Sopra Steria
Anchoring our strategy in sustainability

PARIS, SEPTEMBER 2021
AGENDA

01 Company overview
02 Business model and corporate plan
03 Governance & Compensation
04 Corporate responsibility strategy
05 Human talent management
04 Cybersecurity and Data Privacy
05 Annexes
01
Company overview
History of Sopra Steria Group
More than 50 years of growth and transformation

1968-69
Creation of Sopra: 1968
Creation of Steria: 1969

1985
Sopra's IPO on NYSE Euronext Paris

1990
Steria's IPO on NYSE Euronext Paris

1999

2000

2014
Creation of Sopra HR Software

2013
SSCL contract with the UK government

2012
Creation of Sopra Banking Software

2011
Axway's IPO

2007
Acquisition of Xansa, BPO expert

2005
Acquisition of Mummert Consulting

2014
Sopra Steria: birth of a European leader in digital transformation

2015
Acquisition of CIMPA

2017
Acquisitions of Cassiopée, Kentor, 2MoRD and Galitt

2018
Acquisitions
- BLUECARAT and It-Economics in Germany
- O.R. System and Apak by Sopra Banking Software

2019
Acquisitions of SAB and SFT (JV with Sparides)
Launch of the Sopra Steria Next consulting brand

2020
Acquisitions of Sodfrance ("France" reporting unit), expat partners (UK) and Fidor Solutions for Sopra Banking Software
Track record
Average organic revenue growth of 5% per year

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (€m)</th>
<th>Operating profit on business activity (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>3756</td>
<td>672</td>
</tr>
<tr>
<td>2005</td>
<td>672</td>
<td>63</td>
</tr>
<tr>
<td>2006</td>
<td>781</td>
<td>958</td>
</tr>
<tr>
<td>2007</td>
<td>958</td>
<td>276</td>
</tr>
<tr>
<td>2008</td>
<td>958</td>
<td>82</td>
</tr>
<tr>
<td>2009</td>
<td>276</td>
<td>65</td>
</tr>
<tr>
<td>2010</td>
<td>65</td>
<td>86</td>
</tr>
<tr>
<td>2011</td>
<td>86</td>
<td>93</td>
</tr>
<tr>
<td>2012</td>
<td>93</td>
<td>109</td>
</tr>
<tr>
<td>2013</td>
<td>109</td>
<td>169</td>
</tr>
<tr>
<td>2014</td>
<td>169</td>
<td>231</td>
</tr>
<tr>
<td>2015</td>
<td>231</td>
<td>246</td>
</tr>
<tr>
<td>2016</td>
<td>246</td>
<td>301</td>
</tr>
<tr>
<td>2017</td>
<td>301</td>
<td>329</td>
</tr>
<tr>
<td>2018</td>
<td>329</td>
<td>308</td>
</tr>
<tr>
<td>2019</td>
<td>308</td>
<td>354</td>
</tr>
<tr>
<td>2020</td>
<td>354</td>
<td>409</td>
</tr>
<tr>
<td>2021</td>
<td>409</td>
<td>434</td>
</tr>
</tbody>
</table>

* Restated according to equivalent tax laws for the financial years up to and including 2009
** Pro forma basis of comparison adjusted for the Sopra Steria merger

- Revenue (€m)
- Operating profit on business activity (€m)
A reference shareholder backing the corporate plan
Shareholding structure at 31/12/2020

XX.X% = Percentage of share capital held
(XX.X%) = Percentage of voting rights held

20,547,701 listed shares
26,630,051 theoretical voting rights
A European leader in digital transformation
Group overview at 31/12/2020

Among the top 5 European digital services companies
2020 revenue of €4.3bn
46,000 employees

Among the top 10 operating in Europe
Operations in 25 countries
End-to-end approach

Revenue to 31/12/2020

France 32%
United Kingdom 18%
Other Europe 10%
Rest of the World 48%

Consulting & Systems Integration 15%
Cloud & Infrastructure Management 15%
Development of Business Solutions 15%
Business Process Services 10%

Banking 26%
Insurance 10%
Public Sector 5%
Aerospace, Defence, Homeland Security 6%
Energy, Utilities 5%
Telco-Media 4%
Transport 3%
Distribution 2%
Other 16%

Operations in 25 countries
France
United Kingdom
Other Europe
Rest of the World

46,000 employees

2020 revenue of €4.3bn

Among the top 10 operating in Europe
Banking
Insurance
Public Sector
Aerospace, Defence, Homeland Security
Energy, Utilities
Telco-Media
Transport
Distribution
Other
## Main indicators for 2020 (1/2)

