statement of non-financial performance is not consistent with applicable regulatory provisions and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines.

REASONABLE ASSURANCE REPORT ON SELECTED CSR INFORMATION

Regarding the information selected by the Company and identified by the symbol ✔, we performed, at the request of the Company and in line with its proactive approach, the same types of procedure as those described in the "Nature and scope of work" section above for the key performance indicators and the other quantitative results that we considered to be the most important, but in a more in-depth manner, in particular with respect to the number of tests conducted.

The selected sample thus represents an average of 58% of the workforce and between 53% and 91% of environmental data identified by the symbol ✔.

We believe that these procedures enable us to express a reasonable assurance conclusion with respect to the information selected by the Company and identified by the symbol ✔.

CONCLUSION

In our opinion, the information selected by the Company and identified by the symbol ✔ has been prepared, in all material respects, in accordance with the Guidelines.

Paris La Défense, 3 March 2021

Independent third party

Mazars SAS

Bruno POUGET
Partner

Edwige REY
CSR & Sustainable Development Partner

ANNEX

Key performance indicators and other quantitative results considered most important, and selection of contributing entities and countries subjected to detailed testing.

✔ Information reviewed on a reasonable assurance basis

Information	Entity/Country
■ Workforce by age bracket and type of employment contract ✔ ■ Workforce (FTE) ✔ ■ New hires (o/w% women) ✔ ■ Turnover rate for staff on permanent contracts	■ **France** (Sopra Steria Group SA, Sopra HR Software, Sopra Banking Software, Beamap, Sopra Steria I2S, CIMPA SAS, 2MoRO Solutions, Galitt, SAB, Sodifrance) ■ **India** (Sopra Steria India, SBS Solutions India Private Limited) ■ **Norway** (Sopra Steria AS)
■ Number of hours and days of training ✔ ■ Average number of training days per employee ✔	■ **France** (Sopra Steria Group, Sopra HR, Sopra Banking Software, Beamap, Sopra Steria I2S, CIMPA SAS, 2MoRO Solutions, Galitt, SAB) ■ **India** (Sopra Steria India, SBS Solutions India Private Limited) ■ **Norway** (Sopra Steria AS)
■ Percentage of employees with a disability ✔	■ **France** (Sopra Steria Group, Sopra HR, Sopra Banking Software, Beamap, Sopra Steria I2S, CIMPA SAS, 2MoRO Solutions, Galitt, SAB)
■ Energy consumption per employee ✔ ■ Energy consumption (offices and on-site data centres) ✔ ■ Energy consumption of data centres (on-site and off-site) ✔ ■ Proportion of electricity consumption for offices and on-site data centres provided by renewable energies ✔ ■ Greenhouse gas emissions from energy consumption (offices and on-site data centres) ✔ ■ Greenhouse gas emissions from energy consumption of data centres (on-site and off-site) ✔ ■ Greenhouse gas emissions – Scopes 1, 2 & 3 per employee	■ **France** (Sopra Steria Group, Sopra HR, Sopra Banking Software, Beamap, Sopra Steria I2S, CIMPA SAS, 2MoRO Solutions, OR System, Galitt, Neosphere, SAB, Sodifrance) ■ **United Kingdom** (Sopra Banking Software Ltd, Sopra HR Software Limited, Sopra Steria Limited, NHS Shared Business Services Ltd, Shared Services Connected Ltd, CIMPA Ltd, Apak Group Limited, cxpartners) ■ **Germany** (Sopra HR Software GmbH, Sopra Banking Software GmbH, Sopra Steria SE, ISS Software GmbH, Sopra Steria Services GmbH, CIMPA GmbH, it-economics GmbH, Sopra Financial Technology GmbH)/ **Austria** (Sopra Steria GmbH)/ **Bulgaria** (it-economics Bulgaria EOOD)
■ Greenhouse gas emissions – Business travel ✔	■ **France** (Sopra Steria Group, Sopra HR, Sopra Banking Software, Beamap, Sopra Steria I2S, CIMPA SAS, 2MoRO Solutions, OR System, Galitt, Neosphere, SAB, Sodifrance) ■ **Poland** (Sopra Steria Polska Sp. z o.o.) ■ **Germany** (Sopra HR Software GmbH, Sopra Banking Software GmbH, Sopra Steria SE, ISS Software GmbH, Sopra Steria Services GmbH, CIMPA GmbH, it-economics GmbH, Sopra Financial Technology GmbH)/ **Austria** (Sopra Steria GmbH)/ **Bulgaria** (it-economics Bulgaria EOOD)
■ Quantity of WEEE generated per employee ✔ ■ Proportion of waste electrical and electronic equipment given a second life ✔	■ **France** (Sopra Steria Group, Sopra HR, Sopra Banking Software, Beamap, Sopra Steria I2S, CIMPA SAS, 2MoRO Solutions, OR System, Galitt, Neosphere, SAB, Sodifrance) ■ **India** (Sopra Steria India, SBS Solutions India Private Limited) ■ **Germany** (Sopra HR Software GmbH, Sopra Banking Software GmbH, Sopra Steria SE, ISS Software GmbH, Sopra Steria Services GmbH, CIMPA GmbH, it-economics GmbH, Sopra Financial Technology GmbH)/ **Austria** (Sopra Steria GmbH)
■ Water consumption (offices and on-site data centres) ■ Water consumption per employee	■ **France** (Sopra Steria Group, Sopra HR, Sopra Banking Software, Beamap, Sopra Steria I2S, CIMPA SAS, 2MoRO Solutions, OR System, Galitt, Neosphere, SAB, Sodifrance) ■ **United Kingdom** (Sopra Banking Software Ltd, Sopra HR Software Limited, Sopra Steria Limited, NHS Shared Business Services Ltd, Shared Services Connected Ltd, CIMPA Ltd, Apak Group Limited, cxpartners) ■ **Spain** (Sopra Steria España S.A.U., Sopra Steria Euskadi S.L., Sopra HR Software S.L., CIMPA PLM España S.L., Sopra Financial Solutions Iberia S.L.)
■ Quantity of "green" paper purchased per employee ✔	■ **France** (Sopra Steria Group, Sopra HR, Sopra Banking Software, Beamap, Sopra Steria I2S, CIMPA SAS, 2MoRO Solutions, OR System, Galitt, Neosphere, SAB, Sodifrance) ■ **Italy** (Sopra Steria Group S.p.A., Sopra HR Software S.r.l)

