

# Sopra Steria: Anchoring our strategy in sustainability

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Paris, August 2023

The world is how we shape it

sopra  steria

# AGENDA

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# Company overview

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# Sopra Steria: a major tech player in Europe

Breakdown of revenue to 30 June 2023

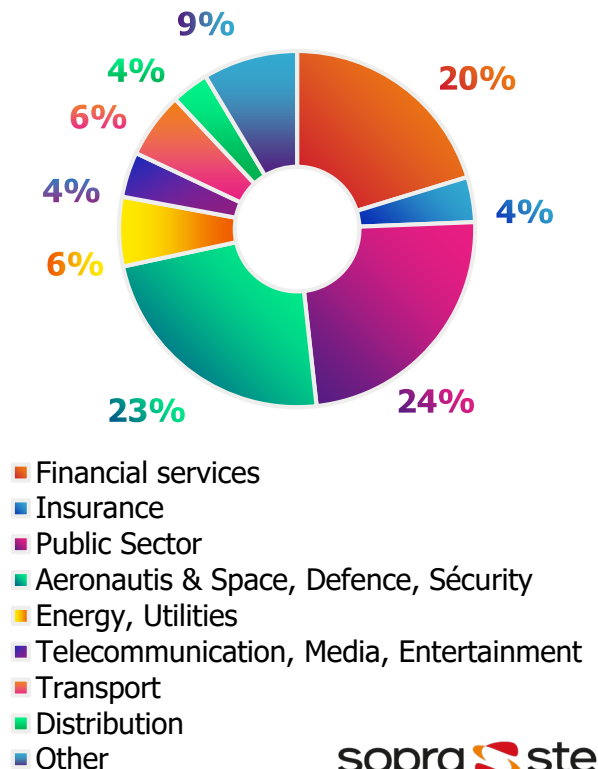
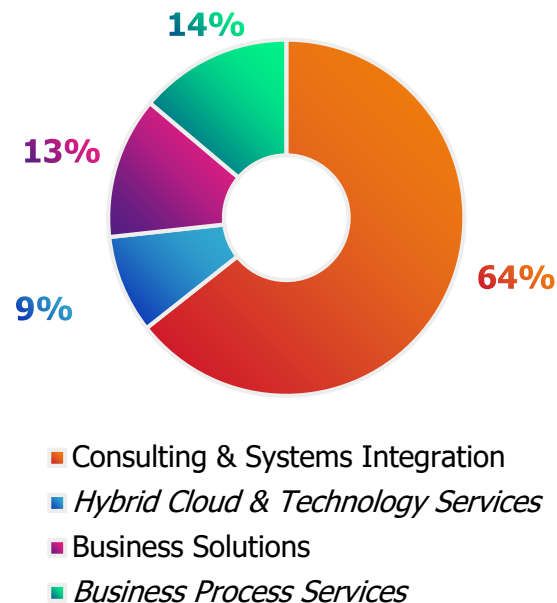
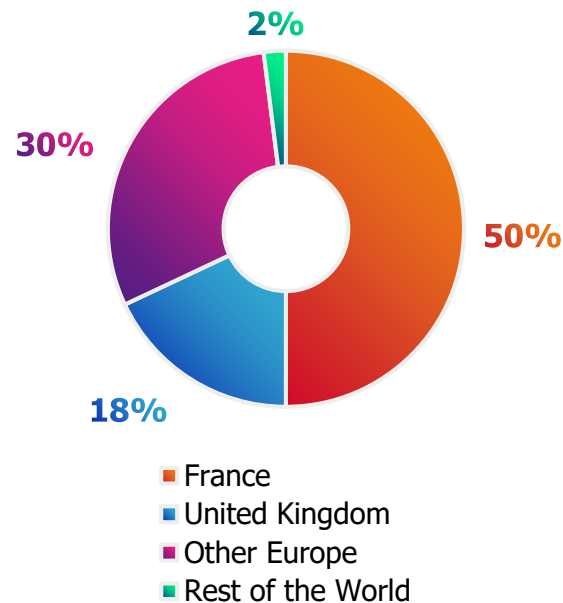
## EMEA-leading IT services provider (top 9)<sup>(1)</sup>

2022 revenue  
€5.1bn

54,000  
employees

Operations in  
30 countries

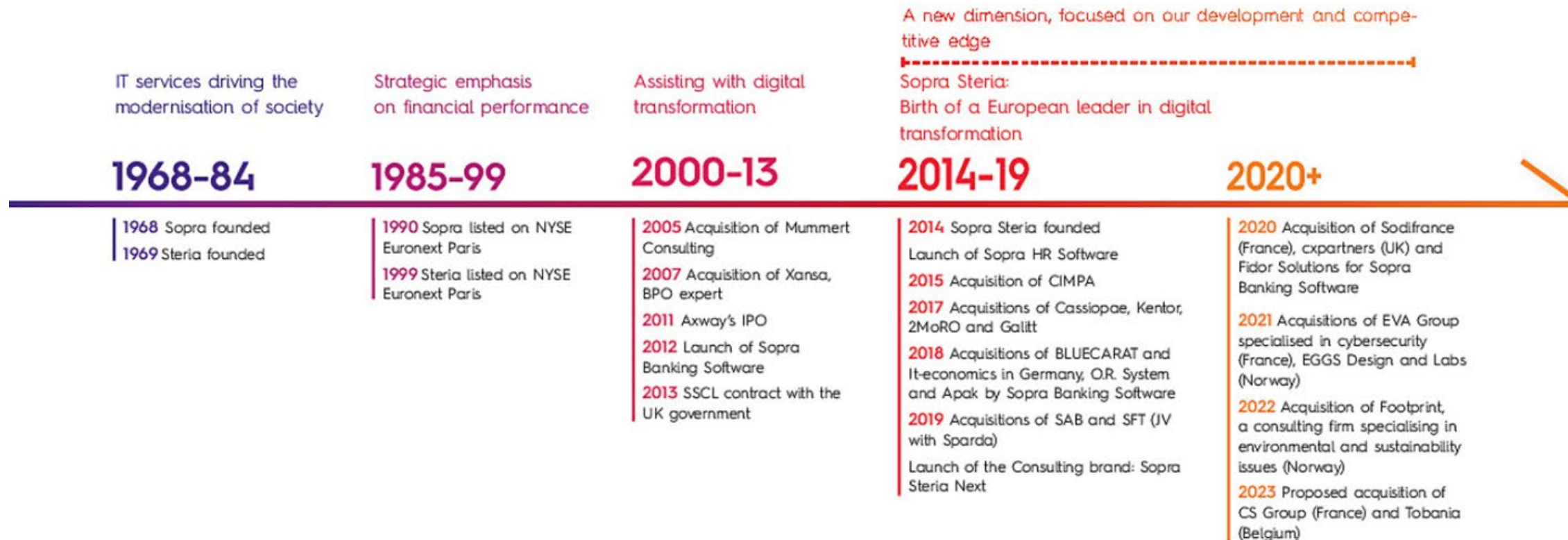
End-to-end  
approach



(1) PAC, June 2023, Leading IT Services Providers in 2022 EMEA

# History of Sopra Steria Group

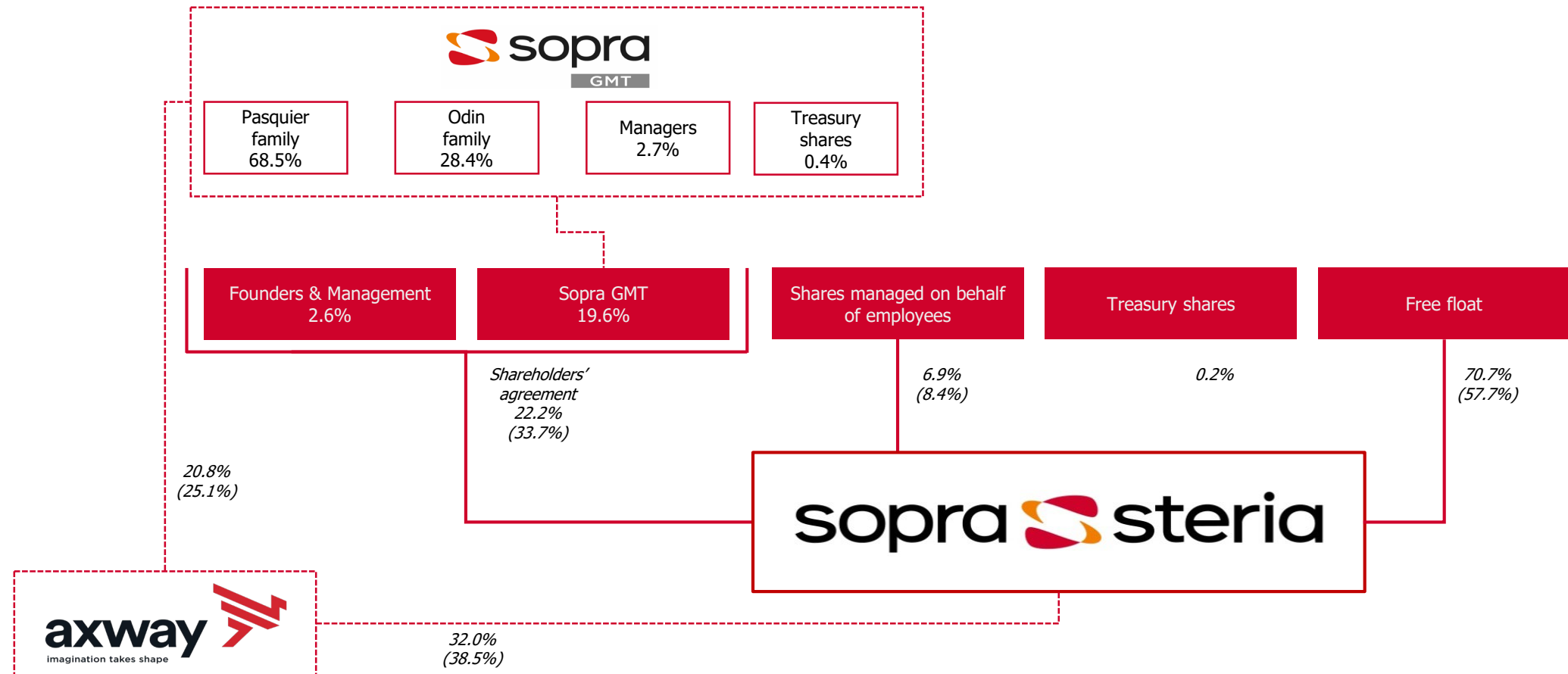
More than 50 years of growth and transformation





