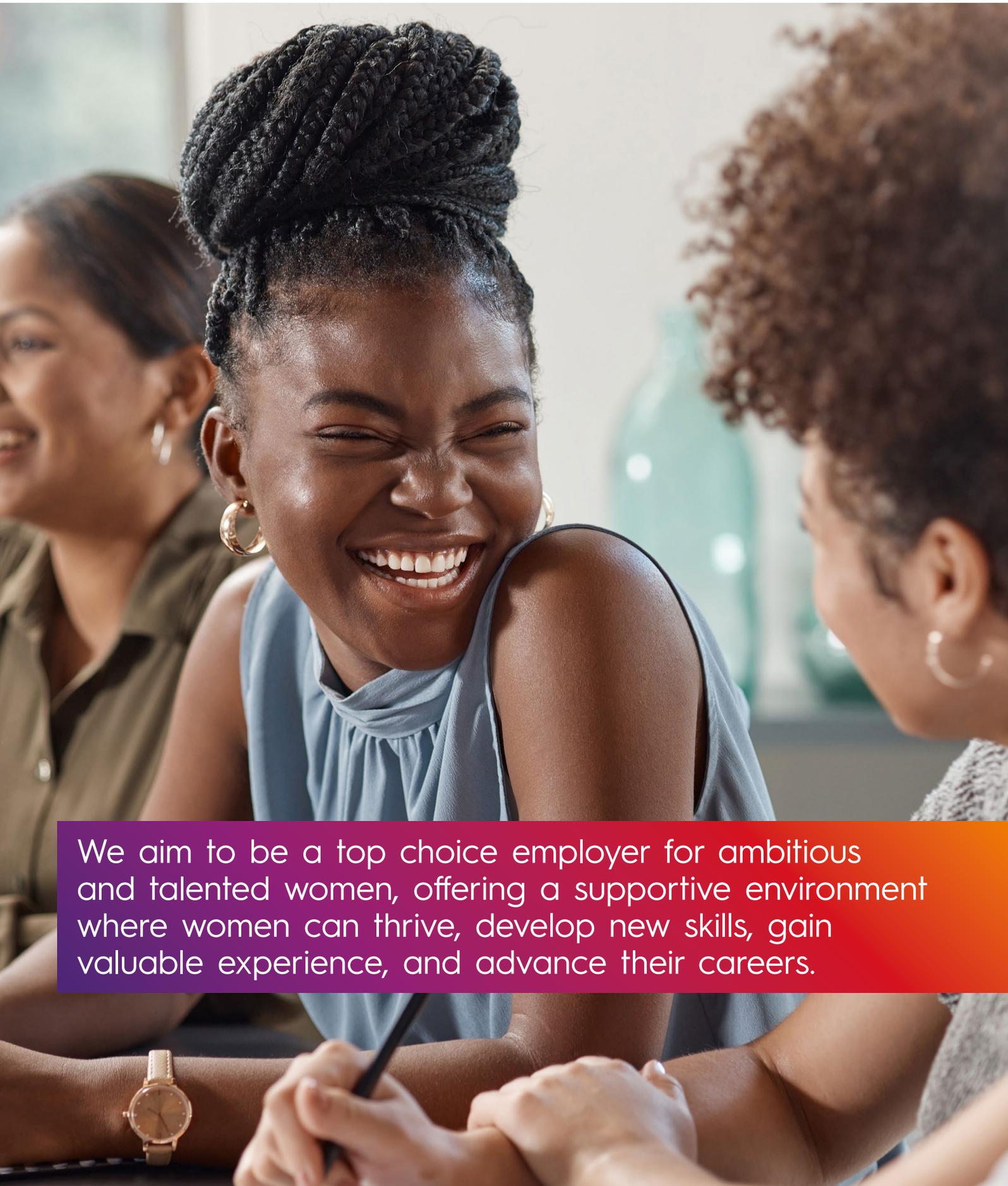




Gender Pay Gap Report 2025



We aim to be a top choice employer for ambitious and talented women, offering a supportive environment where women can thrive, develop new skills, gain valuable experience, and advance their careers.

Introduction

We're committed to creating a fair and equitable employee experience for all in our Sopra Steria UK Family. We monitor our Gender Pay Gap each year and take action to ensure we're offering a workplace where everyone can thrive.

We're a great place for women to work.