### Financial performance

<table>
<thead>
<tr>
<th>Category</th>
<th>2020 Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€4,262.9m</td>
<td>Total negative growth of 3.9%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Negative organic growth* of 4.8%</td>
</tr>
<tr>
<td>Operating profit on business</td>
<td>€300.2m</td>
<td>i.e. 7.0% of revenue</td>
</tr>
<tr>
<td>activity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net profit attributable to the</td>
<td>€106.8m</td>
<td>i.e. 2.5% of revenue</td>
</tr>
<tr>
<td>Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free cash flow</td>
<td>€203.5m</td>
<td>vs €229.3m in 2019</td>
</tr>
<tr>
<td>Net financial debt</td>
<td>€425.6m</td>
<td>Down 17% relative to 2019</td>
</tr>
<tr>
<td>UK pension fund deficit net of</td>
<td>€119.4m</td>
<td>vs €112.6m at 31/12/2019</td>
</tr>
<tr>
<td>tax</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Alternative performance measures are defined at the end of this presentation

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* *Alternative performance measures are defined at the end of this presentation*
Main indicators for 2020 (2/2)
Non-financial performance

Net change in workforce (2)
-3.2%

Women in the Group’s workforce (2)
32.5%

Reduction in GHG (1) emissions per employee
-58.9%

Workforce attrition rate
13.6%

Women hired (as % of all joiners) (2)
34.0%

Cumulative reduction in GHG (1) emissions per employee
-74.0%

(1) Greenhouse gas emissions (figures currently being audited) from direct activities (offices, on- and off-site data centres and business travel)
(2) Excluding the impact of acquisitions during the year
02

Business model and corporate plan
Business model
Value chain and associated indicators

Value chain

- **Sopra Steria’s core identity**
  - Entrepreneurial culture, close customer relationships, solid commitment, corporate responsibility

- **Our culture**

- **Our resources**
  - Employees
  - Strategic partners
  - Subcontractors
  - Startups
  - Suppliers
  - Schools and universities

- **Business/technology expertise**
  - **Innovation & technology**
    - Cloud, Data, AI, Blockchain, Cybersecurity, Mobility, 5G, IoT
  - End-to-end approach
  - Comprehensive portfolio of solutions

- **Planning and building the future**
  - Optimising legacy systems
  - Helping our clients transform their business models, processes and systems
  - Connecting digital and legacy systems
  - Systems that help our clients achieve their strategic and business-specific goals

- **Driving transformation**

**Sample indicators of value created for the Group’s main stakeholders**

**Employees**
- “Great Place to Work” survey
- Workforce attrition rate
- Number of hours of training

**Clients**
- “Customer Voice” survey
- Organic revenue growth

**Shareholders**
- Share price
- Dividend
- Ranking by non-financial rating agencies

**Society**
- GHG emissions
- CDF score
- EcoVadis assessment

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(1) AI: Artificial intelligence
(2) IoT: Internet of things
(3) GHG: Greenhouse gases
Ambitious corporate plan
Independent and value-creating

Expanding
- Organic growth
- External growth

Added value
- End-to-end approach
- Development of consulting activities
- Focus: Vertical integration

Independent
- Core shareholder
- Employee shareholding
- Performance

European
...in services and worldwide in software

Unique
- Software
- Digital sovereignty
- Entrepreneurial culture and close customer relationships
03

Governance & Compensation
Separation of the roles of Chairman and CEO
AFEP-MEDEF Code: corporate governance code referred to by Sopra Steria Group

Board of Directors

Pierre Pasquier
Chairman

Éric Hayat
Vice-Chairman

Éric Pasquier
Vice-Chairman

Independent
6/12 Directors are independent according to AFEP-MEDEF Code criteria

Female Directors
42%

Nationalities
American
Belgian
British
French

15 MEMBERS

67%

3

Directors representing the employees, including one Director representing employee shareholders

33%

Non-independent
4/12 Directors are non-independent:
- 3 representatives of Sopra GMT (the holding company that takes an active role in managing the Group)
- 1 Director who is a co-founder of Steria

Male Directors
58%

Average age of Directors
62

Executive Management team

Vincent Paris
Chief Executive Officer

John Torrie
Deputy Chief Executive Officer

Laurent Giovachini
Deputy Chief Executive Officer

Executive Committee
12% women

Operations Committee
11% women

Management Committee
15% women
Compensation of the Chief Executive Officer

2020 compensation

- Compensation paid in 2020
  - Fixed compensation: €500,000
  - Company car; contribution to the GSC unemployment insurance for executives: €11,521