# A core shareholder backing the corporate plan

Ownership structure at 30 June 2023



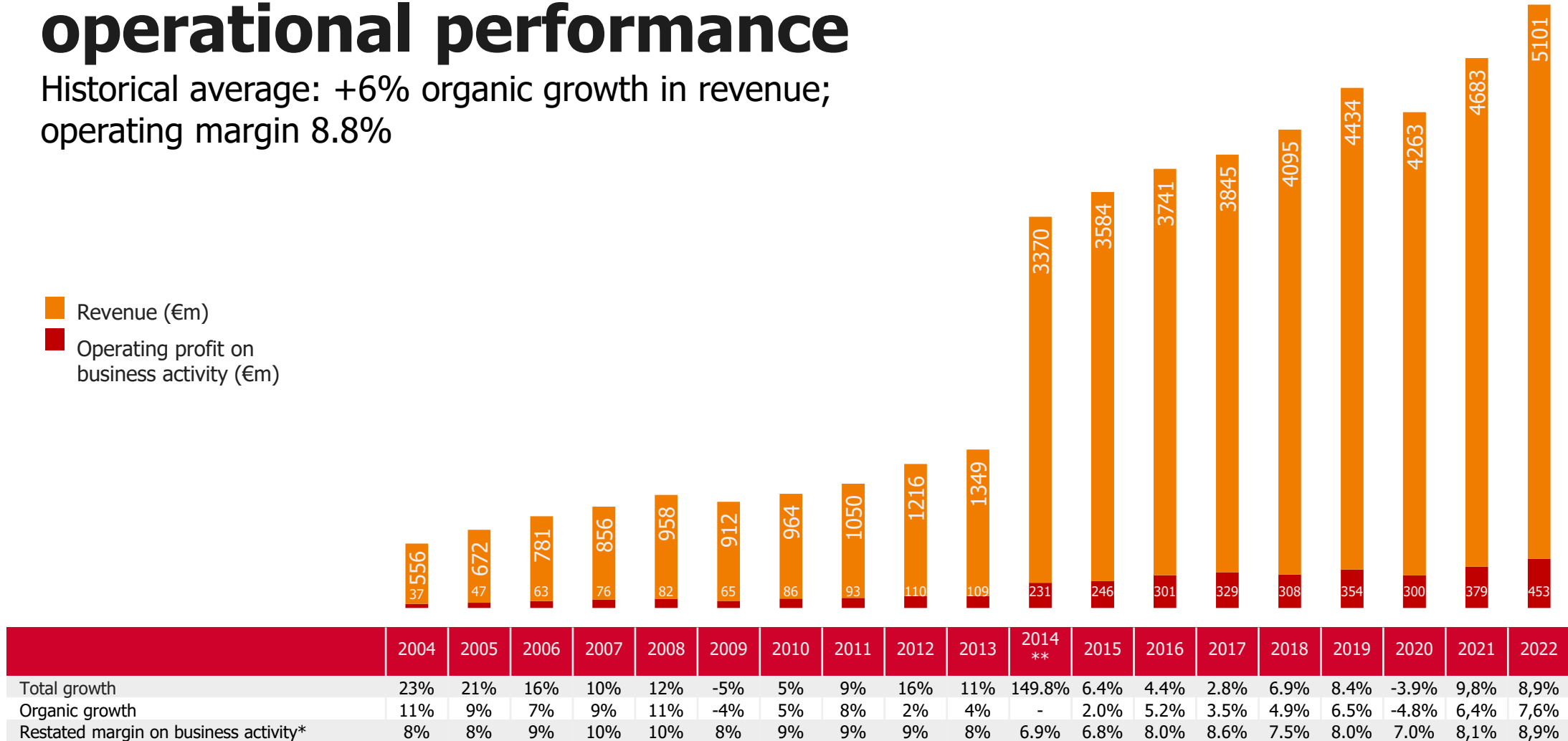
XX.X% = Percentage of share capital held  
(XX.X%) = Percentage of voting rights held

20,547,701 listed shares  
26,544,319 theoretical voting rights

# Sopra Steria historical operational performance

Historical average: +6% organic growth in revenue;  
operating margin 8.8%

Revenue (€m)  
Operating profit on business activity (€m)



\* Restated at equivalent tax laws for financial years up to and including 2009 and at same perimeter (excluding Axway)

\*\* Base of comparison adjusted pro forma for the Sopra Steria merger

# 2022 Performance (1/2)

Sopra Steria is on track to reach its medium-term target of 10% for operating margin on business activity

**Organic  
revenue  
growth**

**+7.6%**

**8.9%**  
+0.8 points

**Operating  
margin  
on business  
activity**

**Free cash  
flow**

**€287.2m**  
5.6% of  
revenue

**4.9%**  
+0.9 points

**Net  
profit margin**



# 2022 Performance (2/2)

Ongoing commitment to ESG performance

Proportion  
of women  
in the Group's  
workforce

**20%**

*vs. 17.6% in 2021*

**33.1%**

*vs. 32.4% in 2021*

Proportion  
of women on  
the Executive  
Committee

Cumulative  
reduction  
in GHG<sup>(1)</sup>  
emissions per  
employee

**- 68%<sup>(2)</sup>**

*vs -50% in 2021  
(Base 2015)*

**55%<sup>(3)</sup>**

Suppliers  
committed by  
end-2022 to set  
GHG-reduction  
targets

Net change  
in workforce

**+4.7%**

*vs +3.2% in 2021*

**17%**

*vs. 16% in 2021*

Workforce  
attrition  
rate

(1) Greenhouse gas emissions

(2) Excl. Covid impact; -75.7% incl. Covid impact

(3) Among suppliers accounting for at least 70% of our supply chain emissions

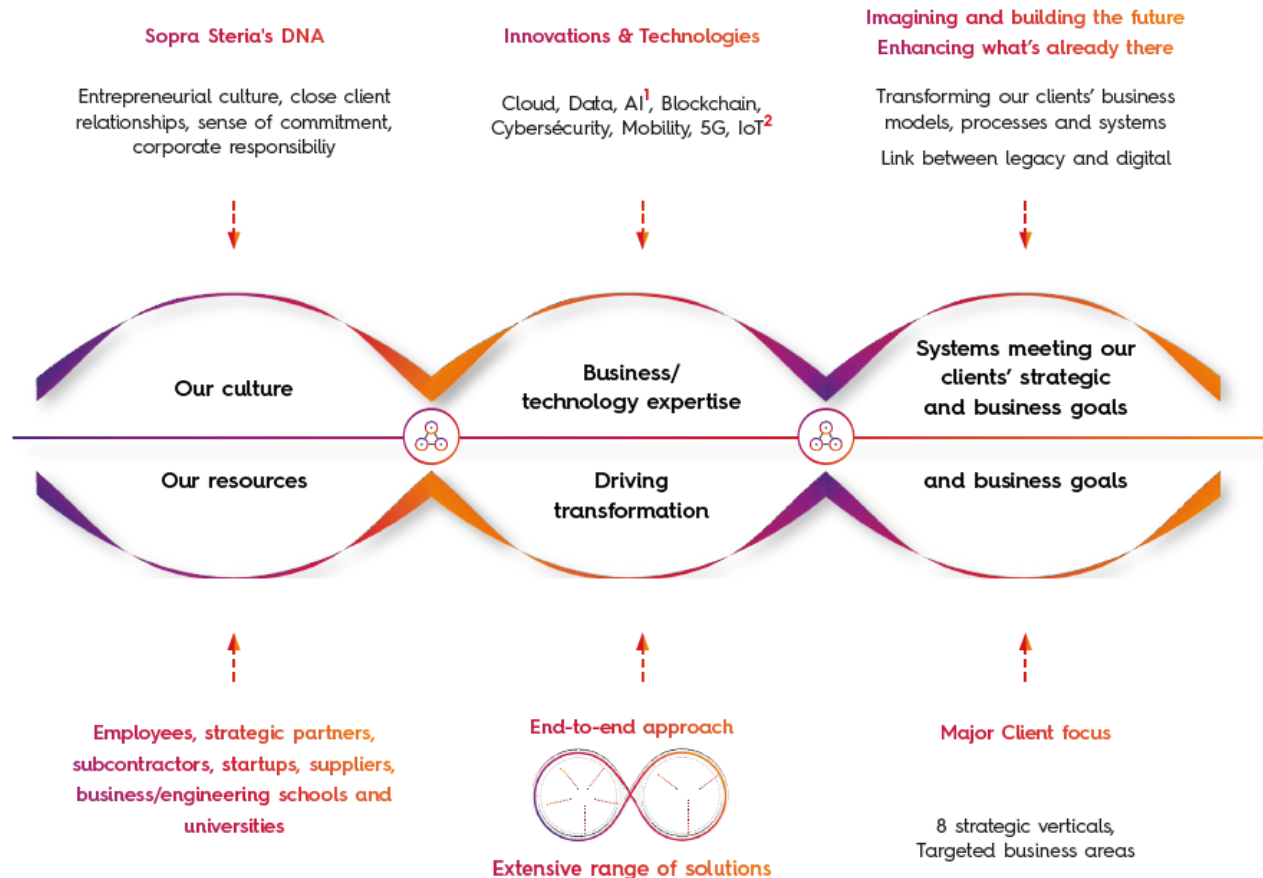
02

# **Business model and corporate plan**

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# Business model

## Value chain and associated indicators



1\_ AI: Artificial intelligence; 2\_ IoT: Internet of things; 3\_ GPTW: Great Place To Work; 4\_ GHG: Greenhouse gas

