

# Sopra Steria

## Anchoring our strategy in sustainability

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PARIS, JUNE 2022

The world is how we shape it

sopra  steria

# AGENDA

- 01 Company overview
- 02 Business model and corporate plan
- 03 Governance & compensation
- 04 Corporate responsibility strategy
- 05 Human talent management
- 04 Security of information and Cybersecurity systems and Data Privacy
- 05 Annexes

# 01

## Company overview

# A European leader in digital transformation

Sopra Steria at 31/12/2021

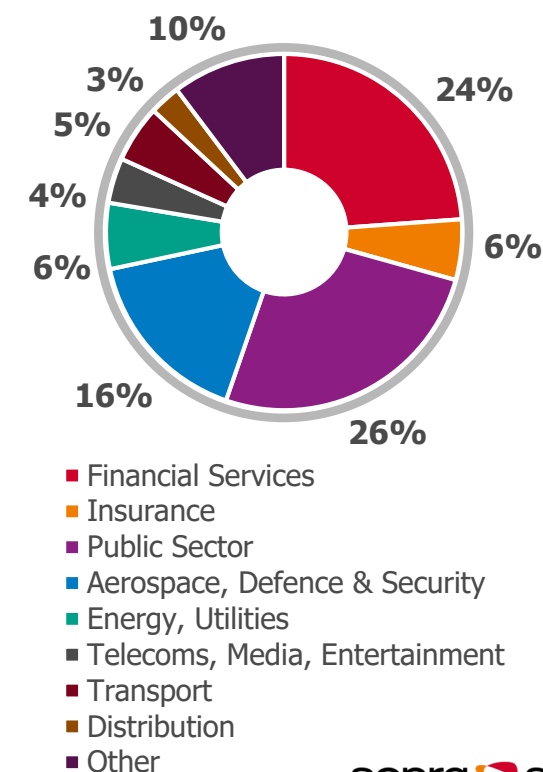
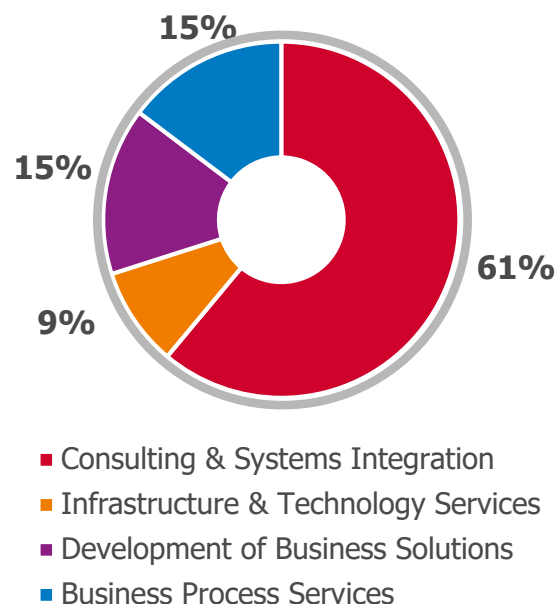
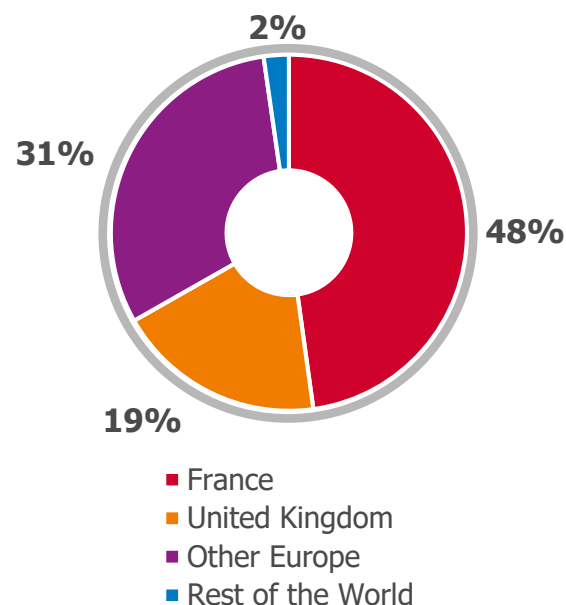
## Top 5 European digital services companies