- Annual variable compensation paid in 2021: €97,500
  - Calculation of 2020 annual variable compensation

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Type</th>
<th>Potential amount as % of AVC(^{(1)})</th>
<th>Potential amount</th>
<th>Threshold</th>
<th>Target</th>
<th>Ceiling</th>
<th>Achieved</th>
<th>Amount paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated revenue growth</td>
<td>quantifiable</td>
<td>45%</td>
<td>€135,000</td>
<td>N/A</td>
<td>-3.0%</td>
<td>N/A</td>
<td>-4.8%</td>
<td>€0</td>
</tr>
<tr>
<td>Consolidated operating margin</td>
<td>quantifiable</td>
<td>45%</td>
<td>€135,000</td>
<td>6.5%</td>
<td>7.5%</td>
<td>N/A</td>
<td>7.0%</td>
<td>€67,500</td>
</tr>
<tr>
<td>Criterion related to Group organisation: Creation of an environment conducive to introducing the role of Group COO(^{(2)})</td>
<td>qualitative</td>
<td>5%</td>
<td>€15,000</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Objective 100% achieved</td>
<td>€15,000</td>
</tr>
<tr>
<td>Criterion related to corporate social responsibility</td>
<td>qualitative</td>
<td>5%</td>
<td>€15,000</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Objective 100% achieved</td>
<td>€15,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>100%</td>
<td>€300,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>€97,500</td>
</tr>
</tbody>
</table>

\(^{(1)}\) AVC: Annual variable compensation
\(^{(2)}\) Chief Operating Officer
Compensation of the Chief Executive Officer

2021 compensation approved by the 2021 Combined General Meeting

- Fixed compensation: €500,000 (unchanged since January 2017)
- Targets associated with the variable compensation:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Type</th>
<th>% of AVC(^{(1)})</th>
<th>% of AFC(^{(2)})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating margin on business activity</td>
<td>quantifiable</td>
<td>45.0%</td>
<td>27.0%</td>
</tr>
<tr>
<td>Organic revenue growth</td>
<td>quantifiable</td>
<td>30.0%</td>
<td>18.0%</td>
</tr>
<tr>
<td><strong>Subtotal: Quantifiable criteria</strong></td>
<td></td>
<td>75.0%</td>
<td>45.0%</td>
</tr>
<tr>
<td>Implementation of leadership structure and application of key Group policies</td>
<td>qualitative</td>
<td>10.0%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Progress towards meeting the target of increasing the proportion of women in senior management positions by 2025</td>
<td>qualitative</td>
<td>7.5%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Progress towards meeting the target of zero net emissions by 2028</td>
<td>qualitative</td>
<td>7.5%</td>
<td>4.5%</td>
</tr>
<tr>
<td><strong>Subtotal: Qualitative criteria</strong></td>
<td></td>
<td>25.0%</td>
<td>15.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>100.0%</td>
<td>€300,000</td>
</tr>
</tbody>
</table>

\(^{(1)}\) AVC: Annual variable compensation

\(^{(2)}\) AFC: Annual fixed compensation
Compensation of the Chief Executive Officer

Performance share plans

Shares delivered in 2020: 1,905

<table>
<thead>
<tr>
<th>Number and date of plan</th>
<th>Number of shares becoming available during the financial year</th>
</tr>
</thead>
<tbody>
<tr>
<td>24/02/2017 LTI B plan</td>
<td>952 shares with no minimum holding period</td>
</tr>
<tr>
<td>General Meeting of 24/06/2016</td>
<td></td>
</tr>
<tr>
<td>Performance conditions for the financial years 2017, 2018, 2019</td>
<td>953 shares with a minimum holding period for the entire term of office</td>
</tr>
</tbody>
</table>

2017

<table>
<thead>
<tr>
<th>Sopra Steria Group performance targets and criteria</th>
<th>Threshold</th>
<th>Target</th>
<th>Results</th>
<th>% Achieved</th>
<th>Weighting</th>
<th>% Achieved (Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic revenue growth</td>
<td>2.0%</td>
<td>4.0%</td>
<td>3.5%</td>
<td>75%</td>
<td>1/3</td>
<td></td>
</tr>
<tr>
<td>Operating profit on business activity as % of revenue</td>
<td>8.3%</td>
<td>8.6%</td>
<td>8.6%</td>
<td>100%</td>
<td>1/3</td>
<td>58.33%</td>
</tr>
<tr>
<td>Free cash flow (1)</td>
<td>€170m</td>
<td>€200m</td>
<td>€110m</td>
<td>0%</td>
<td>1/3</td>
<td></td>
</tr>
</tbody>
</table>