Information	Entity/Country
■ Quantity of paper and cardboard waste per employee ✔ ■ Percentage of paper and cardboard waste recycled ✔	■ **France** (Sopra Steria Group, Sopra HR, Sopra Banking Software, Beamap, Sopra Steria I2S, CIMPA SAS, 2MoRO Solutions, OR System, Galitt, Neosphere, SAB, Sodifrance) ■ **United Kingdom** (Sopra Banking Software Ltd, Sopra HR Software Limited, Sopra Steria Limited, NHS Shared Business Services Ltd, Shared Services Connected Ltd, CIMPA Ltd, Apak Group Limited, cxpartners) ■ **Spain** (Sopra Steria España S.A.U., Sopra Steria Euskadi S.L., Sopra HR Software S.L., CIMPA PLM España S.L., Sopra Financial Solutions Iberia S.L.)
■ Direct fugitive greenhouse gas emissions (offices and on-site data centres) ✔	■ **France** (Sopra Steria Group, Sopra HR, Sopra Banking Software, Beamap, Sopra Steria I2S, CIMPA SAS, 2MoRO Solutions, OR System, Galitt, Neosphere, SAB, Sodifrance) ■ India (Sopra Steria India, SBS Solutions India Private Limited)
■ Greenhouse gas emissions arising from purchasing expenditure (calculated per million euros)	■ **France** (Sopra Steria Group, Sopra HR, Sopra Banking Software, Beamap, Sopra Steria I2S, CIMPA SAS, 2MoRO Solutions, OR System, Galitt, Neosphere, SAB, Sodifrance) ■ **Spain** (Sopra Steria España S.A.U., Sopra HR Software S.L., Sopra Banking Software, CIMPA PLM España S.L.) ■ **Germany** (Sopra Steria SE, Sopra HR Software GmbH, Sopra Banking Software GmbH, CIMPA GmbH, Sopra Financial technology GmbH, it-economics GmbH, Cassiopae, Blue Carat) ■ **Italy** (Sopra Steria Group S.p.A., Sopra HR Software S.r.l.)