2021 revenue  
of €4.7bn

>47,000  
employees

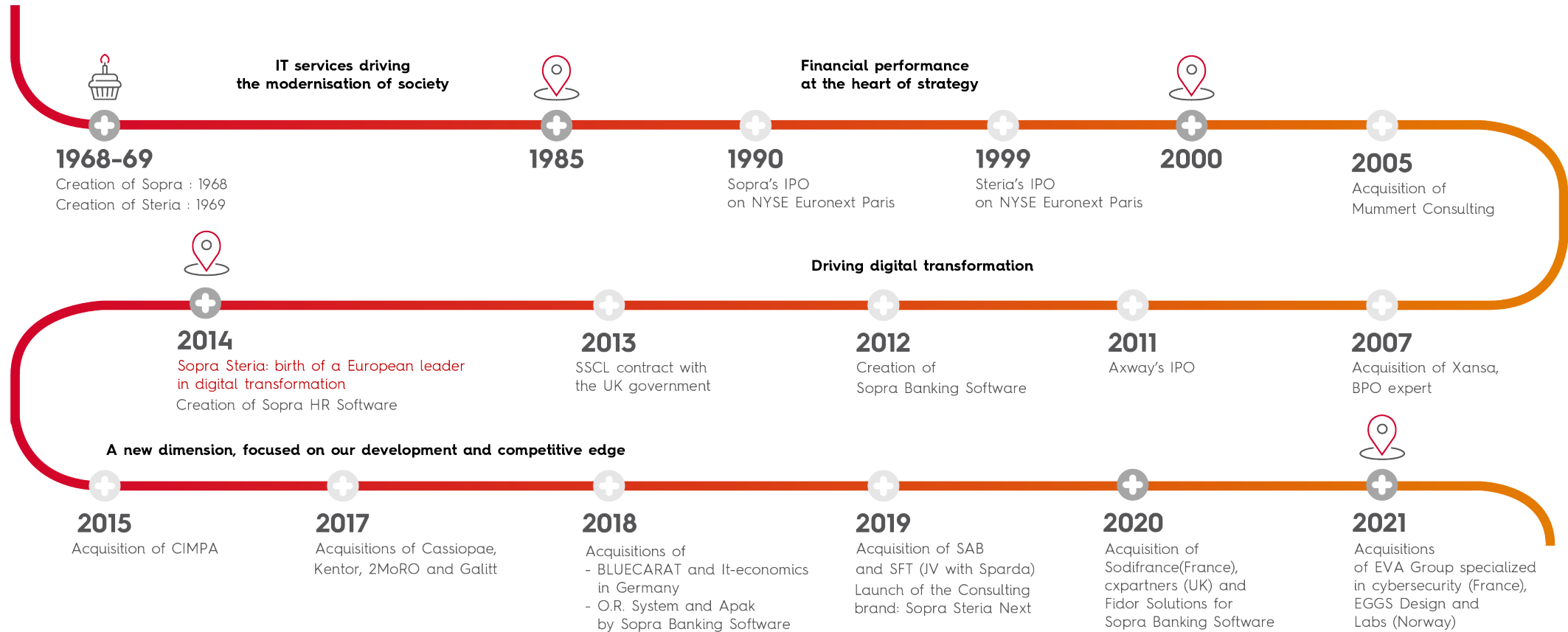
Operations in  
30 countries

End-to-end approach



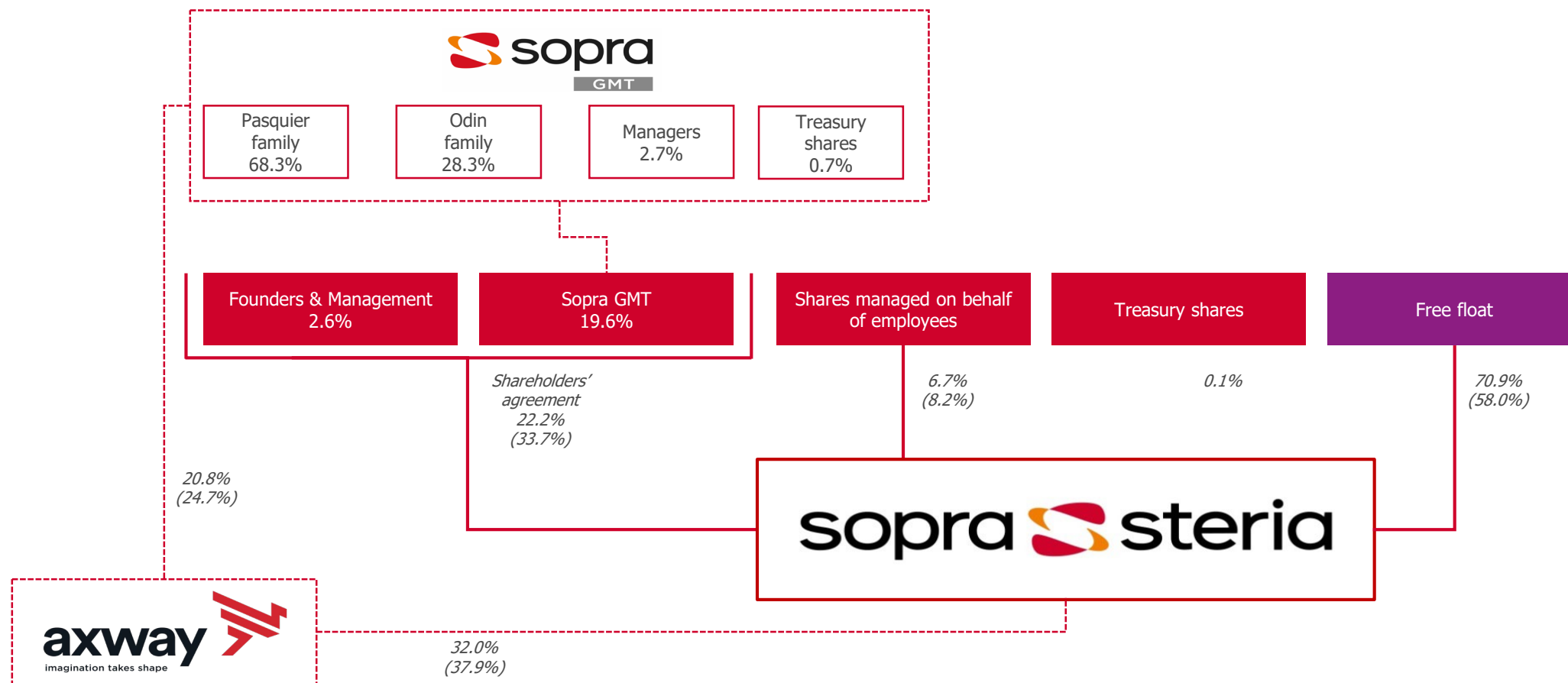
# History of Sopra Steria Group

More than 50 years of growth and transformation



# A reference shareholder backing the corporate plan

Ownership at 31/05/2022

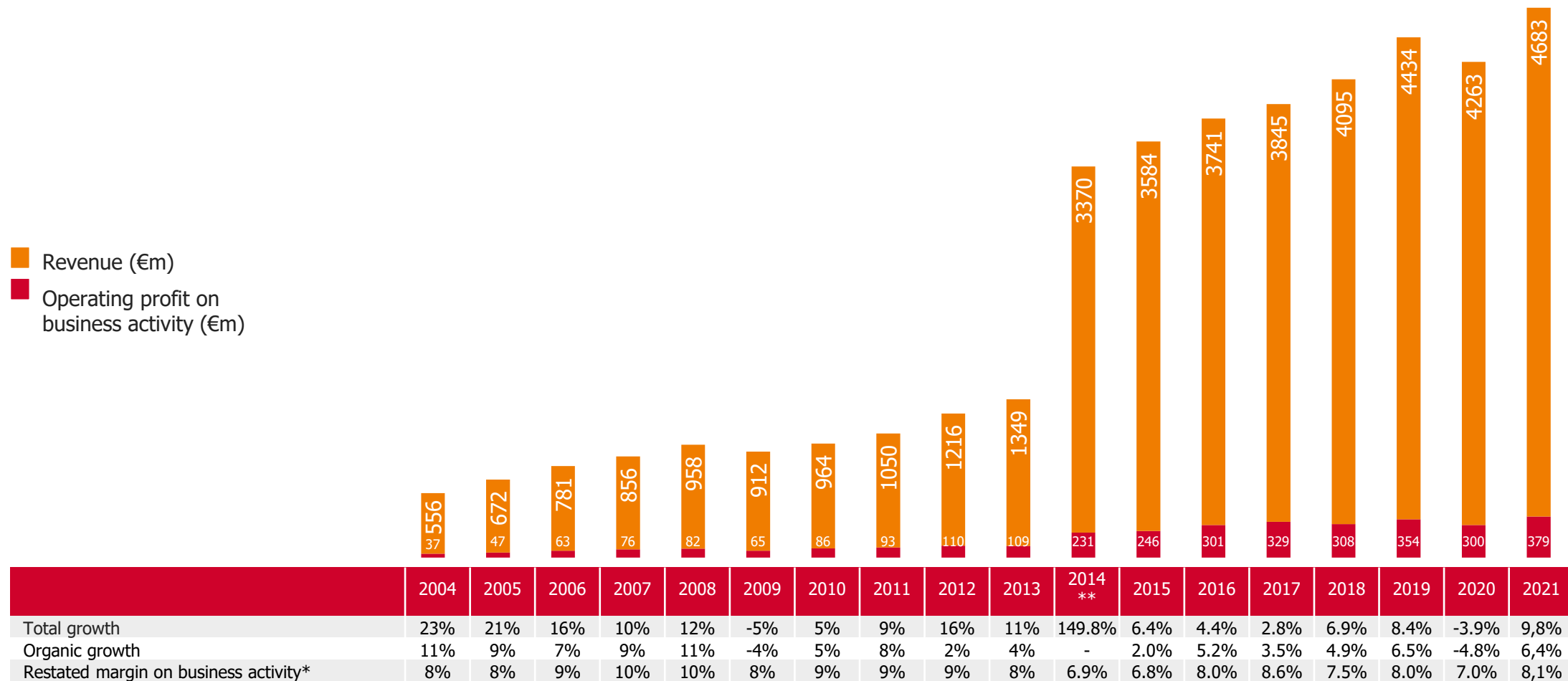


XX.X% = Percentage of share capital held  
(XX.X%) = Percentage of voting rights held

20,547,701 listed shares  
26,556,019 theoretical voting rights

# Sopra Steria historical performance

Historical average: revenue organic growth +6% ; operating margin 8.7%



\* 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

# Key figures for 2021 (1/2)

Solid performance across all financial indicators

Revenue

€4,682.8m

*Total growth of 9.8%  
Organic growth\* of 6.4%*

Operating profit on business activity

€379.2m

*i.e. 8.1% of revenue*

Net profit attributable to the Group

€187.7m

*i.e. 4.0% of revenue*

Free cash flow

€264.4m

*vs €203.5m in 2020*

Net financial debt

€327.1m

*down 23.1% relative to 2020*

UK pension fund deficit net of tax

€48.8m

*vs €119.4m at 31/12/2020*

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



# Key figures for 2021 (2/2)

Ongoing commitment to ESG performance

Net change in workforce

+3.2%

*up 2.4% excluding acquisitions*

Proportion of women on the Executive Committee

17.6%

*vs 12% in 2020*

CDP Climate

A List

*for the fifth year in a row*

Workforce attrition rate

16.0%

*vs 13.6% in 2020 and 17.7% in 2019*

Employee satisfaction rate - GPTW <sup>(1)</sup>

72%

*up 10 points on 2019*

Cumulative reduction in GHG <sup>(2)</sup> emissions per employee

-50.0%<sup>(3)</sup>

*2021 compared with 2015*

<sup>(1)</sup> Great Place to Work

<sup>(2)</sup> Greenhouse gas emissions (figures currently being audited) from direct activities (offices, on- and off-site data centres and business travel)