2018

<table>
<thead>
<tr>
<th>Sopra Steria Group performance targets and criteria</th>
<th>Threshold</th>
<th>Target</th>
<th>Results</th>
<th>% Achieved</th>
<th>Weighting</th>
<th>% Achieved (Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic revenue growth</td>
<td>3.0%</td>
<td>5.0%</td>
<td>4.9%</td>
<td>95%</td>
<td>1/3</td>
<td></td>
</tr>
<tr>
<td>Operating profit on business activity as % of revenue</td>
<td>8.5%</td>
<td>9.0%</td>
<td>7.5%</td>
<td>0%</td>
<td>1/3</td>
<td>40.00%</td>
</tr>
<tr>
<td>Free cash flow (1)</td>
<td>€160m</td>
<td>€200m</td>
<td>€170m</td>
<td>25%</td>
<td>1/3</td>
<td></td>
</tr>
</tbody>
</table>

2019

<table>
<thead>
<tr>
<th>Sopra Steria Group performance targets and criteria</th>
<th>Threshold</th>
<th>Target</th>
<th>Results</th>
<th>% Achieved</th>
<th>Weighting</th>
<th>% Achieved (Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic revenue growth</td>
<td>4.0%</td>
<td>6.0%</td>
<td>6.5%</td>
<td>100%</td>
<td>1/3</td>
<td></td>
</tr>
<tr>
<td>Operating profit on business activity as % of revenue</td>
<td>7.5%</td>
<td>8.1%</td>
<td>8.0%</td>
<td>83%</td>
<td>1/3</td>
<td>92.16%</td>
</tr>
<tr>
<td>Free cash flow (1)</td>
<td>€150m</td>
<td>€200m</td>
<td>€197m</td>
<td>93%</td>
<td>1/3</td>
<td></td>
</tr>
</tbody>
</table>

| Total Plan % Achieved | 63.50% |

Shares awarded in 2020: 0

- Three performance criteria
  - organic consolidated revenue growth, operating profit on business activity (expressed as a percentage of revenue) and free cash flow
  - a grant condition related to the target of increasing the proportion of women in senior management positions set by the Board of Directors

Proportion of women in senior management: namely for the proportion of women in the Group’s senior management positions (defined as the two highest echelons of the organisation) to reach 17% by 30 June 2023. This condition, with a weighting of 10%, will be assessed at 31 December 2023. The threshold below which the rights to corresponding shares would be lost has been set at 17%, and a target corresponding to a 100% achievement level has been set at 18%

(1) Result established as per the plan regulation
The apparent change in performance in 2020 was partly due to a methodological issue: one of the two quantifiable targets (revenue growth) only had a target level, without a threshold. As such, it could not be partly achieved. Its value is 0, with a weighting of 50% in the performance assessment.
Corporate responsibility strategy
Long-standing focus on sustainability

Corporate responsibility approach anchored in the Group’s history and identity

**Fundamental values** that encourage in particular open-mindedness, curiosity and respect for others

Commitment to the **UN Global Compact since 2004** (and since 2017 in the “Global Compact Advanced” category)

Community outreach programme spearheaded for the past **20 years** by the Sopra Steria-Institut de France Foundation

Environmental programme launched nearly **10 years ago**: carbon-neutral **since 2015** for all our sites, business travel and data centres

Specific organisation and governance structure

- Nomination, Governance, Ethics and Corporate Responsibility **Committee**

- **Corporate Responsibility Advisory Board**
  - Five leading figures and experts from civil society provide an outside perspective on corporate responsibility-related issues

- **Corporate Responsibility Department**
  - Led by the CR&SD Director, who is also a member of the Executive Committee
  - Reports to Executive Management
  - In charge of initiatives in four areas: Environment, Workforce, Market, Community

- **Corporate Responsibility team at each of the Group’s entities**
Our mission
“Together, building a positive future by making digital work for people”

A contribution that aims to be:

Purposeful
What we offer is rooted in our ability to anticipate, understand and translate the challenges posed by digital technology so as to better assess their impacts on our clients’ sustainability goals and on everyday life.

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.