We want to be an organisation where women are empowered to succeed and progress their careers. That's why we're committed to being open and inclusive, providing opportunity for everyone to make the most of their talents and fulfil their potential. In 2025, we're proud to have again been ranked as a UK's Best Workplace™ for Super Large Organisations by Great Place To Work®, including in the categories for Development, Wellbeing, for Women and in Tech.

That said, we know that there's no room for complacency, and there's still work to do to increase the representation of women in senior roles and achieve true gender balance across our UK family of businesses. Our aim is to be an employer of choice for ambitious and talented women, providing them with a supportive workplace, where they can develop new skills, gain valuable experience, and advance their careers.

We recognise that we need to support women through all the different stages of their careers, so we don't lose vital experience, expertise and knowledge around major life changes, such as becoming a parent, carer, or during the menopause. We also consider how belonging to other minority groups, such as for ethnicity, neurodivergence or LGBTQIA+, can affect a woman's experience at work.

Understanding the numbers

Since 2018, all companies with over 250 employees have been required to calculate and report on their Gender Pay Gap.

The Gender Pay Gap shows the difference in average hourly earnings between all men and women across an organisation. The 'Gap' is the difference between what men are earning on average in an organisation compared to what women are earning, irrespective of their role or seniority.

The mean average involves adding all the salaries of women working in an organisation and dividing it by the number of women there are, to see what each would be earning if the collective pot was evenly redistributed. By doing the same with the men and then comparing what each mean salary comes to, you can see how they differ.

To visualise the median calculation, imagine two lines - one has every man within an organisation, and the other has every woman, each lined up from lowest to highest earner. Calculating the median average would involve going to the middle of each of these lines, taking the mid-point man and the mid-point woman, and comparing their salaries. If you have more women in junior roles and more men in senior roles, this affects where the midpoint salary will be, resulting in a wider Gender Pay Gap.

The Gender Pay Gap should not be confused with 'Equal Pay', which is about making sure that men and women are paid the same amount for carrying out work of equal value.

Understanding our Gender Pay Gap

Our Gender Pay Gap is influenced by various complex factors. Some are within our control, while others relate to broader industry or societal issues, like fewer women in the Technology sector.

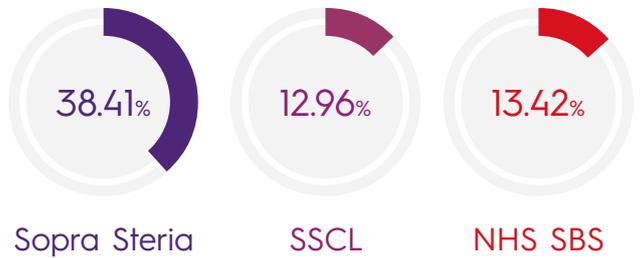
Changes to Sopra Steria Ltd in 2025 meant that around 800 junior administrative roles were transferred into our business under TUPE. TUPE is a legal process that transfers employees from one organisation to another when a contract changes hands. Most of the people joining Sopra Steria in these administrative roles were women. The timing of the TUPE transfer affected the receipt of bonus payments for these colleagues, and the higher proportion of women in these roles contributed to an increase in our Gender Pay Gap, following several years of steady improvement.

This has strengthened our resolve in taking focused action to build long-term, sustainable change. To reduce this gap, we need to continue to recruit, progress and retain more women in better paid senior positions across our organisation.

Mean Gender Pay Gap



Median Gender Pay Gap



Gender Diversity by Pay Quartile

Gender Pay - Sopra Steria

Quartile	Women	Men
Lower Quartile	58.01	41.99
Lower-Middle Quartile	45.82	54.18
Upper-Middle Quartile	27.90	72.10
Upper Quartile	23.15	76.85

% Women % Men

Gender Pay - SSCL

Quartile	Women	Men
Lower Quartile	65.67	34.33
Lower-Middle Quartile	61.49	38.51
Upper-Middle Quartile	62.54	37.46
Upper Quartile	34.18	65.82

% Women % Men

Gender Pay - NHS SBS

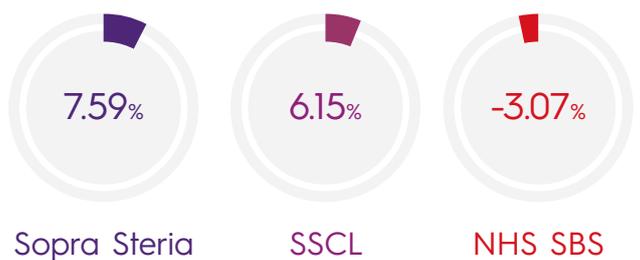
Quartile	Women	Men
Lower Quartile	60.52	39.48
Lower-Middle Quartile	62.14	37.86
Upper-Middle Quartile	54.55	45.45
Upper Quartile	43.04	56.96