<sup>(3)</sup> Excluding Covid-19 impact, down 83.5% including this impact

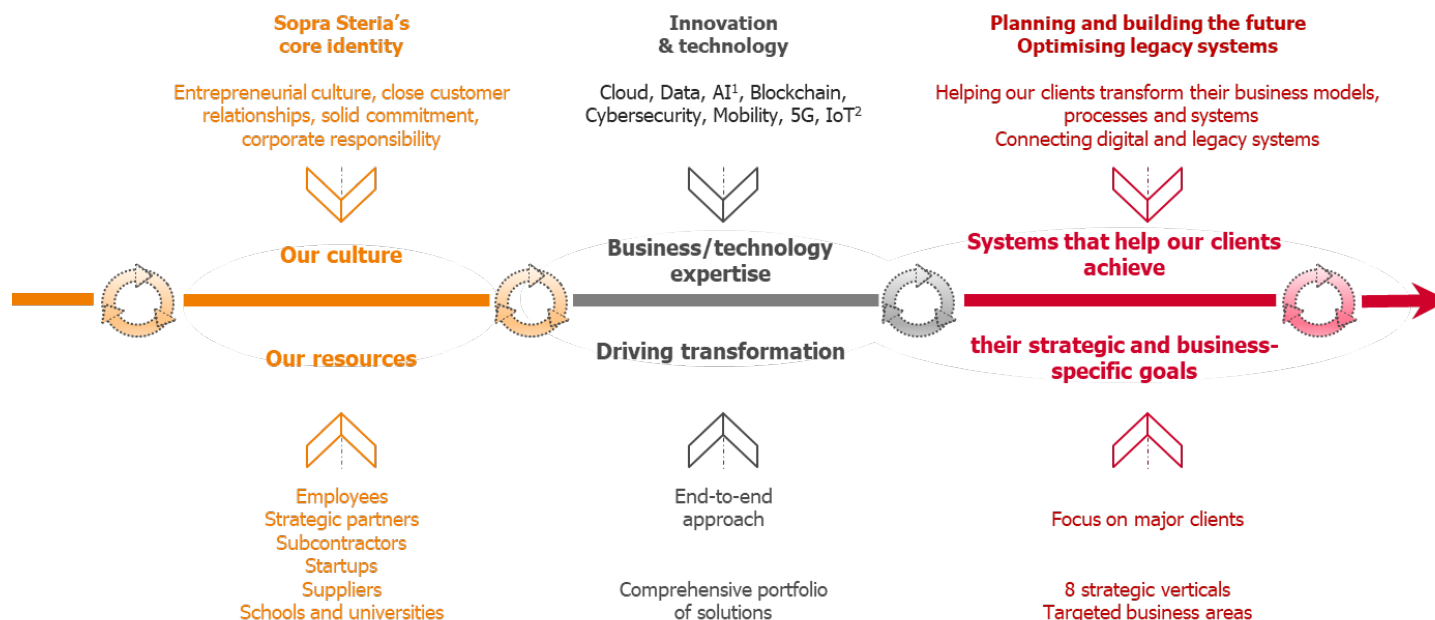
# 02

## **Business model and corporate plan**

# Business model

## Value chain and associated indicators

### Value chain



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

#### Employees

- 72% of employees say Sopra Steria is a great place to work - GPTW survey<sup>3</sup>
- 27 hours of training on average per employee
- 100% of employees take part in a training session at least once a year.
- 16% attrition rate

#### Clients

- 80% of 100 strategic clients satisfied according to the Customer Voice survey
- 6.4% organic revenue growth

#### Shareholders

- Share price **up 19% in 2021**
- €3.20 dividend paid for financial year 2021

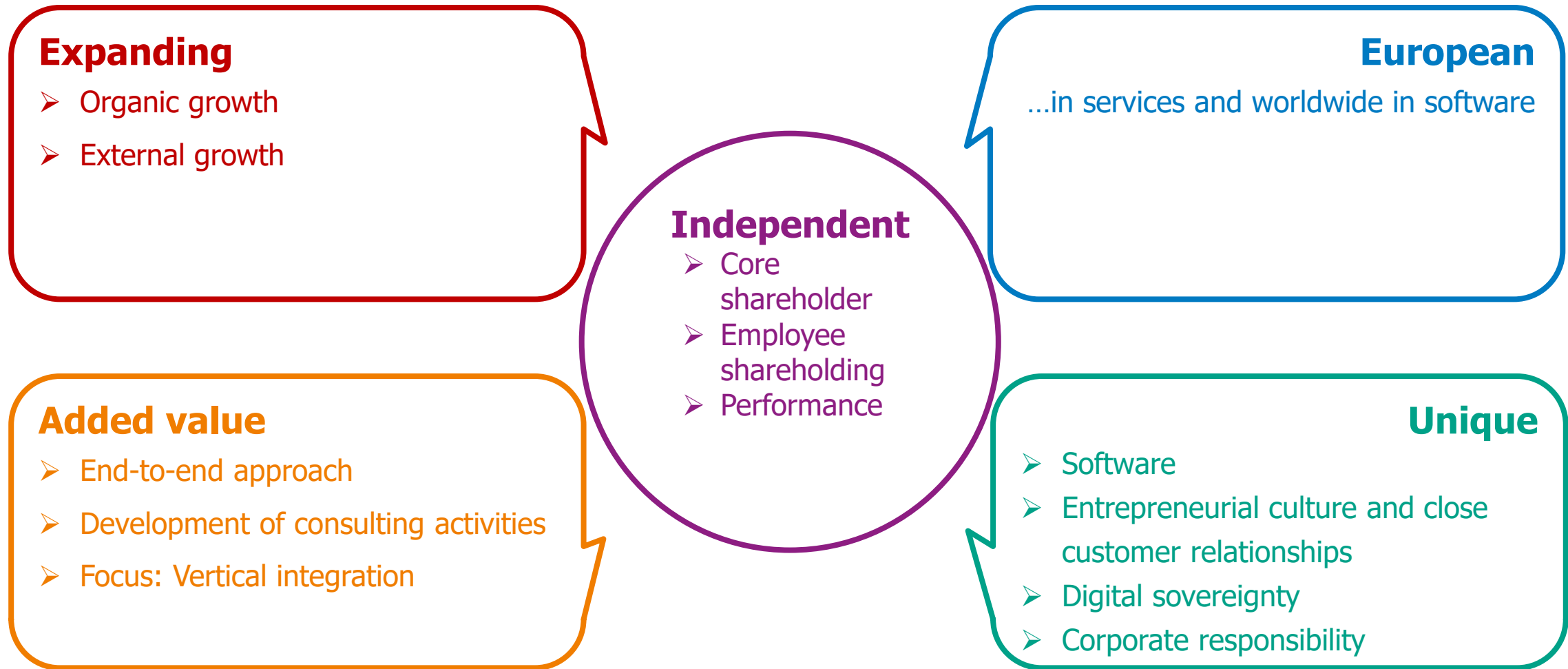
#### Company

- 50 %<sup>4</sup> GHG<sup>5</sup> emissions per employee in 2021 (baseline: 2015)
- CDP ranking: **A List**
- EcoVadis: **Top 1% Platinum**

(1) AI: Artificial intelligence  
(2) IoT: Internet of things  
(3) GPTW: Great Place To Work  
(4) Excl. Covid impact; -83.5% incl. Covid impact  
(5) GHG: Greenhouse gas