Human-centred
Our activities are focused on implementing projects that foster digital inclusion, equal opportunity and social openness.
Our contribution\(^{(1)}\) to the United Nations’ 17 SDGs

7 commitments aligned with the Group’s business model

1. Leading employer: Attracting talent, equal opportunity, diversity, employee dialogue
2. Long-term partner for our clients, meeting their needs as effectively as possible by providing them with the best technology
3. Interaction and transparency with stakeholders
4. Reducing our environmental impact, contributing to a net-zero greenhouse gas (GHG) emissions economy
5. Ethically managing our operations
6. Applying our corporate responsibility approach to the entire value chain
7. Supporting local communities

\(^{(1)}\) Direct or indirect SDGs = Sustainable Development Goals

Corporate and ESG presentation – September 2021
Commitment to net-zero emissions by 2028 (1/2)

Plan to reduce our greenhouse gas (GHG) emissions

**Direct activities**

- Sites, business travel, data centres
  - Energy management
  - Mobility policy
  - Digitisation
  - -74%¹ per employee (baseline: 2015) (vs -36% in 2019)
  - -85% per employee by 2040 (baseline: 2015)

**Indirect activities**

- Supply chain, commuting, waste
  - Suppliers’ charter
  - Responsible purchasing policy
  - Supplier assessment
  - 35% of the Group’s purchases assessed by EcoVadis
  - Adoption by 2025 of a GHG-reduction target for 2/3 of our highest-emitting suppliers

¹ Including impact of Covid-19
Commitment to net-zero emissions by 2028 (2/2)

Our roadmap for 2021–2028

- **Waste and commuting**
  - 100% of the supply chain
  - 50% of the supply chain
  - 100% of the supply chain

- **Direct activities**
- **Indirect activities**

- **Sites, business travel and data centres**
- 2022
- 2025
- 2027
- 2028
Proactive policy for senior management positions

The Group’s target is for women to make up 30% of the Executive Committee by 2025

% Women in 2020

Executive Committee: 12%
Senior managers: 15%

Targets for 2025

30%
17% in 2023
20%

Action plan

Recruitment
Promotion
Mentoring
Stereotype awareness training
Gradually being integrated into our value proposition

- Sopra Steria Next launched Exploratoire, a “do tank” for responsible digital technology
- Sopra Steria Next signed up to the Digital Responsibility Charter¹
- Sopra Steria Next sponsors the “Digital, Governance and Sovereignty” academic chair at Sciences Po

Digital sobriety
- Measuring the environmental impact of our clients’ systems
- Developing systems that meet our clients’ sustainability goals
- Sustainable design

Digital sovereignty
- GAIA-X: taking part in the project to create a European data infrastructure
- Founding member of France’s Campus Cyber (cybersecurity training programme)

Digital ethics
- Inform and guide our clients on key issues surrounding digital ethics, trust and responsibility

¹ Cf. Institut du Numérique Responsable (INR), a French think tank for responsible digital technology: https://charte.institutnr.org/
Human talent management
Recruitment and retention
Proactive employment policy of Human talent management

<table>
<thead>
<tr>
<th>Key figures at 31 December</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of recruitment</td>
<td>6,133</td>
<td>10,844</td>
<td>11,662</td>
</tr>
<tr>
<td>Group workforce</td>
<td>45,960</td>
<td>46,245</td>
<td>44,114</td>
</tr>
<tr>
<td>Workforce excluding acquisitions</td>
<td>44,768</td>
<td>45,153</td>
<td>43,594</td>
</tr>
<tr>
<td>Proportion of permanent contracts</td>
<td>9.67%</td>
<td>96.1%</td>
<td>95.7%</td>
</tr>
<tr>
<td>Proportion of temporary contracts</td>
<td>2.9%</td>
<td>3.3%</td>
<td>3.6%</td>
</tr>
<tr>
<td>Attrition rate</td>
<td>13.6%</td>
<td>17.7%</td>
<td>16.9%</td>
</tr>
<tr>
<td>Redundancies rate in France</td>
<td>2.4%</td>
<td>2.3%</td>
<td></td>
</tr>
</tbody>
</table>

Recruitment remained strong among under-25s, accounting for 29.5% of new hires vs. 35% in 2019.
Training
A training policy supported by the Group Executive Committee and an Academy

2020 achievements

- an updated and digital Core Competency Reference Guide, providing a shared framework for understanding the Group’s businesses, for employee evaluation, and for career development
  - video portraits giving an overview of the Group’s businesses
- continued annual deployment “people dynamics” approach 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.
- Digitisation of training offering in France
  - (88.4% of employees trained through e-learning modules, excluding compliance modules, up from 28% in 2019)