% Women % Men

Mean Bonus Pay Gap



Median Bonus Pay Gap



Bonus Proportions

% of employees receiving bonus by gender

Sopra Steria

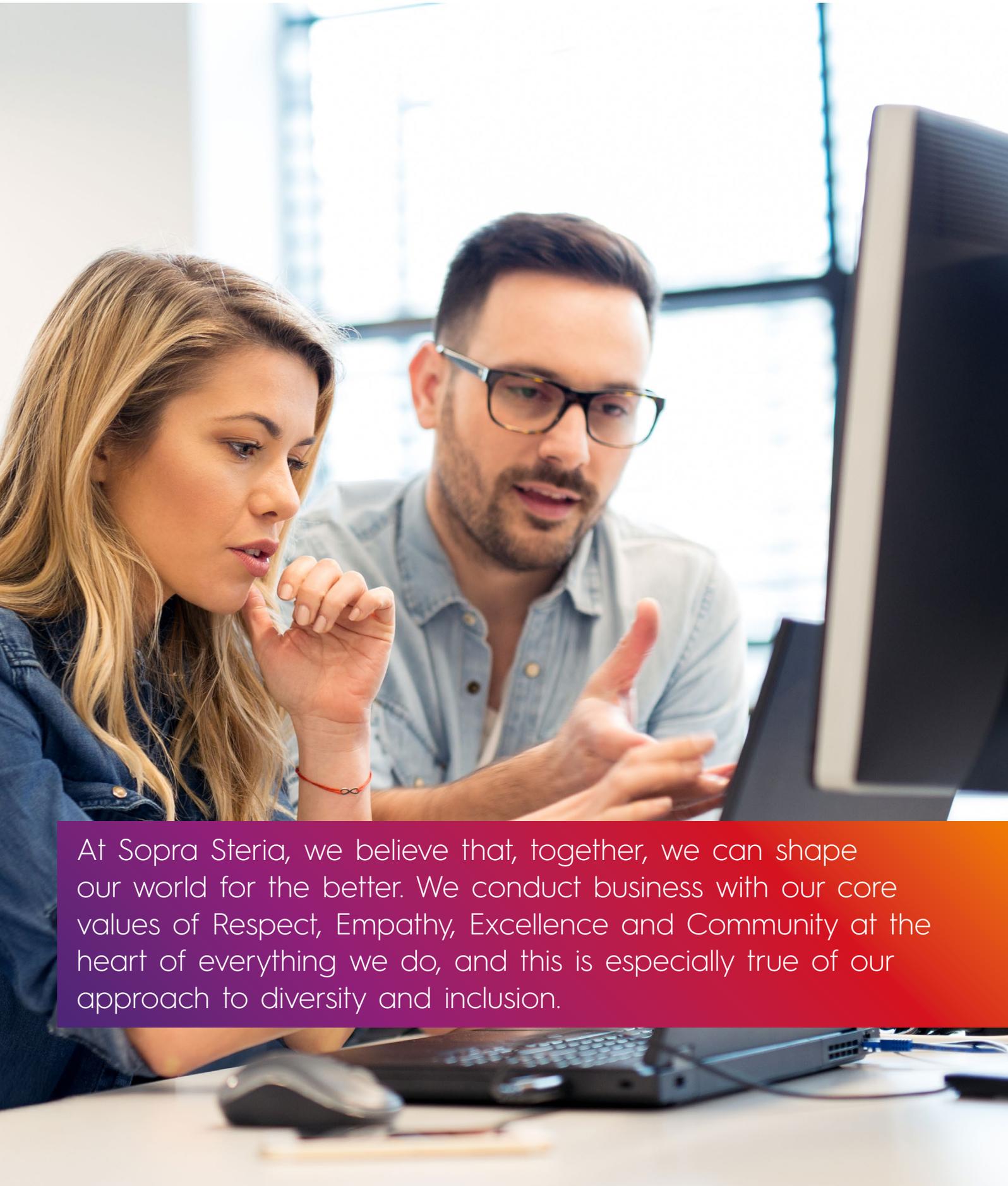


SSCL



NHS SBS





At Sopra Steria, we believe that, together, we can shape our world for the better. We conduct business with our core values of Respect, Empathy, Excellence and Community at the heart of everything we do, and this is especially true of our approach to diversity and inclusion.