## Sample 2022 indicators of value created for the Group's main stakeholders

### Employees

- **78%** of employees say Sopra Steria is a great place to work – GPTW<sup>3</sup> survey
- **33 hours** of training on average per employee
- **100%** of employees take part in a training session at least once a year
- **17%** attrition rate

### Clients

- **80%** of 100 strategic clients satisfied according to the Customer Voice survey
- **7.6%** organic revenue growth

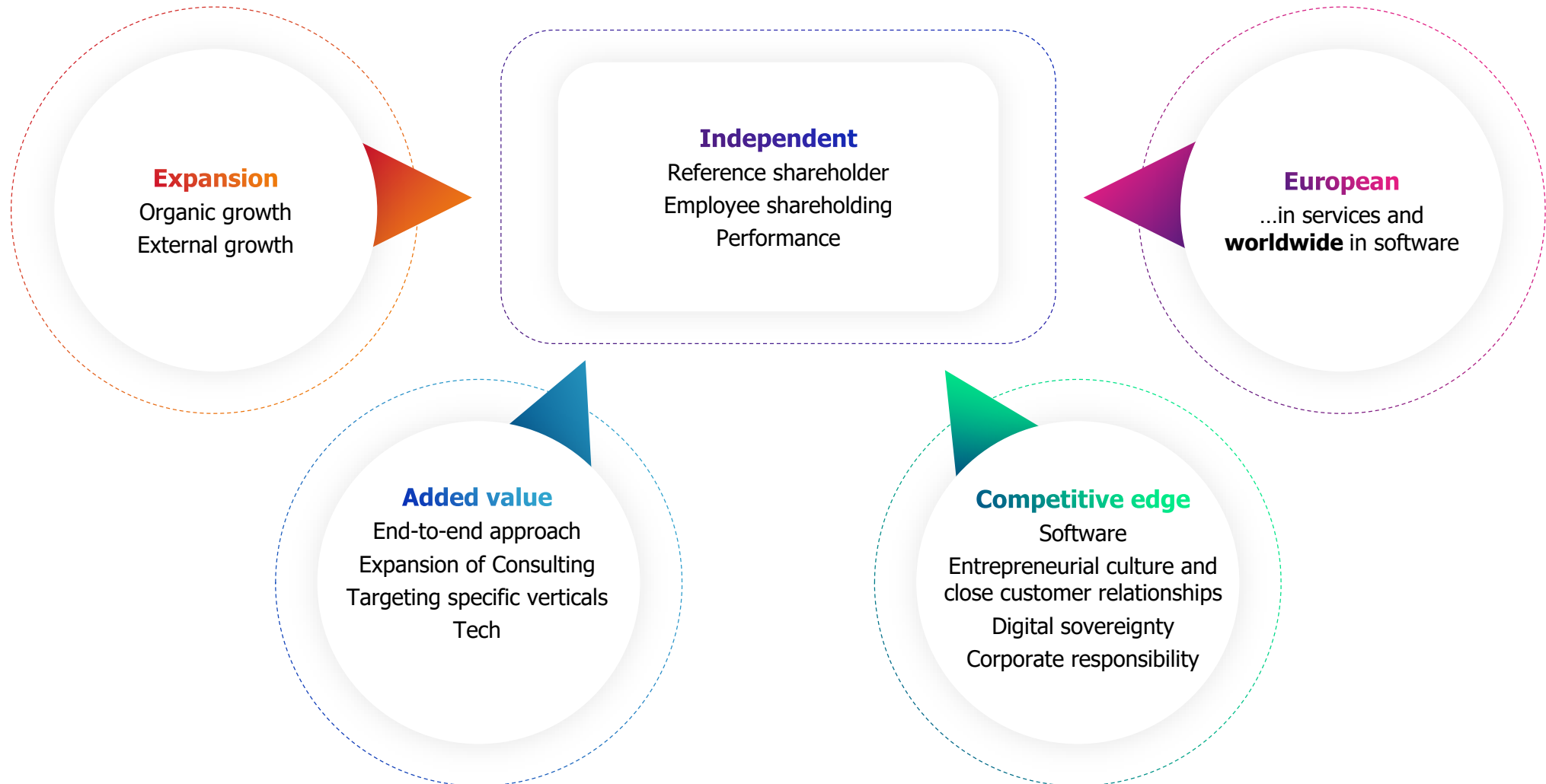
### Shareholders

- Share price **€141.2** at 30/12/2022
- **€4.30** dividend paid for financial year 2022

### Company

- **68%** reduction in GHG<sup>4</sup> emissions per employee in 2022 (baseline: 2015)
- Ranking: **A List** CDP; **Top 1% Platinum** EcoVadis

# Ambitious corporate plan



03

# **Corporate responsibility strategy**

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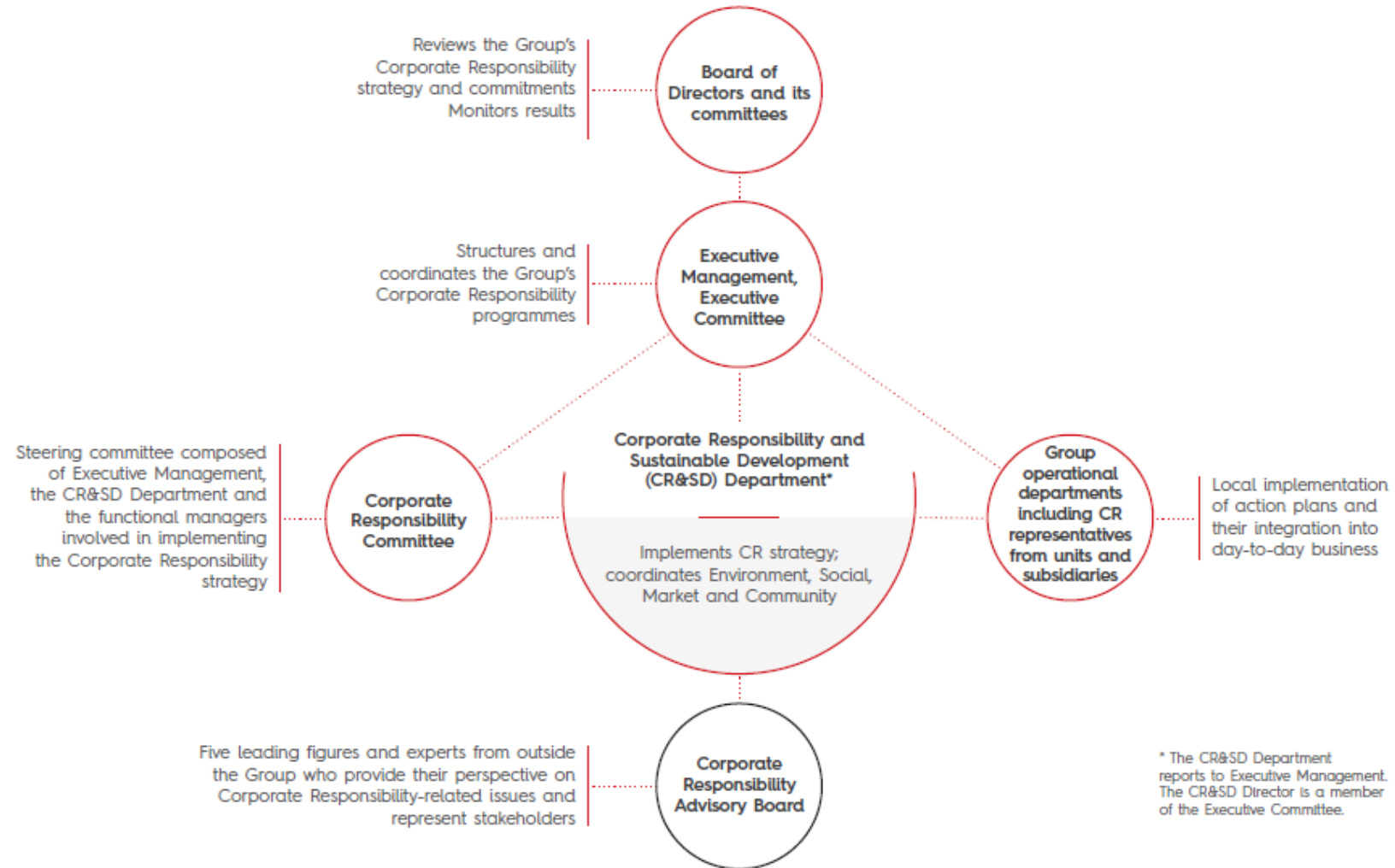
# Long-standing focus on sustainability

- 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 over 10 years ago: carbon-neutral since 2015 for all our sites, business travel and data centres, and Climate Neutral Now since 2021 on our direct emissions

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



# Corporate responsibility governance



# Our mission

“Together, leveraging digital technology to build a positive future for all.”