# Ambitious corporate plan

In a rapidly market environment



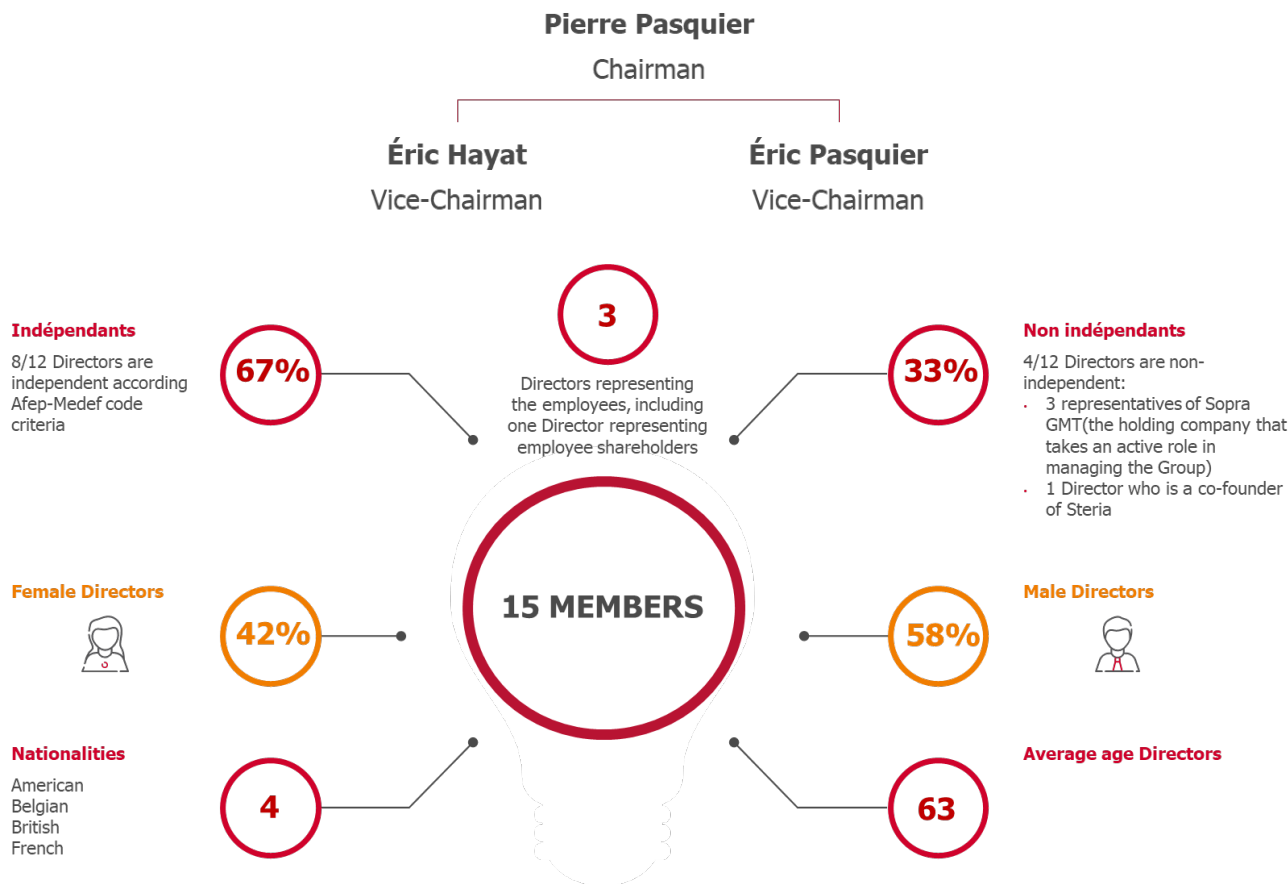
# 03

## **Governance & Compensation**

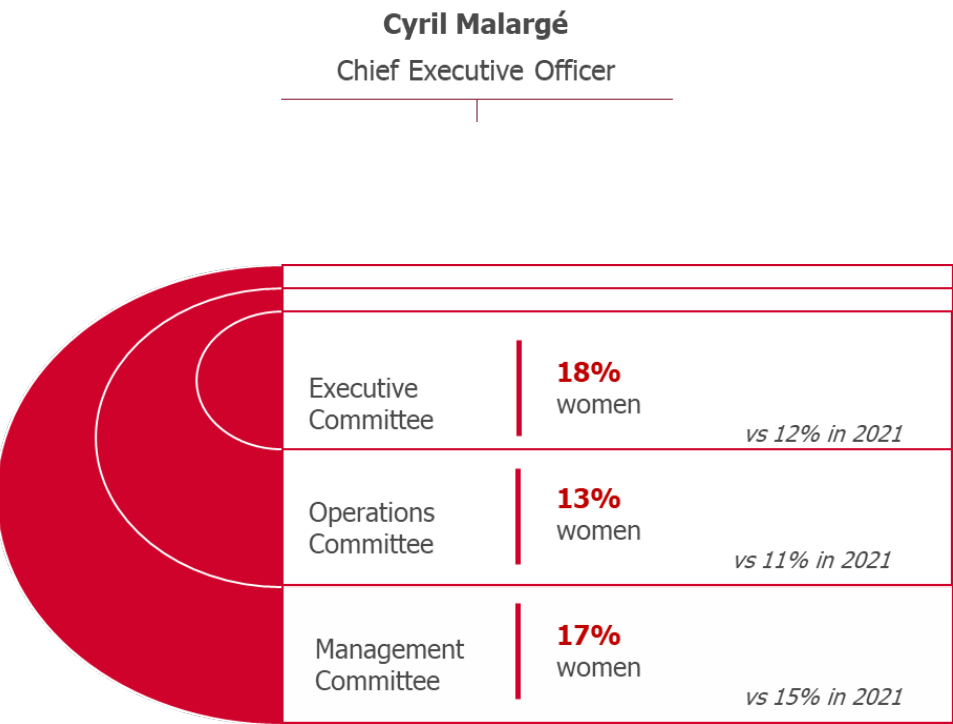
# Separation of the roles of Chairman and CEO

AFEP-MEDEF Code: corporate governance code referred to by Sopra Steria Group

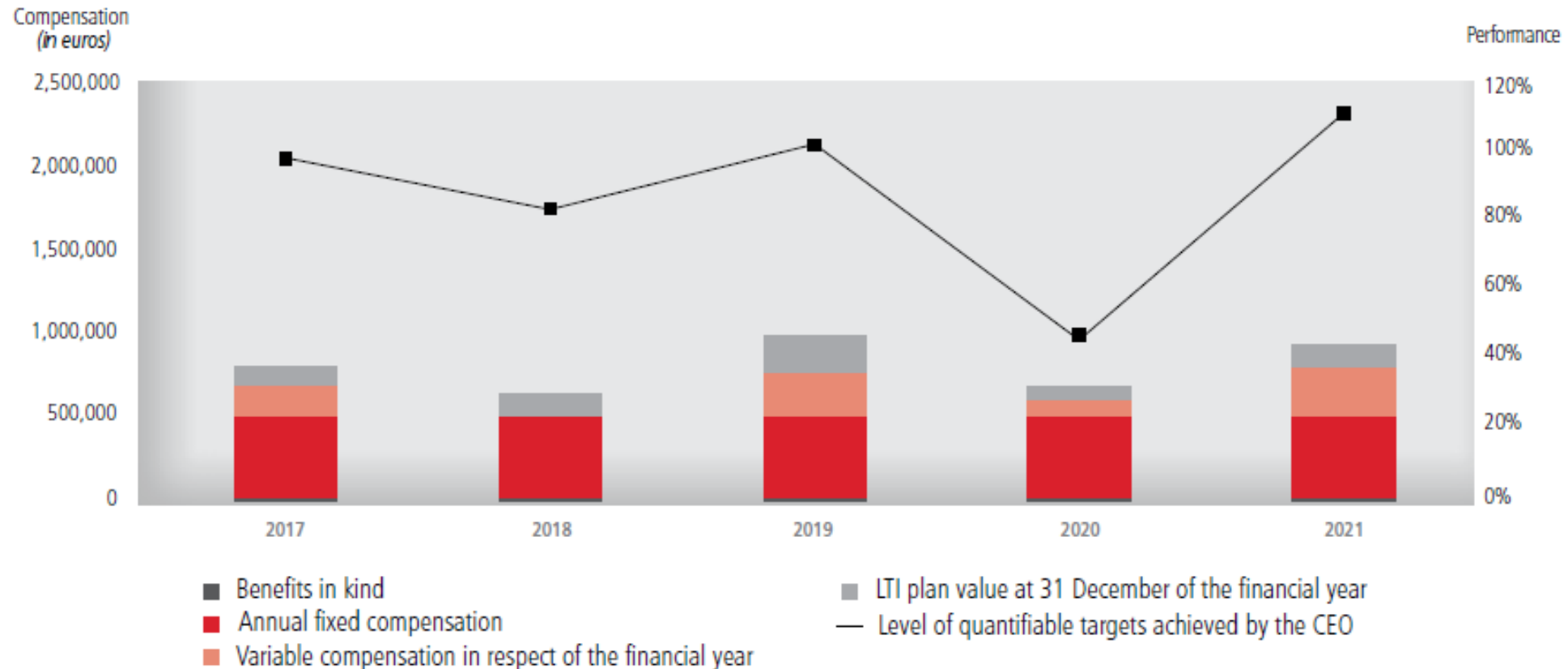
## Board of Directors



## Executive Management team



# Change in the performance and compensation<sup>1</sup> of the previous Chief Executive Officer – Vincent Paris



(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.