Glossary

Acronyms

- AMF: Autorité des Marchés Financiers (French Financial Markets Authority)
- ANSSI: Agence National de la Sécurité des Systèmes d'Information (French IT Security Agency)
- API: Application programming interface
- BPS: Business process services
- CNIL: Commission Nationale de l'Informatique et des Libertés (French data protection authority)
- COP21: 2015 Paris climate change conference
- DevSecOps: Development - Security - Operations
- DLP: Data loss prevention
- DRM: Digital rights management
- DSI: Direction des Services Informatiques (Information Services Department)
- GAFA: Google, Apple, Facebook, Amazon ("Big Four" tech companies)
- GDPR: General Data Protection Regulation
- HR: Human Resources
- ILO: International Labor Organization
- LPM: Military Planning Act ("Loi de programmation militaire", Law no. 2013-1168 of 18 December 2013)
- NIS: Network information system
- PaaS: Platform as a Service
- PLM: Product lifecycle management
- SaaS: Software as a Service
- SNFP: Statement of Non-Financial Performance
- SOC: Security operations centre
- UN: United Nations
- UX: User experience
- WEPs: Women Empowerment Principles

Alternative performance indicators

- **Restated revenue:** revenue for the prior year, expressed on the basis of the scope and exchange rates for the current year.
- **Organic revenue growth:** increase in revenue between the period under review and restated revenue for the same period in the prior financial year.
- **EBITDA:** this measure, as defined in the Universal Registration Document, is equal to consolidated operating profit on business activity after adding back depreciation, amortisation and provisions included in operating profit on business activity.
- **Operating profit on business activity:** this measure, as defined in the Universal Registration Document, is equal to profit from recurring operations adjusted to exclude the share-based payment expense for stock options and free shares and charges to amortisation of allocated intangible assets.
- **Profit from recurring operations:** this measure is equal to operating profit before other operating income and expenses, which includes any particularly significant items of operating income and expense that are unusual, abnormal, infrequent or not predictive, presented separately in order to give a clearer picture of performance based on ordinary activities.
- **Basic recurring earnings per share:** this measure is equal to basic earnings per share before other operating income and expenses net of tax.
- **Free cash flow:** free cash flow is defined as the net cash from operating activities, less investments (net of disposals) in property, plant & equipment, and intangible assets, less net interest paid and less additional contributions to address any deficits in defined-benefit pension plans.
- **Downtime:** Number of days between two contracts (excluding training, sick leave, other leave and pre-sale) divided by the total number of business days

Corporate responsibility

- **Sustainable Development Goals (SDGs)** defined by the United Nations: The Sustainable Development Goals (SDGs) defined by the United Nations are 17 global goals adopted by all of the organisation's member states in 2015 to be achieved by 2030. They cover many different areas, from protecting the planet to building a more peaceful world and ensuring that everyone can live in safety, security and dignity. These goals are part of a development programme that aims to prioritise support for the most vulnerable, especially children and women.