Key figures

- 1,207k Training hours in 2020
- 27,3 Training hours per employee
- €1,669 Average training cost per employee
Cybersecurity and Data Privacy
Cybersecurity
A solid organisational structure which is coordinated at the Group’s highest level

- An information security policy in line with international standards
- The Group is continually investing in its security awareness and training programme covering employees
- Permanently enhancement the procedures in terms of cybersecurity monitoring and intelligence, vulnerability management, follow-up actions on computer emergency response team (CERT) reports, system obsolescence management, and the siloing and tightening of systems
- Annual programme of audits and certifications of the entire system: ISO 27001 and ISAE 34-02

Participation and contribution to a cybersecurity ecosystem in France and Europe:

- Sopra Steria is a founding member of Campus Cyber and an active member of the non-profit (Cyber Centre of Excellence). Pôle d’Excellence Cyber
- Sopra Steria sponsors the IHEDN’s “Cybersecurity and digital sovereignty” academic chair, work covers issues relating to data management and mapping the datasphere as well as legal issues
Data Privacy
A solid organisational structure which is coordinated at the Group’s highest level

A general personal data protection policy supported by a 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;
- 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 personal data breach.

Read more: [here](#)
Plan to reduce CO$_2$ emissions from direct activities (1)
Aligning with the 1.5°C trajectory approved by SBTi (measured per employee)

**Target for 2040** (baseline: 2015)
-85% (1)

2028 milestone (baseline: 2015)
-58% (1)

**Key**
- Cumulative reduction relative to 2015
- Reduction in basis points relative to 2015

- CO$_2$ emissions per employee from **business travel** down 27.5% between 2015 and 2019
- CO$_2$ emissions from **offices and on-site data centres** down 64.2% between 2015 and 2019
- CO$_2$ emissions per employee from **business travel** down 72.5% between 2015 and 2020
- CO$_2$ emissions from **offices and on-site data centres** down 73.0% between 2015 and 2020

(1) Direct activities: offices, on- and off-site data centres and business travel
Gender equality programme details
6 action plans

- **Setting numerical targets** to track progress in the proportion of women in the workforce and in management positions (proportion of women recruited, in the workforce, promoted)
- **Launching Group awareness campaigns** to reaffirm our commitment to gender equality
- **Training employees at every level** to drive the cultural and behavioural changes needed to ensure women can advance (addressing the impact of stereotypes on decision-making processes, sexual harassment, sexism, etc.)
- **Supporting career development** for women through mentoring programmes
- **Promoting role models to inspire career choices** through testimonials, talks, webinars, and internal and external multimedia campaigns involving inspiring women in the Group
- **Promoting gender equality-focused networks** to raise women’s and girls’ awareness of and attract them to the digital sector through events, in particular at schools (primary, secondary and beyond)
Digital inclusion and community outreach
Our Group’s commitment to civil society

**Making digital technology available to all, disadvantaged groups in particular:**
Supporting community outreach projects focused on helping those in need (financial support, project sponsorship)
- Digital services portal for marginalised and disadvantaged people and their social workers (more than 10,000 registered users and 80 organisations)
- More than 100 projects supported for around 60 non-profits and 2 schools in India
  - Support for positive-impact projects developed by students and young entrepreneurs
  - Each project selected by the Foundation is given a budget of at least 5,000 euros.

**Providing access to education and promoting employment:**
Comprehensive education programme in India, primarily aimed at children from poor rural areas, in particular girls (49 schools and 54,000 children) through financial support and sponsorship
- Setting up computer labs powered by solar panels; offering English classes, courses to reinforce speaking skills and exam tutoring
- Equipping schools with access to drinking water (water towers)
- Vaccination campaigns, dental check-ups and eye exams
- Scholarship programme to recognise top students and help fund higher education (755 scholarship recipients since 2006)

**Promoting employment and retention of workers with disabilities:**
Agreement between employee representatives and management in 5 key areas: retaining employees, recruitment targets, training, awareness, support for disability-friendly companies and support for technological innovations that make life easier for people with disabilities.
- Several specific initiatives pursued throughout the year:
  - Support for young people with and without disabilities, from the beginning of secondary school through to graduation, in completing scientific and technical projects (Science Factor); the *HandiTutorat* and *HandiBourse* programmes in partnership with FÉDÉEH (9 engineering schools, 106 high school students supported)
  - Group Innovation Awards: At least 20% of projects submitted must address disability-related issues (3 winning projects in 2020)

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**Sopra Steria-Institut de France Foundation**
Established in 2001