## 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<sup>(1)</sup> to the United Nations' 17 SDGs

7 commitments aligned with the Group's business model – contribution in 2022



7 engagements

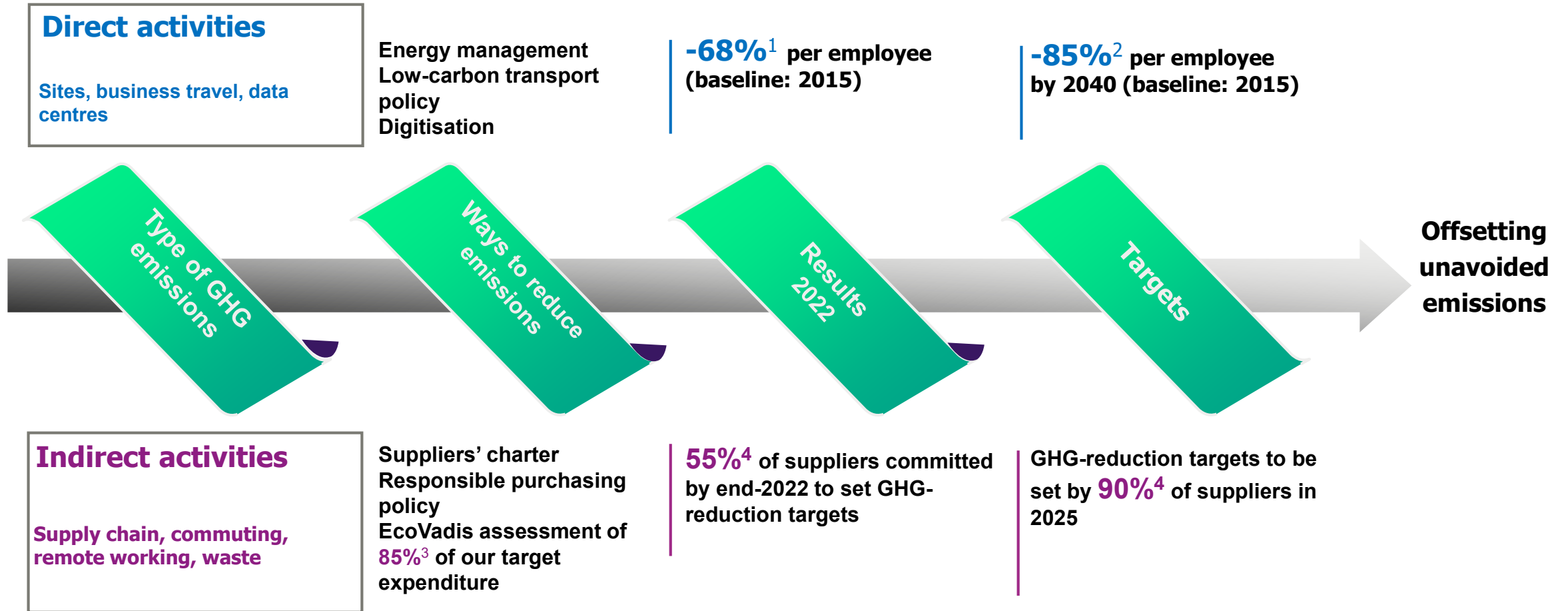
Contribution examples

|  | 3, 4, 5, 8, 10, 17  | 8, 9, 11, 16, 17  | 6, 7, 8, 9, 11, 12, 13, 14, 15, 17   | 4, 8, 11, 12, 13, 16   | 1, 5, 10, 12, 13   | 3, 8, 9 et 16  | 1, 2, 3, 4, 5, 6, 7   |
|--|---|---|--|--|--|--|---|
|  | Being a leading employer who attracts the best talent and promotes positive labour relations, diversity and equal opportunity             | Being a long-term 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 | Achieving net-zero emissions, protecting resources and helping combat climate change   | Working with an expanded ecosystem to collectively address key social issues affecting us all  | Establishing ongoing constructive and transparent dialogue with our stakeholders   | Acting ethically in our day-to-day operations and across all our business activities                                       | Supporting local communities by stepping up our community initiatives, particularly in the field of digital inclusion   |
|  | <ul style="list-style-type: none"> <li>13,073 new hires within the Group</li> <li>33 hours of training on average per employee</li> </ul> | <ul style="list-style-type: none"> <li>80% of 100 strategic clients satisfied according to the Customer Voice survey</li> </ul>   | <ul style="list-style-type: none"> <li>68% reduction in GHG emissions per employee in 2022 (baseline: 2015)</li> <li>Over 19,000 employees trained in eco-friendly digital behaviours</li> </ul> | <ul style="list-style-type: none"> <li>Member of the European Alliance for Industrial Data, Edge and Cloud</li> <li>In 2022, the <i>Prix Entreprendre pour Demain</i> award was devoted to an environmental theme</li> </ul> | <ul style="list-style-type: none"> <li>603 suppliers were awarded positive EcoVadis assessments in 2022, covering more than €737 million of expenditure - more than 85% of target 2022 expenditure.</li> </ul> | <ul style="list-style-type: none"> <li>93% of employees trained in preventing corruption and influence peddling</li> </ul> | <ul style="list-style-type: none"> <li>201 outreach projects supported by the Group and 679 non-profits and schools supported, of which 157 for high-impact projects</li> </ul> |

(1) Direct or indirect SDGs = Sustainable Development Goals  
 (2) Entrepreneurship for tomorrow

# Helping combat climate change

Plan to reduce our greenhouse gas (GHG) emissions – 2022 results



(1) Excl. Covid impact; -75.7% incl. Covid impact

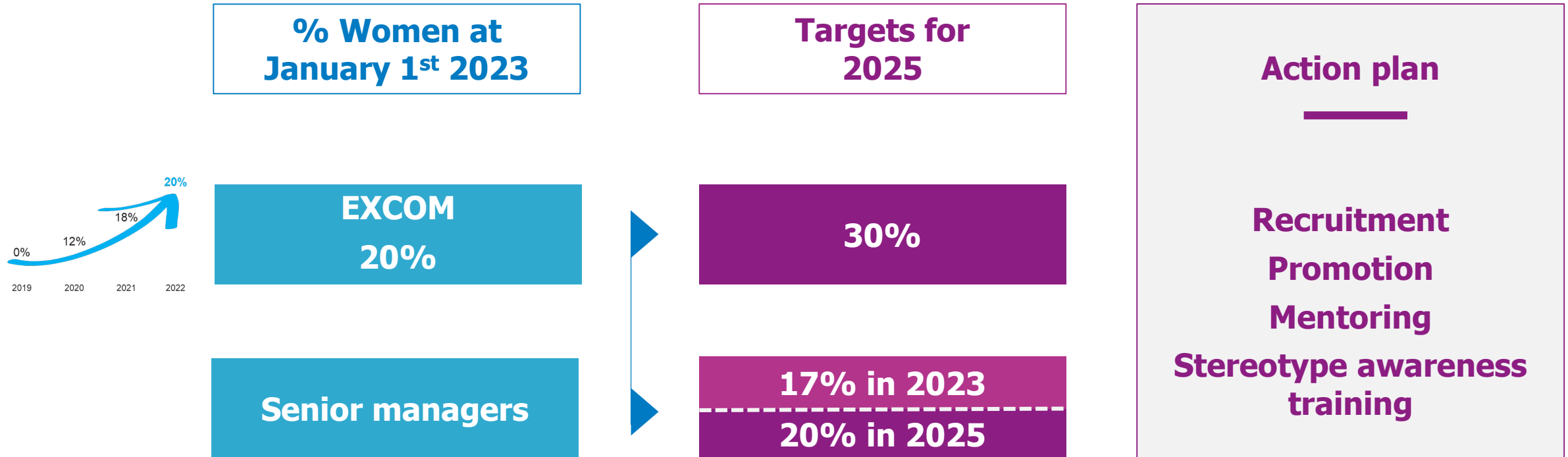
(2) Validated by the Science Based Targets initiative (SBTi)

(3) Spending of €868m with target suppliers (> 26 employees, annual spend > €150k)

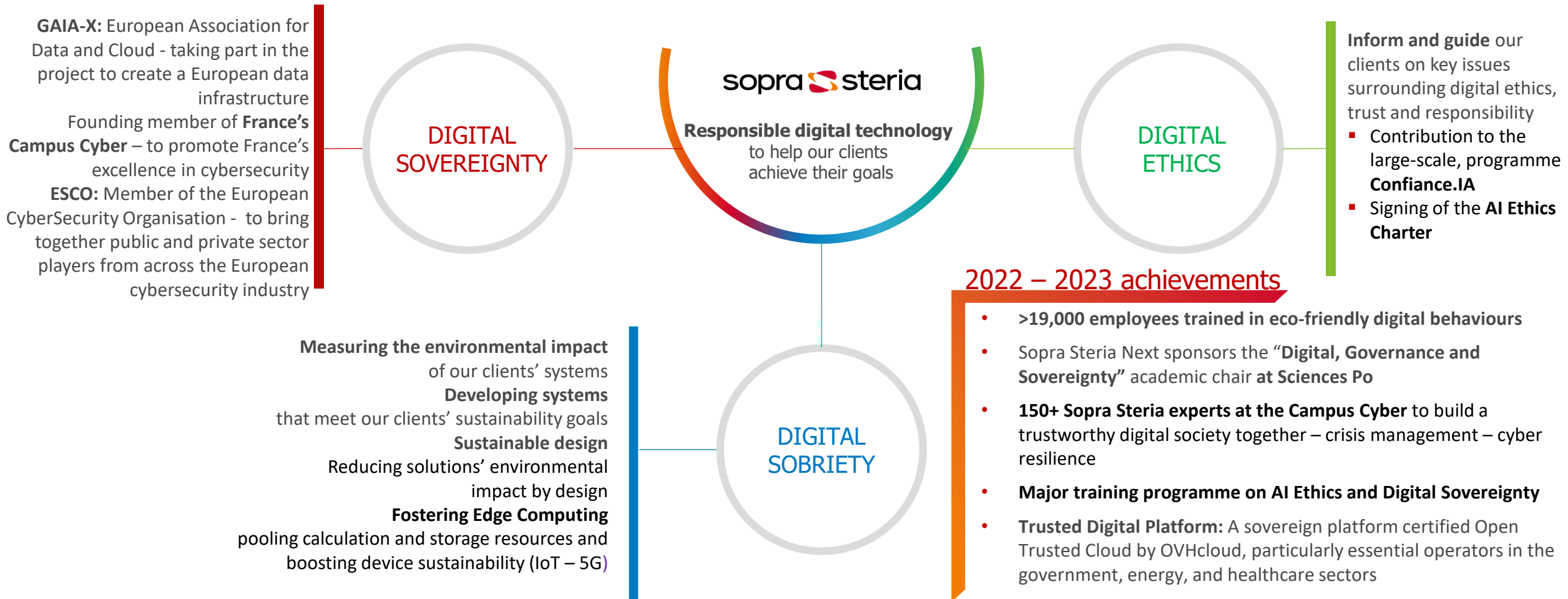
(4) Among suppliers accounting for at least 70% of our supply chain emissions