# Compensation of the Chief Executive Officer – Vincent Paris

2021 compensation **ex-post**

## — Compensation paid in respect of the 2021 financial year

- └ Fixed compensation paid: €500,000
- └ Variable compensation awarded: €300,000

## — Calculation of 2021 annual variable compensation

| Requirement   | Type         | Potential amount as % of AVC <sup>(1)</sup> | Potential amount | Threshold           | Target              | Ceiling             | Achieved | Amount awarded  |
|---|--------------|---|------------------|---------------------|---------------------|---------------------|----------|-----------------|
| Consolidated operating margin   | quantifiable | 45%   | €135,000         | 7.5%                | 8.0%                | nd <sup>(2)</sup>   | 8.1%     | €135,000        |
| Consolidated revenue growth   | quantifiable | 30%   | €90,000          | 2.0%                | 5.3%                | nd <sup>(2)</sup>   | 6.4%     | €90,000         |
| Implementation of leadership structure and application of key Group policies                        | qualitative  | 10%   | €30,000          | na <sup>(3)</sup> □ | na <sup>(3)</sup> □ | na <sup>(3)</sup> □ | achieved | €30,000         |
| Progress towards meeting the 2025 target for the proportion of women in senior management positions | qualitative  | 7.5%  | €22,500          | na <sup>(3)</sup> □ | na <sup>(3)</sup> □ | na <sup>(3)</sup> □ | achieved | €22,500         |
| Progress towards meeting the target of zero net emissions by 2028                                   | qualitative  | 7.5%  | €22,500          | na <sup>(3)</sup> □ | na <sup>(3)</sup> □ | na <sup>(3)</sup> □ | achieved | €22,500         |
| <b>TOTAL</b>  |              | <b>100%</b>                                 | <b>€300,000</b>  |                     |                     |                     |          | <b>€300,000</b> |

(1) AVC: Annual variable compensation ; (2) Non-defined ; (3) Not applicable

Other benefits [Company car; contribution to the GSC unemployment insurance for executives] : €11,274



# Compensation of the Chief Executive Officer – Vincent Paris

2022 compensation **ex-ante** approved by the 2022 Combined General Meeting

— On Wednesday, 12 January 2022, Sopra Steria announced the appointment of Cyril Malargé to succeed Vincent Paris as Chief Executive Officer. Vincent Paris, Chief Executive Officer of Sopra Steria Group from 17 March 2015 to 28 February 2022, currently continues to serve the Group as Advisor to the Chairman of the Board of Directors.

— **Compensation for the period from January 1 to February 28, 2022**

- └ Fixed compensation: €84,068
- └ Variable compensation: €50k

The Board of Directors has proposed a temporary amendment to the compensation policy, specifically in connection with the resignation of Vincent Paris, and not to set any conditions on the payment of his variable compensation in respect of 2022 (amount at issue: €50k). This proposal is based on the quality of the handover between Vincent Paris and Cyril Malargé and the impossibility of determining meaningful quantifiable or qualitative targets over a period of a month and a half. Payment of Vincent Paris's variable compensation for 2022 remains subject to approval at the General Meeting of Shareholders to be held in 2023.

# Remuneration of the previous Chief Executive Officer – Vincent Paris

## Performance share plans

### — Shares delivered in 2021: 1,905

|   |           | Number and date of plan | Number of shares becoming available during the financial year   |            |           |                   |
|---|-----------|-------------------------|---|------------|-----------|-------------------|
| Vincent Paris   |           | 16/02/2018 LTI C plan   | 952 shares with no minimum holding period<br>953 shares with a minimum holding period for the entire term of office |            |           |                   |
| TOTAL   |           |                         | 1,905 SHARES  |            |           |                   |
| 2018  |           |                         |   |            |           |                   |
| Sopra Steria Group performance targets and criteria   | Threshold | Target                  | Results   | % Achieved | Weighting | % Achieved (Year) |
| Organic revenue growth                                | 3.0%      | 5.0%                    | 4.9%  | 95 %       | 1/3       |                   |
| Operating profit on business activity as % of revenue | 8.5%      | 9.0%                    | 7.5%  | 0 %        | 1/3       | 40.0%             |
| Free cash flow <sup>(1)</sup>                         | €160m     | €200m                   | €170m   | 25 %       | 1/3       |                   |
| 2019  |           |                         |   |            |           |                   |
| Sopra Steria Group performance targets and criteria   | Threshold | Target                  | Results   | % Achieved | Weighting | % Achieved (Year) |
| Organic revenue growth                                | 4.0%      | 6.0%                    | 6.5%  | 100 %      | 1/3       |                   |
| Operating profit on business activity as % of revenue | 7.5%      | 8.1%                    | 8.0%  | 83 %       | 1/3       | 92.16%            |
| Free cash flow <sup>(1)</sup>                         | €150m     | €200m                   | €197m   | 93 %       | 1/3       |                   |
| 2020  |           |                         |   |            |           |                   |
| Sopra Steria Group performance targets and criteria   | Threshold | Target                  | Results   | % Achieved | Weighting | % Achieved (Year) |
| Organic revenue growth                                | (-)4.0%   | (-)2.5%                 | (-)4.8%   | 0 %        | 1/3       |                   |
| Operating profit on business activity as % of revenue | 5.5%      | 7.5%                    | 7.0%  | 75.0%      | 1/3       | 58,33 %           |
| Free cash flow <sup>(1)</sup>                         | €80m      | €120m                   | €203.5m   | 100 %      | 1/3       |                   |
|   |           | Plan                    |   |            |           |                   |
| TOTAL PLAN C  |           | 63.5%                   |   |            |           |                   |

### — Shares awarded in 2021: 3,000

- Three performance criteria
  - Equally weighted at 30% each: organic consolidated revenue growth, operating profit on business activity and consolidated free cash flow
- an additional condition, focused on corporate responsibility
  - weighted at 10% of total vesting conditions, relates to the proportion of women in senior management positions within the Group (defined as the two highest echelons, levels 5 and 6), which must reach 17% by 30 June 2023.

# Compensation of the new Chief Executive Officer – Cyril Malargé

2022 compensation **ex-ante** approved by the 2022 Combined General Meeting

- **Fixed compensation: €450,000** (starting on 1 March 2022)
- **Targets associated with the variable compensation:**

| Criteria  | Type         | % of AVC <sup>(1)</sup> | % of AFC <sup>(2)</sup> |
|---|--------------|-------------------------|-------------------------|
| Operating margin on business activity   | quantifiable | 45.0%                   | 27.0%                   |
| Organic revenue growth  | quantifiable | 30.0%                   | 18.0%                   |
| <b>Subtotal: Quantifiable criteria</b>  |              | <b>75.0%</b>            | <b>45.0%</b>            |
| Qualitative targets related to the assumption of duties as Chief Executive Officer  | qualitative  | 15.0%                   | 9.0%                    |
| Progress towards meeting the target of increasing the proportion of women in senior management positions by 2025            | qualitative  | 5.0%                    | 3.0%                    |
| Progress towards meeting the target for reducing direct GHG <sup>(3)</sup> emissions per employee (SBTi III) <sup>(4)</sup> | qualitative  | 5.0%                    | 3.0%                    |
| <b>Subtotal: Qualitative criteria</b>   |              | <b>25.0%</b>            | <b>15.0%</b>            |
| <b>TOTAL</b>  |              | <b>100.0%</b>           | <b>60.0%</b>            |

(1) AVC: Annual variable compensation; (2)AFC: Annual fixed compensation; (3) GHG: Greenhouse gas; (4) SBTi : Science Based Targets initiative

# Compensation of Chief Executive Officer, Cyril Malargé

## 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 |                  |
| Proportion of women in senior management positions           | 19% in 2024 | >18%      | 10%              |

### — 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.

# 04

## **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 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

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

7 commitments aligned with the Group's business model

## 1. To be a benchmark employer that attracts the best talent, promotes social dialogue, diversity and equal opportunities



10,636 new hires within the Group  
27 hours of training on average per employee  
88.9% of our workforce is employed by a Great Place to Work company

## 2. Protecting resources and contributing to the fight against climate change



-50.0 %<sup>2</sup> reduction in GHG emissions<sup>3</sup> per employee in 2021 (baseline: 2015)  
• Over 16,000 employees trained in eco-friendly digital behaviors

## 3. To be a long-term partner for our customers, working closely with them on their challenges by providing them with the best technologies with a responsible approach that creates sustainable value



80% of the 100 strategic customers expressed satisfaction in the Customer Voice survey

## 4. To conduct our business ethically and with integrity in our day-to-day operations and across all our activities



41,397 employees have completed a GDPR training e-learning course

## 5. To engage in constructive, transparent and continuous dialogue with our stakeholders prenanentes



Evaluation of suppliers by EcoVadis representing more than 100% of the 2021 target spend

## 6. To work together with our ecosystem to adapt our initiatives in response to the major changes we face



The European Climate Pact joined NegaOctet<sup>4</sup> and the European Green Digital Coalition as part of our digital sobriety approach

## 7. To support local communities by stepping up our community initiatives, particularly in the field of digital inclusion