**Sopra Steria India Foundation**
Established in 2000

**Sopra Steria France – Mission Handicap**
Established in 2012
## Detailed breakdown of greenhouse gas emissions

<table>
<thead>
<tr>
<th>GHG emissions (in millions of tCO(_2)e)</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1 (fossil fuel consumption of offices, fugitive emissions from offices and on-site data centres)</td>
<td>3,546</td>
<td>3,318</td>
<td>4,712</td>
<td>3,718</td>
</tr>
<tr>
<td>of which: Fugitive emissions (^1)</td>
<td>1,725</td>
<td>1,633</td>
<td>2,048</td>
<td>1,403</td>
</tr>
<tr>
<td>Scope 2 (consumption of electricity, steam, heating and cooling by offices and on-site data centres)</td>
<td>6,191</td>
<td>4,658</td>
<td>1,724</td>
<td>1,124</td>
</tr>
<tr>
<td>Scope 3 (consumption of electricity, steam, heating and cooling by off-site data centres and business travel)</td>
<td>37,795</td>
<td>37,243</td>
<td>35,560</td>
<td>12,698</td>
</tr>
<tr>
<td>Total emissions (Scopes 1, 2 &amp; 3) (including fugitive emissions)</td>
<td>47,532</td>
<td>45,219</td>
<td>41,996</td>
<td>17,540</td>
</tr>
<tr>
<td>Total emissions (Scopes 1, 2 &amp; 3) (excluding fugitive emissions)</td>
<td>45,807</td>
<td>43,586</td>
<td>39,948</td>
<td>16,137</td>
</tr>
<tr>
<td>GHG emissions (in tCO(_2)e)</td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Total emissions per employee (including fugitive emissions)</td>
<td>1.13</td>
<td>1.00</td>
<td>0.88</td>
<td>0.35</td>
</tr>
<tr>
<td>Total emissions per employee (excluding fugitive emissions)</td>
<td>1.18</td>
<td>1.04</td>
<td>0.93</td>
<td>0.38</td>
</tr>
</tbody>
</table>

\(^1\) Leakage of fluorinated refrigerant gases from refrigeration and air conditioning systems (including gases covered by the Kyoto Protocol)
## Detailed breakdown of workforce-related indicators

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total workforce</strong></td>
<td>41,661</td>
<td>44,114</td>
<td>46,245</td>
<td>45,960</td>
</tr>
<tr>
<td>% Women</td>
<td>31%</td>
<td>31.6%</td>
<td>32.0%</td>
<td>32.5%</td>
</tr>
<tr>
<td><strong>Managers (cadres)</strong></td>
<td>38,626</td>
<td>40,001</td>
<td>40,014</td>
<td>40,581</td>
</tr>
<tr>
<td><strong>Full-time equivalent (FTE) workforce (excluding interns)</strong></td>
<td>40,241</td>
<td>42,614</td>
<td>44,230</td>
<td>43,898</td>
</tr>
<tr>
<td><strong>Permanent contracts (% of total)</strong></td>
<td>96.1%</td>
<td>95.7%</td>
<td>96.1%</td>
<td>96.7%</td>
</tr>
<tr>
<td><strong>Temporary contracts (% of total)</strong></td>
<td>3.3%</td>
<td>3.6%</td>
<td>3.3%</td>
<td>2.9%</td>
</tr>
<tr>
<td><strong>Internships (% of total)</strong></td>
<td>0.6%</td>
<td>0.7%</td>
<td>0.6%</td>
<td>0.4%</td>
</tr>
<tr>
<td><strong>Average length of service for employees on permanent contracts</strong></td>
<td>7.3</td>
<td>7.1</td>
<td>7.1</td>
<td>7.7</td>
</tr>
<tr>
<td><strong>Average age of employees on permanent contracts</strong></td>
<td>37.8</td>
<td>37.8</td>
<td>37.8</td>
<td>38.7</td>
</tr>
<tr>
<td><strong>New staff on all types of employment contract</strong></td>
<td>9,500</td>
<td>11,662</td>
<td>10,844</td>
<td>6,133</td>
</tr>
<tr>
<td>% Women</td>
<td>31.0%</td>
<td>32.8%</td>
<td>33.1%</td>
<td>34.0%</td>
</tr>
<tr>
<td><strong>New staff on permanent contracts</strong></td>
<td>7,366</td>
<td>9,225</td>
<td>8,047</td>
<td>4,166</td>
</tr>
<tr>
<td><strong>Training – Number of hours</strong></td>
<td>1,244,583</td>
<td>1,263,354</td>
<td>1,207,065</td>
<td></td>
</tr>
<tr>
<td><strong>Average number of days of training per person (average FTE)</strong></td>
<td>4.1</td>
<td></td>
<td></td>
<td>3.9</td>
</tr>
<tr>
<td><strong>Turnover rate for employees on permanent contracts</strong></td>
<td>15.6%</td>
<td>16.9%</td>
<td>17.7%</td>
<td>13.6%</td>
</tr>
<tr>
<td><strong>Labour relations – Number of agreements signed during the year</strong></td>
<td>36</td>
<td>49</td>
<td></td>
<td>56</td>
</tr>
<tr>
<td><strong>Number of collective bargaining agreements in force</strong></td>
<td>241</td>
<td>291</td>
<td></td>
<td>326</td>
</tr>
</tbody>
</table>