# Proactive policy for senior management positions

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



# Integrating sustainable, trusted digital technology into our value proposition





04

# Governance & Compensation

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# Separation of the roles of Chairman and CEO 1/2

Board of Directors at 31/12/2022

**Pierre Pasquier - Chairman**

**15 members**

- **12 directors** appointed by the General Meeting
- **3 directors representing employees including one Director representing employee shareholders**

**42%**

Female Directors

**58%**

Male Directors

**67%**

Independent

**2/3**

Committees are chaired by women

**63**

Average age of Directors

**4**

Nationalities

*It is also a priority for the Board of Directors to have a diverse range of skills. The Company has identified 10 key competencies that it would like to be represented within the Board of Directors. These skills and areas of experience are as follows:*

**67%**

knowledge of consulting, digital services, software development and the ability to promote innovation

**47%**

knowledge of one of the Group's key vertical markets

**53%**

entrepreneurial experience

**27%**

CEO of a group

**53%**

finance, control and risk management

**47%**

CSR – Human resources and labour relations

**53%**

CSR – Environmental and social issues

**60%**

international experience

**40%**

knowledge of Axway Software

**47%**

operational experience within the Sopra Steria Group

**98%**

Board of Directors attendance rate

**100%**

Audit Committee attendance rate

**97%**

Compensation Committee attendance rate

**97%**

Nomination, Governance, Ethics and Corporate Responsibility Committee attendance rate



# Separation of the roles of Chairman and CEO 2/2

Executive Management team at 31/12/2022

**Cyril Malargé - CEO**

The Group is made up of a corporate function and a number of operational divisions. The Executive Management team is supported by the Executive Committee (EXCOM) and the Management Committee.

## Executive Committee

- The Executive Committee has 15 members. It supervises the Group's organisation, steering, major contracts, and support functions and entities. It is involved in the Group's strategic planning and implementation. Three of its members are women.

## Group Management Committee

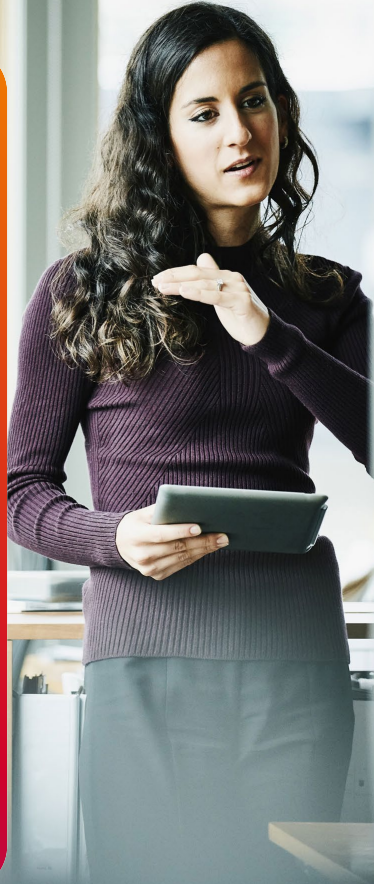
- The Group Management Committee consists of the Executive Committee members and 42 operational managers and functional managers. 11 of its members are women.

20%

of executive committee members are women

26%

of Group management committee members are women



# Compensation of the Chief Executive Officer 1/3

In respect of the 2022 financial year (decision of the Board of Directors on 22 February 2023)  
approved by the 2023 General Meeting

— **Fixed compensation: €400,000**

— **Calculation of annual variable compensation:**

| Criteria  | Type         | Potential amount as % of AVC <sup>(1)</sup> | Potential amount in € | Threshold          | Target             | Ceiling            | Achieved             | Amount Awarded in € |
|---|--------------|---|-----------------------|--------------------|--------------------|--------------------|----------------------|---------------------|
| Consolidated operating margin   | quantifiable | 45.0%                                       | €121,500              | 8.5%               | 9.0%               | N/D <sup>(2)</sup> | 8.9%                 | €97,200             |
| Consolidated revenue growth   | quantifiable | 30.0%                                       | €81,000               | 4.0%               | 6.0%               | N/D <sup>(2)</sup> | 7.6%                 | €81,000             |
| Qualitative targets related to the assumption of duties as Chief Executive Officer  | qualitative  | 15.0%                                       | €40,500               | N/A <sup>(3)</sup> | N/A <sup>(3)</sup> | N/D <sup>(2)</sup> | Target 100% achieved | €40,500             |
| Progress towards meeting the 2025 target for the proportion of women in senior management positions                         | qualitative  | 5%  | €13,500               | N/A <sup>(3)</sup> | N/A <sup>(3)</sup> | N/D <sup>(2)</sup> | Target 100% achieved | €13,500             |
| Progress towards meeting the target for reducing direct GHG <sup>(4)</sup> emissions per employee (SBTi III) <sup>(5)</sup> | qualitative  | 5%  | €13,500               | N/A <sup>(3)</sup> | N/A <sup>(3)</sup> | N/D <sup>(2)</sup> | Target 100% achieved | €13,500             |
| <b>TOTAL</b>  |              | <b>100%</b>                                 | <b>€270,000</b>       |                    |                    |                    |                      | <b>€245,700</b>     |

(1) AVC: Annual variable compensation.

(2) N/D: Not defined.

(3) N/A: Not applicable.

(4) Greenhouse gas.

(5) Science Based Targets initiative.

# Compensation of the Chief Executive Officer 2/3

In respect of the 2023 financial year (decision of the Board of Directors on 15 March 2023)  
approved by the 2023 General Meeting

— **Fixed compensation: €500,000**

— **Targets related to the annual variable compensation:**

| Criteria  | Type         | Potential amount<br>as % of AVC <sup>[1]</sup> | Potential amount<br>as % of AFC <sup>[2]</sup> | Potential<br>amount in € | Threshold | Target |
|---|--------------|--|--|--------------------------|-----------|--------|
| Consolidated operating margin on business activity  | quantifiable | 50.0%  | 30.0%  | €150,000                 | N/A       | N/A    |
| Consolidated revenue growth   | quantifiable | 10.0%  | 6.0%   | €30,000                  | N/A       | N/A    |
| Reduction in direct GHG emissions per employee (SBTi III) (tCO <sub>2</sub> e)  | quantifiable | 5.0%   | 3.0%   | €15,000                  | 0.74      | 0.69   |
| Proportion of women in senior management positions at the Group (% women in the two highest echelons of the organisation) | quantifiable | 5.0%   | 3.0%   | €15,000                  | 19.0%     | 20.0%  |
| Qualitative target related to the requirements of the strategic plan and operational organisation                         | qualitative  | 30.0%  | 18.0%  | €90,000                  |           |        |
| <b>TOTAL</b>  |              | <b>100.0%</b>                                  | <b>60.0%</b>                                   | <b>300,000 €</b>         |           |        |

[1] AVC: Annual variable compensation

[2] AFC: Annual fixed compensation

The targets based on quantifiable criteria were set in line with the targets announced or confirmed to the market in the presentation of full-year results. The quantifiable criteria (70% of AVC) are aimed at continuing to improve profitability and taking into account the social and environmental priorities of the Group's business activities. The specific amounts of financial quantifiable targets are not made public for confidentiality reasons and so as not to interfere with financial communications.

The qualitative criterion (30% of AVC) relates to how operational management intersects with the strategic plan, and to the strengthening of the Group's organization.



# Compensation of the Chief Executive Officer 2/3

## Performance share award plan

### — Rights to shares granted in 2022: 3,000

└ Plan adopted on 1 June 2022

| 2022 - 2024  |           | 3-year weighting |
|--|-----------|------------------|
| Sopra Steria Group performance criteria and targets          | Weighting | 90%              |
| Organic revenue growth                                       | 30%       |                  |
| Operating profit on business activity <i>as % of revenue</i> | 30%       |                  |
| Free cash flow   | 30%       |                  |

| 2022 - 2024  |             |           | 3-year weighting |
|--|-------------|-----------|------------------|
|  | Target      | Threshold | 10%              |
| Proportion of women in senior management positions | 19% in 2024 | >18%      |                  |

#### 3 performance criteria

- Allocated the same weighting, with a total of 90%:
  - Organic revenue growth, operating profit on business activity and free cash flow.

#### 1 additional condition based on corporate responsibility

- With a weighting of 10%:
  - Proportion of women in the Group's senior management positions, defined as the two highest echelons.