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

Over 800 volunteers on community outreach programmes

(1) Directe ou indirecte - ODD = Objectifs de Développement Durable  
(2) Excl. Covid impact; -83.5% incl. Covid impact  
(3) GHG: greenhouse gas  
(4) NegaOctet, the baseline for the environmental impact of digital technology



# Contributing to the fight against climate change

Plan to reduce our greenhouse gas (GHG) emissions – 2021 results

## Direct activities

Sites, business travel,  
data centres

Energy management  
Mobility policy  
Digitisation

**-50%<sup>1</sup>** per employee  
(baseline: 2015)

**-85%<sup>2</sup>** per employee by  
2040 (baseline: 2015)

Type of GHG  
emissions

Ways to reduce  
emissions

Results  
2021

Targets

Offsetting  
emissions  
not averted

## Indirect activities

Supply chain, commuting  
and homeworking, waste

Suppliers' charter  
Responsible purchasing  
policy  
Supplier assessment

**79%<sup>3</sup>** of the Group's  
suppliers assessed or  
reassessed by Ecovadis  
in 2021

Adopting a GHG reduction target for  
our suppliers representing **70%<sup>2</sup>** of  
supply chain emissions by 2025

(1) Including impact of Covid-19

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

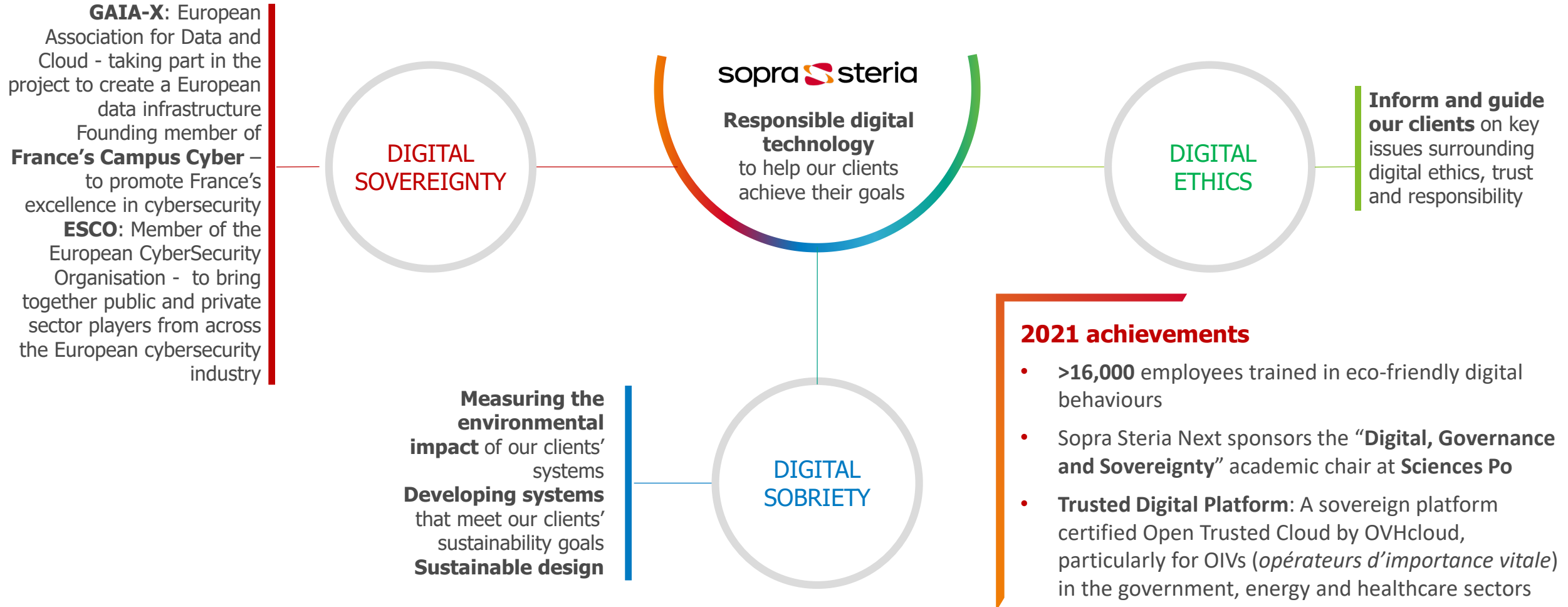
(3) Among target suppliers with over 26 employees, representing annual expenditure of over €150K

# Proactive policy for senior management positions

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



# Gradually being integrated into our value proposition



# 05

## Human talent management

# Recruitment and retention

Proactive employment policy of Human talent management

| Key figures at 31 December                   | 2018   | 2019   | 2020   | 2021   |
|--|--------|--------|--------|--------|
| Number of recruitment                        | 11,662 | 10,844 | 6,133  | 10,636 |
| Group workforce                              | 44,114 | 46,245 | 45,960 | 47,437 |
| Workforce excluding acquisitions of the year | 43,594 | 45,153 | 44,768 | 47,017 |
| Proportion of permanent contracts            | 95.7%  | 96.1%  | 96.7%  | 97.0%  |
| Proportion of temporary contracts            | 3.6%   | 3.3%   | 2.9%   | 2.5%   |
| Attrition rate                               | 16.9%  | 17.7%  | 13.6%  | 16.0%  |
| Redundancies rate in France                  |        | 2.3%   | 2.4%   | 3.3%   |

# Training

A proactive training policy to maintain employability

## — 2 key priorities for 2021

### └ Management and leadership programme

rolled out to all Group managers (launched in France in 2021, to be gradually rolled out Group-wide starting in 2022)

### └ Internationalisation of the core training offer

434,000 training hours including 280 sessions in French and 40 sessions in English launched mid-year (80 sessions planned for 2022)

## — Training challenges

- └ Managing **future operational risk**
- └ Improve our ability to meet **client expectations**
- └ Boost **employability**

## — Key figures



**1,220k**

Training hours  
in 2021



**27**

Training hours per  
employee\*



**€2,291**

Average training cost  
per employee\*\*

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

(\*\*) French scope

# Sopra Steria is a good place to work

Employee survey conducted in 2021 with Great Place to Work

Participation rate

82%

*of Group employees*

Satisfaction rate

72%

*of Group employees*

Eligibility for GPTW certification

20 entities

*out of 22 entities in total  
8 entities in the running for "Best Workplaces"*

*"Treated fairly irrespective of ethnic  
origin, religion or sexual orientation"*