(1) Turnover rate = \(\frac{\text{Number of leavers on permanent contracts} - \text{Number of leavers on permanent contracts who were with the Group for less than six months}}{\text{Permanent workforce present on the last day of the reference period (excl. suspended employees)}}\)
Greater recognition from non-financial rating agencies

Confirmation of a continued rise in Sopra Steria’s ESG scores

MSCI ESG RATINGS
[CCC – AAA]

<table>
<thead>
<tr>
<th>Year</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Average</td>
<td>7/10</td>
</tr>
<tr>
<td>2018</td>
<td>Average</td>
<td>7.1/10</td>
</tr>
<tr>
<td>2019</td>
<td>AA Leader</td>
<td>7.3/10</td>
</tr>
<tr>
<td>2020</td>
<td>AA Leader</td>
<td>7.4/10</td>
</tr>
</tbody>
</table>

VIGEOR EIRIS RATINGS

<table>
<thead>
<tr>
<th>Year</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Limited</td>
<td>49/100</td>
</tr>
<tr>
<td>2018</td>
<td>Advanced</td>
<td>62/100</td>
</tr>
<tr>
<td>2020</td>
<td>Outperformer</td>
<td>64/100</td>
</tr>
</tbody>
</table>

SUSTAINALYTICS RATINGS

<table>
<thead>
<tr>
<th>Year</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Leader</td>
<td>75/100</td>
</tr>
<tr>
<td>2018</td>
<td>Outperformer</td>
<td>68/100</td>
</tr>
<tr>
<td>2019</td>
<td>Outperformer</td>
<td>73/100</td>
</tr>
<tr>
<td>2020</td>
<td>Leader</td>
<td>75/100</td>
</tr>
</tbody>
</table>

ISS GOVERNANCE QUALITYSCORE

Best = 1  Worst = 10

<table>
<thead>
<tr>
<th>Year</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>8/10</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>7/10</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>5/10</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>3/10</td>
<td></td>
</tr>
</tbody>
</table>
Other Sopra Steria ESG rankings

Awards in 2020–2021

2 new awards from French magazines in collaboration with Statista

<table>
<thead>
<tr>
<th>Le Point – 2021 ranking of France’s most responsible companies <em>12/11/2020</em></th>
<th>Sopra Steria SCORE</th>
<th>Sopra Steria POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>France’s most responsible companies</td>
<td>88.6/100</td>
<td>8&lt;sup&gt;th&lt;/sup&gt; out of 250</td>
</tr>
<tr>
<td>IT &amp; telecoms: Top 5 companies by sector</td>
<td>88.6/100</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; out of 5</td>
</tr>
<tr>
<td>Environment: Top 50 companies</td>
<td>94.1/100</td>
<td>10&lt;sup&gt;th&lt;/sup&gt; out of 50</td>
</tr>
<tr>
<td>Social: Top 50 companies</td>
<td>89.2/100</td>
<td>14&lt;sup&gt;th&lt;/sup&gt; out of 50</td>
</tr>
<tr>
<td>Governance</td>
<td>82.6/100</td>
<td>-</td>
</tr>
</tbody>
</table>

*Challenges – 2021 Climate Champions *12/11/2020

<table>
<thead>
<tr>
<th>Reduction in CO&lt;sub&gt;2&lt;/sub&gt; emissions (Scope 1 &amp; 2) as %</th>
<th>Sopra Steria LEVEL</th>
<th>Sopra Steria POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.7%</td>
<td>11&lt;sup&gt;th&lt;/sup&gt; out of 75</td>
<td></td>
</tr>
</tbody>
</table>
Alternative performance measures

- **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 foreseeable, 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 and equipment, and intangible assets; less lease payments; less net interest paid; and less additional contributions in respect of retirement benefit obligations 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.
Thank you.