### — Rights to shares granted in 2023: 3,000

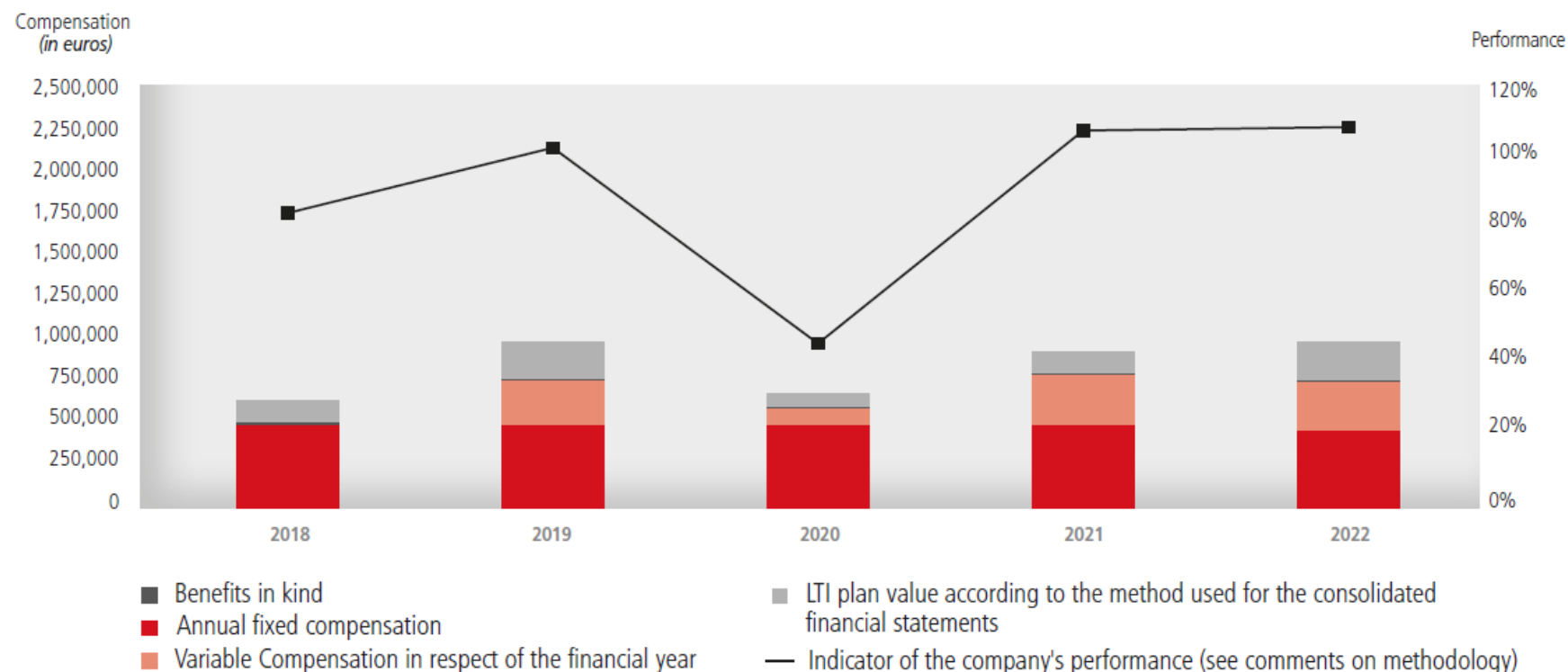
└ Plan adopted on 24 May 2023

| 2023 - 2025  |           | 3-year weighting |
|--|-----------|------------------|
| Sopra Steria Group performance criteria and targets          | Weighting | 90%              |
| Organic revenue growth                                       | 30%       |                  |
| Operating profit on business activity <i>as % of revenue</i> | 30%       |                  |
| Free cash flow   | 30%       |                  |

| 2023 - 2025  |             |           | 3-year weighting |
|--|-------------|-----------|------------------|
|  | Target      | Threshold | 10%              |
| Proportion of women in senior management positions | 21% in 2025 | >19,5%    |                  |



# Changes in company<sup>1</sup> performance and Chief Executive Officer compensation



(1) The change in the Company's performance, with the extent to which the quantifiable targets used to determine the Chief Executive Officer's variable compensation (financial performance of the Company) have been met serving as a proxy for the Company's performance. 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.

05

# Talent management

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# Recruitment and retention

Proactive talent management employment policy

| Key figures at 31 December                           | 2019   | 2020   | 2021   | 2022   |
|--|--------|--------|--------|--------|
| Number of recruitments                               | 10,844 | 6,133  | 10,636 | 13,073 |
| Number of recruitments in France                     | 4,112  | 2,045  | 3,019  | 4,267* |
| Group workforce                                      | 46,245 | 45,960 | 47,437 | 49,690 |
| Workforce excluding acquisitions throughout the year | 45,153 | 44,768 | 47,017 | 49,508 |
| Proportion of permanent contracts                    | 96.1%  | 96.7%  | 97.0%  | 96.8%  |
| Proportion of temporary contracts                    | 3.3%   | 2.9%   | 2.5%   | 2.7%   |
| Attrition rate                                       | 17.7%  | 13.6%  | 16.0%  | 17.0%  |
| Redundancy rate in France                            | 2.3%   | 2.4%   | 3.3%   | 1.9%   |

(\*) Average recruitment costs in France: €4,187

# Training

A proactive training policy to maintain employability

## — Training challenges

- └ Adapting **skills to future operational challenges**
- └ Improve our ability to meet **client expectations**
- └ Boost **employability**

## — 2022-2025 performance indicator targets:

- └ Increase number of hours' training on "Innovation and digital transformation" modules from 14% to 20% of total training hours.
- └ Boost the proportion of professional training for our business lines: increase from 160,000 to 200,000 hours (i.e., +25%).
- └ Deploy the Group's management and leadership programme to all entities and countries (launched in 2022).

## — Key figures



**1,538k**

Training hours  
in 2022

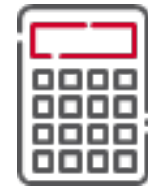
*vs 1,220k in 2021*



**33H**

Training hours per  
employee\*

*vs 27H in 2021*



**€2,598**

Average training cost  
per employee\*\*

*vs €2,291 in 2021*

(\*) Group average Full-time equivalent (excluding Interns)

(\*\*) French scope

# Sopra Steria is a great place to work

In the Group's third **Great Place To Work** survey of all its employees worldwide, the perception rate rose by 6 points in 2022.

- **84%: participation rate**
- **78%<sup>(1)</sup>: Overall perception**

## Target 2023 – 2030:

- exceed 80% satisfaction on the five criteria relating to respect, fairness, pride of belonging, confidence and employee empowerment

1) Seventy-eight percent of employees think Sopra Steria is a great place to work

### Diversity

**93%**

of employees responding to the survey felt that "Staff are treated fairly irrespective of ethnic origin"  
(vs 2021: +1 point)

### Diversity

**94%**

of employees responding to the survey felt that "Staff are treated fairly irrespective of sexual orientation"  
(vs 2021: +1 point)

**Great  
Place  
To  
Work®**

### Teamwork

**83%**

of employees responding to the survey acknowledge that "People care about each other".  
(vs 2021: +2 points)

### Teamwork

**87%**

of employees responding to the survey felt that "New employees are given a good welcome"  
(vs 2021: +2 points)



06

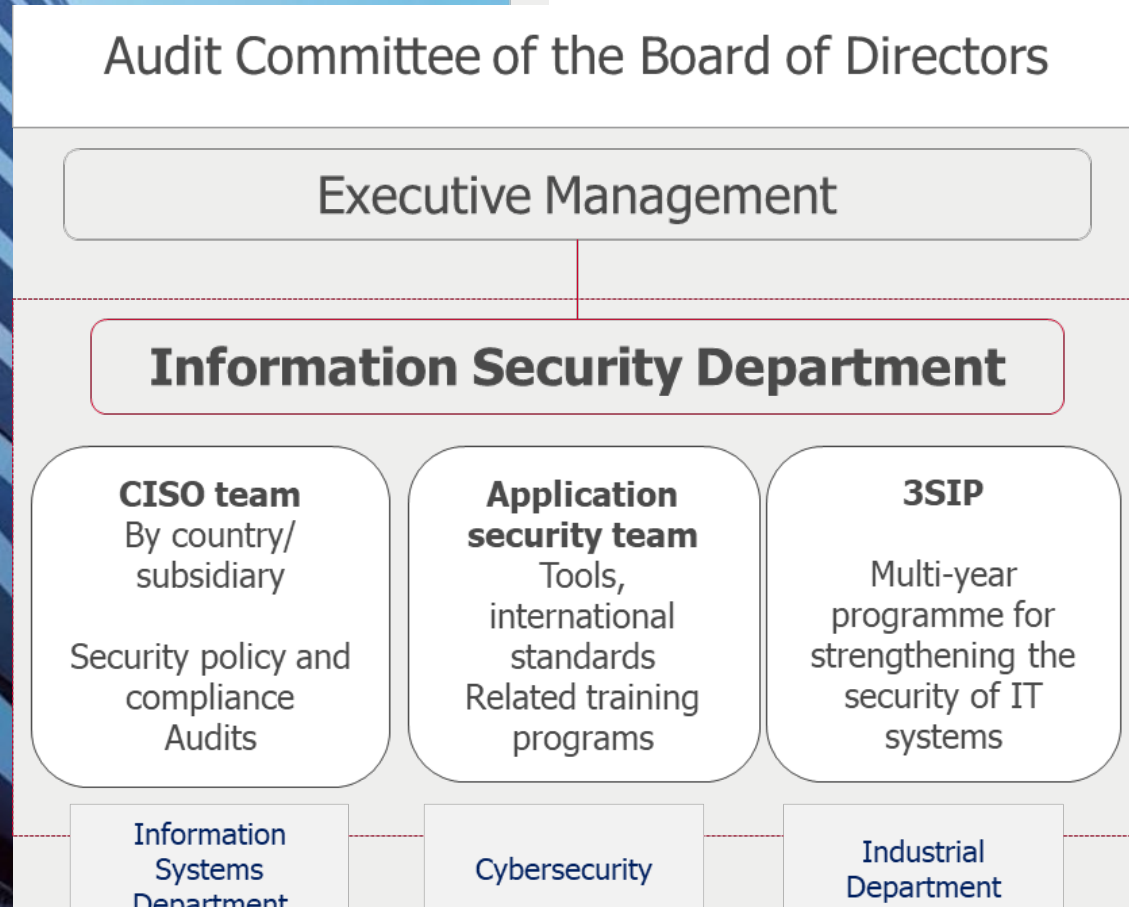
## **Information and cybersecurity system security and data privacy**