93%

*up 4 points on 2019*

*"Treated fairly irrespective of  
gender"*

85%

*up 8 points on 2019*

*"New employees are well  
received"*

85%

*up 7 points on 2019*

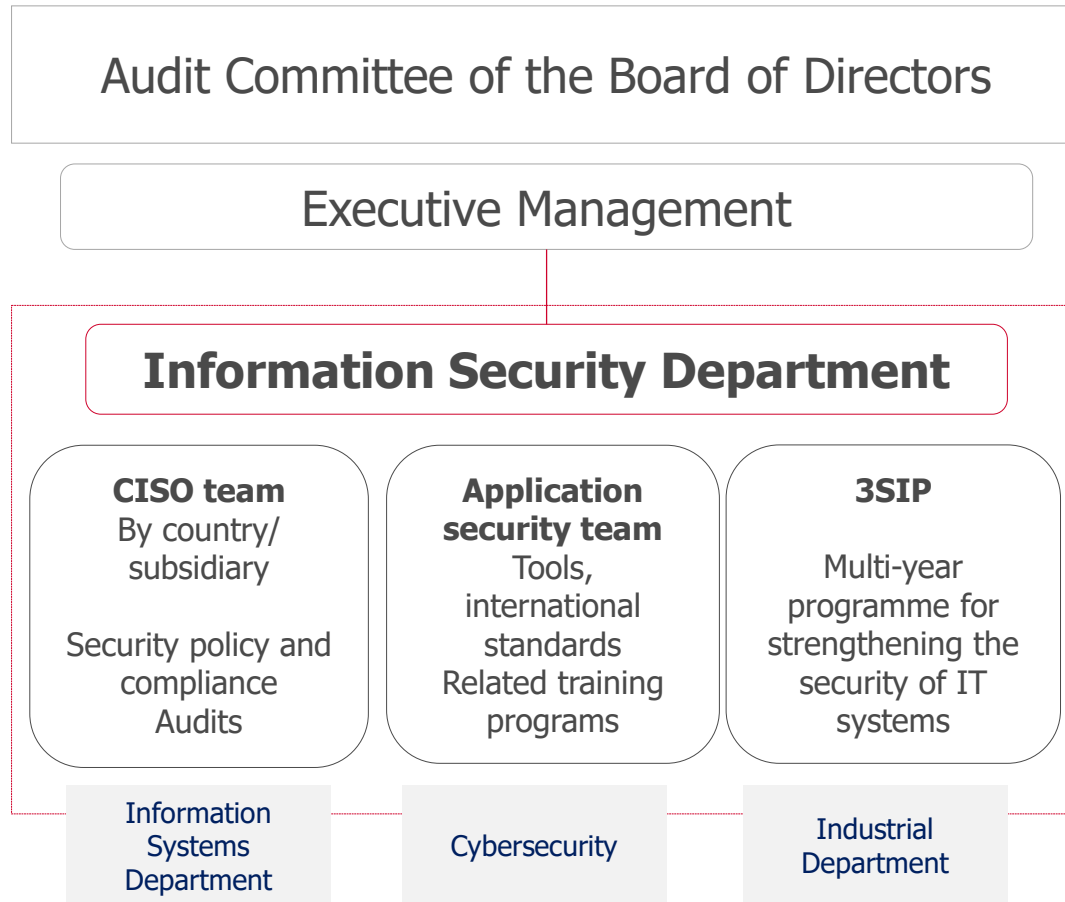
# 06

## **Security of information and Cybersecurity systems and Data Privacy**



# Security of information and Cybersecurity systems

A solid organisational structure which is coordinated at the Group's highest level



## — Items of business dealt with by the Audit Committee in 2021

- └ Presentation of cyber risks and steps taken to manage them (two meetings)

## — Information Security Department

- └ Devises and rolls out information security policy
- └ Leads the security improvement programme
- └ Trains employees and raises awareness (e-learning, phishing campaigns)
- └ Performs an annual programme of audits and certifications (ISO 27001, ISAE 3402)

## — The Security Department relies on

- └ 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

- **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](#)**

# ANNEXES

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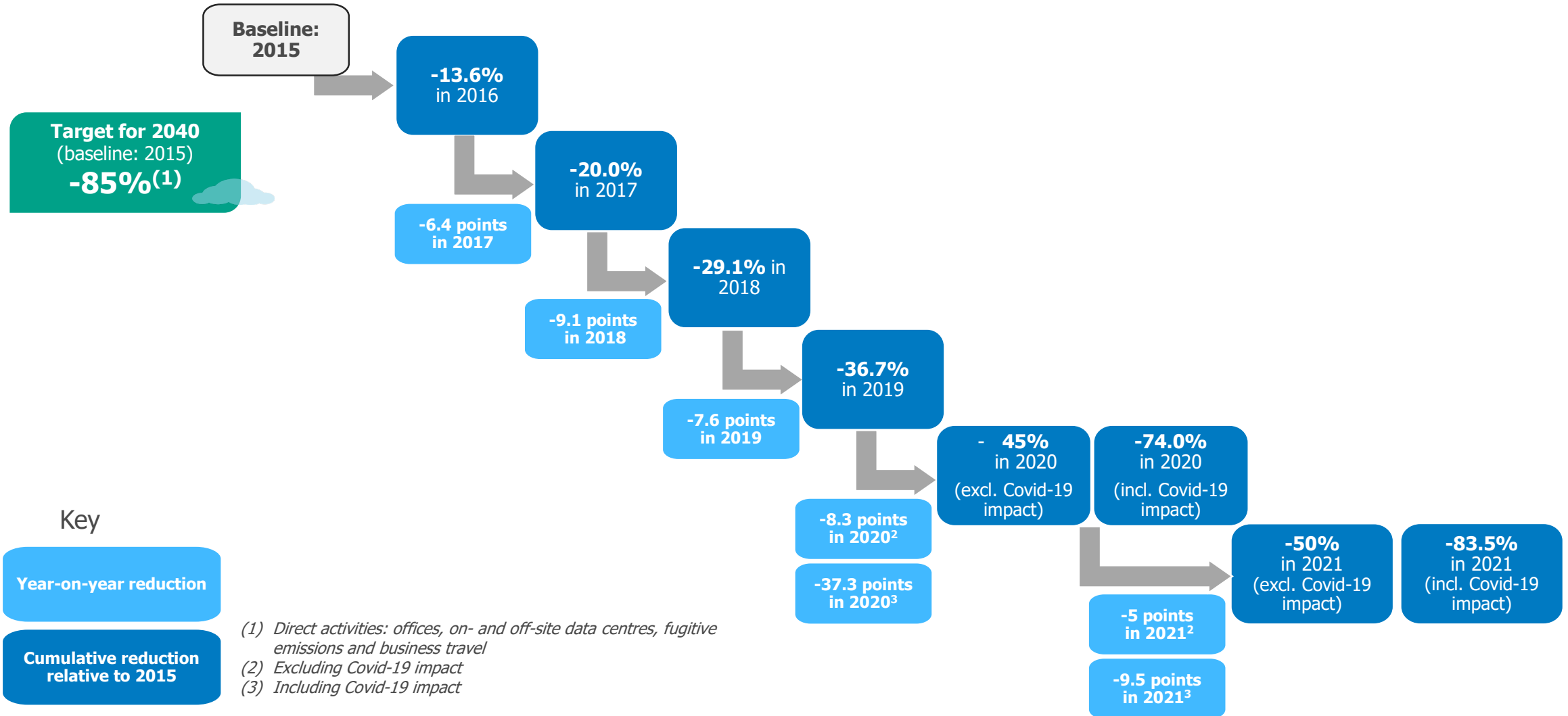
# SUMMARY OF GREENHOUSE GAS EMISSIONS BY SCOPE

| Scope   | Category  | 2019         |                      | 2020         |                      | 2021         |                      |
|---|---|--------------|----------------------|--------------|----------------------|--------------|----------------------|
|   |   | Emissions    |                      | Emissions    |                      | Emissions    |                      |
|   |   | %            | (tCO <sub>2</sub> e) | %            | (tCO <sub>2</sub> e) | %            | (tCO <sub>2</sub> e) |
| <b>Scope 1</b><br><i>(Offices and on-site data centres)</i> | Diesel, gas   | 0.8%         | 2,664                | 1.0%         | 2,315                | 0.9%         | 2,526                |
|   | Direct fugitive emissions   | 0.6%         | 2,048                | 0.6%         | 1,403                | 0.4%         | 1,124                |
| <b>Scope 2</b><br><i>(Offices and on-site data centres)</i> | Electricity, district heating                                     | 0,50.0%      | 1,724                | 0.5%         | 1,124                | 0.2%         | 627                  |
| <b>Scope 3</b>  | 3-1. Product and service purchases                                | 65.8%        | 221,311              | 80.6%        | 189,406              | 87.3%        | 259,011*             |
|   | 3-3. Emissions arising from energy not included in Scopes 1 and 2 | 1.6%         | 5,464                | 1.6%         | 3,833                | 1.5%         | 4,439                |
|   | 3-5. Waste (WEEE, paper and cardboard, water)                     | 0.02%        | 78                   | 0.02%        | 50                   | 0.01%        | 42                   |
|   | 3-6. Business travel  | 10.2%        | 34,310               | 4.9%         | 11,559               | 2.3%         | 6,957                |
|   | 3-7. Employee commuting and homeworking                           | 19.9%        | 66,778               | 10.1%        | 23,714               | 7.3%         | 21,716               |
|   | 3-8. Off-site data centres  | 0.4%         | 1,250                | 0.5%         | 1,132                | 0.05%        | 141                  |
|   | 3-13. Tenants   | 0.1%         | 494                  | 0.2%         | 509                  | 0.1%         | 151                  |
|   | <b>SOPRA STERIA GLOBAL: ENVIRONMENTAL FOOTPRINT</b>               | <b>100 %</b> | <b>336,120</b>       | <b>100 %</b> | <b>235,045</b>       | <b>100 %</b> | <b>296,733</b>       |

\* Results for 2021 relating to emissions in the supply chain (Scope 3-1) include 100% actual data 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 main reason for the differences between 2021 and 2020 data. All of our supply chain data categories in 2021 were independently audited for the first time.

# Plan to reduce CO<sub>2</sub> emissions from direct activities (1)

Aligning with the 1.5°C trajectory approved by SBTi (measured per employee)



# 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

Commitment involving the Group and employees in 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)

### Sopra Steria- Institut de France Foundation

Created  
in 2001

TWO  
FOUNDATIONS

sopra  steria

### Mission Handicap Sopra Steria France

Created  
in 2012

## 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.

## Providing access to education and promoting employment:

Comprehensive education programme in India, primarily aimed at children from poor rural areas, in particular girls (55 schools and 52,000 children) through financial support and sponsorship.