  https://sustainabledevelopment.un.org/sdgs
- **Materiality matrix:** a materiality analysis helps identify and prioritise the most relevant issues for a company and its stakeholders, and is presented in the form of a matrix, which plots these issues according to their importance to the company (x-axis) and to its external stakeholders (y-axis).
- **Materiality:** the degree of materiality determined reflects the extent to which an issue is capable of influencing the company's strategy, reputation or financial health.
- **Greenhouse gases (GHG):** Greenhouse gases are gaseous components that absorb infrared radiation emitted from the earth's surface and contribute to the greenhouse effect. The increase in their concentration in the earth's atmosphere is one of the factors causing global warming.
- **Science Based Targets initiative (SBTi):** Science Based Targets is an internationally recognised initiative offering mathematical models for identifying the environmental footprint of activities so as to be able to set ambitious greenhouse gas emissions reduction targets.
- **CDP:** non-profit organisation that runs the global disclosure system for investors, companies, cities, countries and regions to manage their environmental impact.
- **Task Force on Climate-related Financial Disclosures (TCFD):** a task force focused on climate-related financial disclosures, created as part of the G20 Financial Stability Board. The TCFD is one of the most important developments in the area of climate reporting by businesses.
- **Scope 1 (of the GHG Protocol):** covers direct greenhouse gas emissions arising from the combustion of fossil fuels (petroleum, fuel oil, biodiesel and gas) and the escape of coolants from air conditioning systems in offices and on-site data centres.
- **Scope 2 (of the GHG Protocol):** covers indirect greenhouse gas emissions associated with consumption of grid electricity and district heating in offices and on-site data centres.
- **Scope 3 (of the GHG Protocol):** covers indirect greenhouse gas emissions associated with consumption of grid electricity in off-site data centres and business travel.
- **Market-based:** method for calculating greenhouse gas emissions based on emissions factors specific to the energy source used.
- **Climate Disclosure Standards Board (CDSB):** the Climate Disclosure Standards Board is an international consortium of businesses and environmental NGOs that works in particular with the TCFD on these issues. The CDSB has built a reporting framework covering the following 12 recommendations:
  - **CDSB/REQ-01 Governance:** Disclosures shall describe the governance of environmental policies, strategy and information.
  - **CDSB/REQ-02 Management's environmental policies, strategy and targets:** Disclosures shall report management's environmental policies, strategy and targets, including the metrics, plans and timeliness used to assess performance.
  - **CDSB/REQ-03 Risks and opportunities:** Disclosures shall explain the material current and anticipated environmental risks and opportunities affecting the organisation.
  - **CDSB/REQ-04 Sources of environmental impact:** Quantitative and qualitative results, together with the methodologies used to prepare them, shall be reported to reflect material sources of environmental impact.
  - **CDSB/REQ-05 Performance and comparative analysis:** Disclosures shall include an analysis of the information disclosed in REQ-04 compared with any performance targets set and with results reported in a previous period.
  - **CDSB/REQ-06 Outlook:** Management shall summarise their conclusions about the effect of environmental impacts, risks, opportunities and policy outcomes on the organisation's future performance and position.
  - **CDSB/REQ-07 Organisational boundary:** Environmental information shall be prepared for the entities within the boundary of the organisation or group for which the mainstream report is prepared and, where appropriate, shall distinguish information reported for entities and activities outside that boundary.
  - **CDSB/REQ-08 Reporting policies:** Disclosures shall cite the reporting provisions used for preparing environmental information and shall (except in the first year of reporting) confirm that they have been used consistently from one reporting period to the next.
  - **CDSB/REQ-09 Reporting period:** Disclosures shall be provided on an annual basis.
  - **CDSB/REQ-10 Restatements:** Disclosures shall report and explain any prior year restatements.
  - **CDSB/REQ-11 Conformance:** Disclosures shall include a statement of conformance with the CDSB Framework.
  - **CDSB/REQ-12 Insurance:** If assurance has been provided over whether reported environmental information is in conformance with the CDSB Framework, this shall be included in or cross-referenced to the statement of conformance of REQ-11.

Cross-reference tables for the Management Report

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1. OVERVIEW OF THE COMPANY'S SITUATION AND BUSINESS ACTIVITY			
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Financial key performance indicators	Article L. 225-100-1, I, 2° of the French Commercial Code	11, 29	Integrated Presentation, 1
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2. INTERNAL CONTROL AND RISK MANAGEMENT			
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Information on transactions by senior executives and related persons involving Company securities	Article L. 621-18-2 of the French Monetary and Financial Code	273	7
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Environmental information (general environmental policy, pollution, circular economy, climate change)	Articles L. 225-102-1 and R. 225-105, II, A, 2° of the French Commercial Code	122-131	4
Social information (civic engagement to promote sustainable development, subcontractors and suppliers, fair business practices)	Articles L. 225-102-1 and R. 225-105, II, A, 3° of the French Commercial Code	115-121	4
Information relating to anti-corruption measures	Articles L. 225-102-1 and R. 225-105, II, B, 2° of the French Commercial Code	133	4
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For more information
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