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# Information and cybersecurity system security

A solid organisational structure coordinated at top Group level



## — Audit Committee matters in 2022

- └ presentation of updates to information system security measures

## — Information Security Department

- └ Designs and rolls out information security policy
- └ Leads the security improvement programme
- └ Trains employees and raises awareness (e-learning, phishing campaigns)
- └ Conducts annual audit and certification programme (ISO 27001, ISAE 3402)

## — Information Security Department backed by

- └ The IT department, the Chief IT Operational Security and Information Systems Officer
- └ Cybersecurity teams (Group cyber monitoring/surveillance), **Pentest** – intrusion testing, “**hunting**” campaign, **own in-house CERT** for vulnerability reports

# Data Privacy

A global policy and a Group compliance programme

- **The governance model provides for:**

- └ A well-defined organisational structure with clear roles and responsibilities;
- └ The “**Group Data Protection Compliance Programme**”, including policies, procedures, tools and contractual instruments to be implemented locally in each subsidiary. [Cf. website](#)

- **A general personal data protection policy supported by a programme with the following goals in particular:**

- └ Rolling out 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;
- └ Implementing 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**;
- └ **Provision of standard contracts and clauses** covering the protection of personal data in the context of **contractual relationships with clients, subcontractors and suppliers**;
- └ Rolling out a mandatory training module for all existing Group employees and for all new employees;
- └ Management of the whistleblowing procedure to report actual or suspected personal data breach.

- **Read more:** [here](#)



# Annexes

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# Information on company performance and compensation of the Chief Executive Officer

## Numerators of ratios

The Chairman's compensation corresponds to the amounts awarded as shown in the AFEF-MEDEF tables. Vincent Paris' term of office as Chief Executive Officer ended on 28 February 2022. Cyril Malargé succeeded with effect from 1 March 2022. The Chief Executive Officer's compensation corresponds to the amounts allotted as shown in the AFEF-MEDEF tables (compensation of Vincent Paris until 2021, combined compensation of Vincent Paris and Cyril Malargé in 2022). Performance shares effectively delivered or deliverable subject to being with the Company at the end of the vesting period are redistributed over each of the financial years covered by the plan, depending on the extent to which the applicable performance conditions are met. For 2022, 94% of the rights attributable to the financial year in the outstanding plans were therefore counted at fair value at the time of the allocation. The rights taken into account were those allocated to Vincent Paris until 2021 and to Cyril Malargé from 2022.

## Denominators of ratios

Average and median annual compensation paid to employees has been calculated on the basis of a population representing on average 87% of employees in France over the period. Temporary exclusions from the scope are due to technical difficulties in processing data over all of the past five financial years. For employees, compensation taken into account includes fixed and variable compensation and bonuses of any kind paid in the financial year as well as incentives and profit-sharing. For methodological reasons, it does not include performance share plans or matching employer contribution shares in connection with employee share ownership plans.

## Company performance

The extent to which the quantitative targets used to determine the Chief Executive Officer's variable compensation have been met is used as a proxy for the Company's performance. These targets concern the Company's financial performance (operating profit on business activity and organic growth). The performance level is calculated relative to the target bestowing the right to 100% of variable compensation for the target achieved without taking account of the trigger thresholds used to calculate variable compensation (i.e. actual level/target level). The weighting of each of these criteria within the overall performance level is the same as the weighting used for the variable compensation of the Chief Executive Officer. Other data representative of performance are published data prepared in accordance with applicable standards at the time of publication.

# SUMMARY OF GREENHOUSE GAS EMISSIONS BY SCOPE

| Scope                                       | Category  | 2015                              |       | 2019                              |       | 2020                              |       | 2021                              |       | 2022                              |   |
|---|---|-----------------------------------|-------|-----------------------------------|-------|-----------------------------------|-------|-----------------------------------|-------|-----------------------------------|---|
|   |   | Emissions<br>(tCO <sub>2</sub> e) | %     | Emissions<br>(tCO <sub>2</sub> e) | %     | Emissions<br>(tCO <sub>2</sub> e) | %     | Emissions<br>(tCO <sub>2</sub> e) | %     | Emissions<br>(tCO <sub>2</sub> e) | % |
| Scope 1<br>(offices + on-site data centres) | Diesel, gas   | 2,237                             | 0.8%  | 2,664                             | 1.0%  | 2,315                             | 0.9%  | 2,526                             | 0.6%  | 1,952                             |   |
|   | Direct fugitive emissions   | N/A                               | 0.6%  | 2,048                             | 0.6%  | 1,403                             | 0.4%  | 1,124                             | 0.4%  | 1,355                             |   |
| Scope 2<br>(offices + on-site data centres) | Electricity, direct heating                                       | 15,724                            | 0.5%  | 1,724                             | 0.5%  | 1,124                             | 0.2%  | 627                               | 0.1%  | 398                               |   |
|   | 3-1. Product and services purchases                               | N/A                               | 65.8% | 221,311                           | 80.6% | 189,406                           | 87.3% | 259,011*                          | 82%   | 269,837**                         |   |
|   | 3-3. Emissions arising from energy not included in Scopes 1 and 2 | N/A                               | 1.6%  | 5,464                             | 1.6%  | 3,833                             | 1.5%  | 4,439                             | 1.4%  | 4,539                             |   |
|   | 3-5. Waste (WEEE, paper and cardboard, water)                     | N/A                               | 0.02% | 78                                | 0.02% | 50                                | 0.01% | 42                                | 0.01% | 45                                |   |
| Scope 3                                     | 3-6. Business travel  | 32,005                            | 10.2% | 34,310                            | 4.9%  | 11,559                            | 2.3%  | 6,957                             | 4.2%  | 13,826                            |   |
|   | 3-7. Employee commuting and remote working                        | N/A                               | 19.9% | 66,778                            | 10.1% | 23,714                            | 7.3%  | 21,716                            | 11%   | 36,039                            |   |
|   | 3-8. Off-site data centres  | 1,227                             | 0.4%  | 1,250                             | 0.5%  | 1,132                             | 0.05% | 141                               | 0.1%  | 191                               |   |
|   | 3-13. Tenants   | N/A                               | 0.1%  | 494                               | 0.2%  | 509                               | 0.1%  | 151                               | 0.2%  | 699                               |   |
| Sopra Steria's carbon footprint Total       |   |                                   | 100%  | 336,120                           | 100%  | 235,045                           | 100%  | 296,733                           | 100%  | 328,881                           |   |

\* Results for 2021 and 2022 relating to emissions in the supply chain (Scope 3-1, purchases of goods and services) include 100% data from financial elements for the first time, thus providing a more accurate assessment compared with the results for prior years, which were partly based on estimates. This is the reason for the differences between 2021 and 2020 data. All data categories covering our value chain are independently audited from 2021 onwards.

\*\* The method was improved in 2022 by including real emission factors from some of our key suppliers. With the former ADEME method, we would have had 277,344 tCO<sub>2</sub>e.

# TAXONOMY – revenue indicator

At 31/12/2022 (Regulation (EU) 2020/852 of 18 June 2020)

| Economic activity  | Code(s) | Absolute revenue<br>(in millions of euros) | Proportion of revenue | Substantial contribution criteria |                           |                            |                  |                             | DNSH criterion<br>("Does Not Significantly Harm") |                           |                           |                            |                  | Proportion of Taxonomy-aligned revenue in year Y | Category ("enabling activity") | Category ("transition activity") |           |                             |
|--|---------|--|-----------------------|-----------------------------------|---------------------------|----------------------------|------------------|-----------------------------|---|---------------------------|---------------------------|----------------------------|------------------|--|--------------------------------|----------------------------------|-----------|-----------------------------|
|  |         |  |                       | Climate change mitigation         | Climate change adaptation | Water and marine resources | Circular economy | Biodiversity and ecosystems | Pollution   | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy |  |                                |                                  | Pollution | Biodiversity and ecosystems |
| A. TAXONOMY-ELIGIBLE ACTIVITIES  |         |  |                       |                                   |                           |                            |                  |                             |   |                           |                           |                            |                  |  |                                |                                  |           |                             |
| A.1. Environmentally sustainable activities (Taxonomy-aligned)   |         |  |                       |                                   |                           |                            |                  |                             |   |                           |                           |                            |                  |  |                                |                                  |           |                             |
| Data-driven solutions for GHG emissions reductions   | 8.2     | 33.8                                       | 0.7%                  | 100%                              |                           |                            |                  |                             |   | N/A                       | Yes                       | N/A                        | Yes              | N/A  | N/A                            | Yes                              | 0.7%      | E                           |
| Revenue from environmentally sustainable activities (Taxonomy-aligned) (A.1)                             |         | 33.8                                       | 0.7%                  |                                   |                           |                            |                  |                             |   |                           |                           |                            |                  |  |                                |                                  | 0.7%      |                             |
| A.2. Taxonomy-eligible but environmentally unsustainable activities (non-Taxonomy-aligned)               |         |  |                       |                                   |                           |                            |                  |                             |   |                           |                           |                            |                  |  |                                |                                  |           |                             |
| Data processing, hosting and related activities  | 8.1     | 23.6                                       | 0.5%                  |                                   |                           |                            |                  |                             |   |                           |                           |                            |                  |  |                                |                                  |           |                             |
| Data-driven solutions for GHG emissions reductions   | 8.2     | 0.0  | 0.0%                  |                                   |                           |                            |                  |                             |   |                           |                           |                            |                  |  |                                |                                  |           |                             |
| Revenue from Taxonomy-eligible but environmentally unsustainable activities (non-Taxonomy-aligned) (A.2) |         | 23.6                                       | 0.5%                  |                                   |                           |                            |                  |                             |   |                           |                           |                            |                  |  |                                |                                  | 0.5%      |                             |
| TOTAL (A.1 + A.2)  |         | 57.4                                       | 1.1%                  |                                   |                           |                            |                  |                             |   |                           |                           |                            |                  |  |                                |                                  | 1.1%      |                             |
| B. NON-TAXONOMY-ELIGIBLE ACTIVITIES  |         |  |                       |                                   |                           |                            |                  |                             |   |                           |                           |                            |                  |  |                                |                                  |           |                             |
| Revenue from non-Taxonomy-eligible activities (B)  |         | 5043.7                                     | 98.9%                 |                                   |                           |                            |                  |                             |   |                           |                           |                            |                  |  |                                |                                  |           |                             |
| TOTAL (A + B)  |         | 5101.2                                     | 100%                  |                                   |                           |                            |                  |                             |   |                           |                           |                            |                  |  |                                |                                  |           |                             |