### Sopra Steria India Foundation

Created in 2000

Employee  
engagement  
platforms

Friday  
France

Benevity  
United  
Kingdom

More than 2,700  
employees involved  
(volunteering or skills  
sponsorship).  
Engagement rate: 10%

# Detailed breakdown of greenhouse gas emissions

| GHG emissions (in millions of tCO <sub>2</sub> e)   | 2017           | 2018           | 2019           | 2020           | 2021           |
|---|----------------|----------------|----------------|----------------|----------------|
| Scope 1 Diesel, gas, biodiesel (offices and on-site data centres)   | 3,546          | 3,318          | 4,712          | 3,718          | <b>3,650</b>   |
| <i>of which: Fugitive emissions</i>   | <i>1,725</i>   | <i>1,633</i>   | <i>2,048</i>   | <i>1,403</i>   | <i>1,124</i>   |
| Scope 2 Grid electricity, district heating (offices and on-site data centres)   | 6,191          | 4,658          | 1,724          | 1,124          | <b>627</b>     |
| Scope 3   | 36,653         | 35,922         | 329,685        | 230,203        | <b>292,457</b> |
| 3-1 Residual emissions from purchases (excluding business travel, offices, on- and off-site data centres and fugitive emissions) <sup>1</sup> | n/a            | n/a            | 221,311        | 189,406        | <b>259,011</b> |
| 3-3 Energy-related emissions not included in Scopes 1 and 2   | n/a            | n/a            | 5,464          | 3,833          | <b>4,439</b>   |
| 3-5 Waste treatment   | n/a            | n/a            | 78             | 50             | <b>42</b>      |
| 3-6 Business travel <sup>2</sup>  | 36,653         | 35,922         | 34,310         | 11,559         | <b>6,957</b>   |
| 3-7 Employee commuting and homeworking <sup>3</sup>   | n/a            | n/a            | 66,778         | 23,714         | <b>21,716</b>  |
| 3-8 Off-site data centres   | n/a            | n/a            | 1,250          | 1,132          | <b>141</b>     |
| 3-13 Tenants  | n/a            | n/a            | 494            | 509            | <b>151</b>     |
| <b>TOTAL Scopes 1, 2, 3</b>   | <b>46,390*</b> | <b>43,898*</b> | <b>336,121</b> | <b>235,045</b> | <b>296,734</b> |

(1) By applying the methodology and scope updated in 2021 to previous data, the amounts would be: 242,305 tCO<sub>2</sub>e in 2020 and 270,835 tCO<sub>2</sub>e in 2019.

(2) Data taking into account emission reductions due to green business travel in Germany. Excluding the emissions reduction from green travel gives the following values: 7,402 tCO<sub>2</sub>e in 2021, 12,698 tCO<sub>2</sub>e in 2020, 37,164 tCO<sub>2</sub>e in 2019, 38,176 tCO<sub>2</sub>e in 2018, 38,133 tCO<sub>2</sub>e in 2017 and 36,555 tCO<sub>2</sub>e in 2016.

(3) Emissions arising from employee commuting in 2019 and 2020 were estimated and taken into account for our CDP response. The method was further developed to calculate 2021 emissions and audited.

(\*) only scope 3-6 Business travel

| Total GHG emissions per employee | 2017 | 2018 | 2019        | 2020        | 2021        |
|----------------------------------|------|------|-------------|-------------|-------------|
| <i>in tCO<sub>2</sub>e</i>       | n/a  | n/a  | <b>7.44</b> | <b>5.13</b> | <b>6.30</b> |



# Detailed breakdown of workforce-related indicators

|   | 2017   | 2018      | 2019      | 2020      | 2021             |
|---|--------|-----------|-----------|-----------|------------------|
| Total workforce   | 41,661 | 44,114    | 46,245    | 45,960    | <b>47,437</b>    |
| % Women   | 31.0%  | 31.6%     | 32.0%     | 32.5%     | <b>32.4%</b>     |
| Managers (cadres)   | 38,626 | 40,001    | 40,014    | 40,581    | <b>44,501</b>    |
| Full-time equivalent (FTE) workforce (excluding interns)        | 40,241 | 42,614    | 44,230    | 43,898    | <b>45,852</b>    |
| Permanent contracts (% of total)                                | 96.1%  | 95.7%     | 96.1%     | 96.7%     | <b>97.0%</b>     |
| Temporary contracts (% of total)                                | 3.3%   | 3.6%      | 3.3%      | 2.9%      | <b>2.4%</b>      |
| Internships (% of total)  | 0.6%   | 0.7%      | 0.6%      | 0.4%      | <b>0.5%</b>      |
| Average length of service for employees on permanent contracts  | 7.3    | 7.1       | 7.1       | 7.7       | <b>7.5</b>       |
| Average age of employees on permanent contracts                 | 37.8   | 37.8      | 37.8      | 38.7      | <b>38.8</b>      |
|   | 2017   | 2018      | 2019      | 2020      | 2021             |
| New staff on all types of employment contract                   | 9,500  | 11,662    | 10,844    | 6,133     | <b>10,636</b>    |
| % Women   | 31.0%  | 32.8%     | 33.1%     | 34.0%     | 33.0%            |
| New staff on permanent contracts                                | 7,366  | 9,225     | 8,047     | 4,166     | <b>8,453</b>     |
| Training – Number of hours                                      |        | 1,244,583 | 1,263,354 | 1,207,065 | <b>1,219,922</b> |
| Average number of days of training per person (average FTE)     |        |           | 4.1       | 3.9       | <b>3.9</b>       |
| Turnover rate for employees on permanent contracts <sup>1</sup> | 15.6%  | 16.9%     | 17.7%     | 13.6%     | <b>16.0%</b>     |
| Labour relations – Number of agreements signed during the year  |        | 36        | 49        | 56        | <b>31</b>        |
| Number of collective bargaining agreements in force             |        | 241       | 291       | 326       | <b>357</b>       |

(1) Turnover rate = [Number of leavers on permanent contracts – Number of leavers on permanent contracts who were with the Group for less than six months] / Permanent workforce present on the last day of the reference period (excl. suspended employees)

# Our ESG assessments

Improvement in ESG scores with non-financial rating agencies

| Agencies              | Type of rating               | Rating scale            | 2018                                   | 2019                                   | 2020                                   | 2021                                   | Progress since 2018                   |   |
|-----------------------|------------------------------|-------------------------|--|--|--|--|---------------------------------------|---|
| <b>MSCI</b>           | MSCI ESG Rating              | AAA>CCC                 | <b>A</b><br><b>7.1/10</b><br>(Average) | <b>AA</b><br><b>7.3/10</b><br>(Leader) | <b>AA</b><br><b>7.4/10</b><br>(Leader) | <b>AA</b><br><b>7.9/10</b><br>(Leader) | +0.8 points                           | ↑ |
|                       | Risk rating                  | Low = 0<br>Higher = 100 | -                                      | -                                      | 19.2<br>(Low risk)                     | 14.9<br>(Low risk)                     | +4.3 points                           | ↑ |
| <b>SUSTAINALYTICS</b> | ESG rating                   | 100 > 0                 | <b>68/100</b><br>(Outperformer)        | <b>73/100</b><br>(Outperformer)        | -                                      | <b>75/100</b><br>(Leader)              | +7 points                             | ↑ |
|                       | ESG rating                   | 100 > 0                 | <b>49/100</b><br>(Limited)             | -                                      | <b>62/100</b><br>(Advanced)            | <b>60/10*</b><br>(Advanced)            | +11 points                            | ↑ |
| <b>Vigeo Eiris</b>    | ISS ESG Corporate Score      | A+ > D-                 | -                                      | <b>C+</b><br>(Medium)                  | <b>C+</b><br>(Medium)                  | <b>C+</b><br>(Medium)                  | Stable                                | → |
|                       | ISS QualityScore Governance  | 1 > 10                  | <b>7/10</b>                            | <b>5/10</b>                            | <b>3/10</b>                            | <b>3/10</b>                            | +4 points                             | ↑ |
| <b>ISS ESG</b>        | Climate Change Questionnaire | A > D-                  | <b>A</b>                               | <b>A</b>                               | <b>A</b>                               | <b>A</b>                               | Score of "A" for the 5th year running | → |
|                       |                              |                         |  |  |  |  |                                       |   |

# 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.

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Text on several lines.