# TAXONOMY – CAPEX indicator

At 31/12/2022 (Regulation (EU) 2020/852 of 18 June 2020)

| Economic activity   | Code(s) | Absolute capex<br>(in millions of euros) | Proportion of capex | Substantial contribution criteria |                           |                            | DNSH criterion<br>("Does Not Significantly Harm") |           |                             |                           |                           |                            |                  |     |       |  | Minimum safeguards<br>Biodiversity and ecosystems<br>Pollution | Proportion of Taxonomy-aligned capex in year Y | Category ("transition activity")<br>Category ("enabling activity") |
|---|---------|--|---------------------|-----------------------------------|---------------------------|----------------------------|---|-----------|-----------------------------|---------------------------|---------------------------|----------------------------|------------------|-----|-------|--|--|--|--|
|   |         |  |                     | Climate change mitigation         | Climate change adaptation | Water and marine resources | Circular economy                                  | Pollution | Biodiversity and ecosystems | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy |     |       |  |  |  |  |
| A. TAXONOMY-ELIGIBLE ACTIVITIES   |         |  |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| A.1. Environmentally sustainable activities (Taxonomy-aligned)  |         |  |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| Transport by motorbikes, passenger cars and light commercial vehicles   | 6.5     | 2.5                                      | 1.2%                | 100%                              |                           |                            |   | N/A       | Yes                         | N/A                       | Yes                       | Yes                        | N/A              | Yes | 1.2%  |  |  |  |  |
| Acquisition and ownership of buildings  | 7.7     | 27.9                                     | 13.4%               | 100%                              |                           |                            |   | N/A       | Yes                         | N/A                       | Yes                       | N/A                        | N/A              | Yes | 13.4% |  |  |  |  |
| Capex from environmentally sustainable activities (Taxonomy-aligned) (A.1)  | 30.3    | 14.5%                                    |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     | 14.5% |  |  |  |  |
| A.2. Taxonomy-eligible but environmentally unsustainable activities (non-Taxonomy-aligned)  |         |  |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| Transport by motorbikes, passenger cars and light commercial vehicles   | 6.5     | 6.3                                      | 3.0%                |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| Operation of personal mobility devices, cycle logistics   | 8.2     |  |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| Renovation of existing buildings  | 7.2     |  |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| Installation, maintenance and repair of energy efficiency equipment   | 7.3     |  |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)   | 7.4     |  |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling energy performance of buildings | 7.5     |  |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| Installation, maintenance and repair of renewable energy technologies   | 7.2     |  |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| Acquisition and ownership of buildings  | 7.7     | 69.5                                     | 33.3%               |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| Capex from Taxonomy-eligible but environmentally unsustainable activities (non-Taxonomy-aligned) (A.2)                                    | 75.8    | 36.3%                                    |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     | 36.3% |  |  |  |  |
| TOTAL (A.1 + A.2)   | 106.1   | 50.8%                                    |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     | 50.8% |  |  |  |  |
| B. NON-TAXONOMY-ELIGIBLE ACTIVITIES   |         |  |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| Capex from non-Taxonomy-eligible activities (B)   | 102.6   | 49.2%                                    |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |
| TOTAL (A + B)   | 208.7   | 100%                                     |                     |                                   |                           |                            |   |           |                             |                           |                           |                            |                  |     |       |  |  |  |  |



# TAXONOMY – OPEX indicator

At 31/12/2022 (Regulation (EU) 2020/852 of 18 June 2020)

| Economic activity  | Code(s) | Absolute turnover<br>(in millions of euros) | Proportion of<br>Opex | Substantial contribution<br>criteria |                           |                            |                  |  | DNSH criterion<br>("Does Not Significantly<br>Harm") |                           |                            |                  |  | Proportion of Taxonomy-aligned<br>Opex<br>in year Y | Category ("enabling activity") | Category ("transition activity") |
|--|---------|---|-----------------------|--------------------------------------|---------------------------|----------------------------|------------------|--|--|---------------------------|----------------------------|------------------|--|---|--------------------------------|----------------------------------|
|  |         |   |                       | Climate change mitigation            | Climate change adaptation | Water and marine resources | Circular economy | Biodiversity and ecosystems<br>Pollution | Climate change mitigation                            | Climate change adaptation | Water and marine resources | Circular economy | Biodiversity and ecosystems<br>Pollution |   |                                |                                  |
| A. TAXONOMY-ELIGIBLE ACTIVITIES  |         |   |                       |                                      |                           |                            |                  |  |  |                           |                            |                  |  |   |                                |                                  |
| A.1. Environmentally sustainable activities (Taxonomy-aligned)   |         |   |                       |                                      |                           |                            |                  |  |  |                           |                            |                  |  |   |                                |                                  |
| Data-driven solutions for GHG emissions reductions   |         |   |                       |                                      |                           |                            |                  |  |  |                           |                            |                  |  |   |                                |                                  |
| Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)  |         |   |                       |                                      |                           |                            |                  |  |  |                           |                            |                  |  |   |                                |                                  |
| Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)  |         | 0.0   | 0.0%                  |                                      |                           |                            |                  |  |  |                           |                            |                  |  | 0.0%  |                                |                                  |
| A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)               |         |   |                       |                                      |                           |                            |                  |  |  |                           |                            |                  |  |   |                                |                                  |
| Data processing, hosting and related activities  |         |   |                       |                                      |                           |                            |                  |  |  |                           |                            |                  |  |   |                                |                                  |
| Data-driven solutions for GHG emissions reductions   |         |   |                       |                                      |                           |                            |                  |  |  |                           |                            |                  |  |   |                                |                                  |
| Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2) |         | 0.0   | 0.0%                  |                                      |                           |                            |                  |  |  |                           |                            |                  |  | 0.0%  |                                |                                  |
| TOTAL (A.1 + A.2)  |         | 0.0   | 0.0%                  |                                      |                           |                            |                  |  |  |                           |                            |                  |  |   |                                |                                  |
| B. NON-TAXONOMY-ELIGIBLE ACTIVITIES  |         |   |                       |                                      |                           |                            |                  |  |  |                           |                            |                  |  |   |                                |                                  |
| Turnover of Taxonomy-non-eligible activities (B)   |         | 243.9                                       | 100%                  |                                      |                           |                            |                  |  |  |                           |                            |                  |  |   |                                |                                  |
| TOTAL (A + B)  |         | 243.9                                       | 100%                  |                                      |                           |                            |                  |  |  |                           |                            |                  |  |   |                                |                                  |

# Our ESG assessments

Improvement in ESG scores with non-financial rating agencies - updated February 2023

| Agencies              | Type of rating               | Rating scale  | Financial year 2019    | Financial year 2020    | Financial year 2021            |
|-----------------------|------------------------------|---|------------------------|------------------------|--------------------------------|
| <b>MSCI</b>           | ESG Rating                   | AAA>CCC   | AA<br>Leader<br>7.4/10 | AA<br>Leader<br>7.9/10 | <b>AA<br/>Leader</b><br>7.6/10 |
| <b>S&amp;P Global</b> | ESG rating                   | Percentile sur 280 sociétés du secteur                            | -                      | 66/100                 | <b>88/100</b>                  |
| <b>Bloomberg ESG</b>  | ESG rating                   | 100 > 0   | 45.9/100               | 47.1/100               | <b>53.9/100</b>                |
| <b>Sustainalytics</b> | Risk rating                  | Negl = 0-10<br>Low = 10 - 20<br>Med = 20 - 30<br>Higher = 30 - 40 | Low risk<br>19.2       | Low risk<br>14.9       | <b>Low risk</b><br>15.3        |
| <b>Vigeo Eiris</b>    | ESG rating                   | 100 > 0   | 62/100<br>Advanced     | 60/10*<br>Advanced     | No evaluation                  |
| <b>ISS ESG</b>        | ISS ESG Corporate Score      | A+ > D-   | C+<br>Medium           | C+<br>Medium           | <b>C+</b><br>Medium            |
|                       | ISS QualityScore Governance  | 1 > 10  | 3/10                   | 3/10                   | <b>6/10</b>                    |
| <b>CDP</b>            | Climate Change Questionnaire | A > D-  | A                      | A                      | <b>A</b>                       |
| <b>EcoVadis</b>       | ESG rating                   | 100 > 0   |                        | 80/100<br>Platinum     | <b>86/100</b><br>Platinum      |

(\*) Analysis of Sopra Steria Group's ESG performance without verification by the company

# 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