The world is how we shape it

And we're shaping it for the better.

We want to create a workplace where everyone, regardless of gender or identity, feels safe, valued, fairly treated and able to thrive at work. Our commitment to closing the Gender Pay Gap is central to our belief that diversity is a strength.

The diverse and varied backgrounds, experiences, and perspectives of our employees are the foundation for the creativity, innovation, and competitive edge we need to drive our business forward and make a positive impact on the world around us. That's why we remain committed to fostering an inclusive workplace culture, addressing bias and discrimination, and promoting flexibility and wellbeing for all our people.

At Sopra Steria, we believe that together, we can shape our world for the better. As a values-led organisation, we put Respect, Empathy, Excellence and Community at the heart of everything we do.

Read on to find out more about the actions we've already taken and the progress we plan to make during 2026 and beyond.

Addressing our Gender Pay Gap

Addressing our Gender Pay Gap is not a tick box exercise or a series of quick fixes. We know that creating long-term and lasting change requires sustainable action across the employee lifecycle, from recruitment and progression through to engagement and retention.

Throughout 2025, we continued increasing our focus on women's career progression and creating a more equitable workplace for everyone – with the aim of improving gender balance and reducing the Gender Pay Gap.

Employee-led networks:

- Our Women's Inclusive Network continued to support, recognise and celebrate our own talented women through initiatives and events, including running our third internal Inspiring Women Awards in 2025.
- The two sub-groups of our Women's Inclusive Network, our Menopause Community and Young Women's Community, continued to regularly meet to discuss key topics and share support.
- In 2025, we launched our new employee inclusion network, our Carers' Community, to create a space for colleagues with caring responsibilities to connect with each other and share emotional and practical support. The 2021 Census in England and Wales showed 3 million female unpaid carers versus 2 million male carers. This imbalance demonstrates pressures disproportionately affecting women's careers, finances, and wellbeing.
- Understanding the importance of intersectionality, our employee inclusion networks collaborated in different ways across the year to design events that explored the richness of our colleagues' experiences.

Career support:

- We continued to invest in the development of women through our external Women's Mentoring Programme, Mission Gender Equity, run by Moving Ahead as part of the 30% Club Cross-Company Mentoring Programme for Women.
- We held an internal Women's Mentoring Programme for the 6th year running, where we guarantee a place for every woman who wants to take part. 98% felt supported during our 2025 programme and felt the programme was inclusive and respectful. Since these mentoring programmes began, 20% of participants have been promoted.
- We continued to run our annual talent development programmes, introducing an updated selection process in 2025 to promote a fair gender balance for each cohort. In 2025, women made up 64% of participants, reflecting our commitment to supporting female talent.
- Past participants of our talent programmes are invited to become members of our Talent Alumni, where we provide ongoing support and networking sessions. In 2025, we held online workshops and an in-person event. Of our 264 Talent Alumni members, 63% are female.
- We piloted a series of workshops for maternity and adoption leave returners. These colleagues were encouraged to join sessions with an external antenatal and postnatal consultant, and to network and share experiences with their peers. 87.5% of participants said they would recommend the workshops to others and the same proportion felt the sessions provided a valuable support network. In addition, 62.5% reported that the workshops had a positive impact on their return to work.



Recruitment and selection:

- Both the percentage and number of senior women in our organisation increased in 2025 as a result of promotions and hiring, during a time when overall senior headcount reduced.
- We introduced new assessment tools for senior hires to further reduce bias in selection decisions and improve fairness and consistency in our interview process.
- We continued to provide our 'Recruiting for Success' training programme to hiring managers, with a focus on making fair selection decisions, avoiding bias and seeking more diverse shortlists.
- We offered exit interviews for voluntary leavers from under-represented groups so we could better understand reasons and spot trends for people choosing to seek employment elsewhere. This was originally coordinated through a third-party, but we brought this in-house for 2025 and expanded the offering to all voluntary leavers, increasing engagement and uptake.

Representation and branding:

- We continued to take action to attract more women candidates, using diversity focused job boards like VERCIDA, to post our job adverts and publish blogs and articles that focus on employee experience and inclusion. In 2025, we received Gold Awards in the VERCIDA Employer Excellence Awards for LGBTQ Champion and for Authentic Content.
- We published advertorials in the Jobs and Careers Magazine (sponsored by Karren Brady) – one showcasing our Women's Inclusive Network activity and one on the Carers' Community. Both were written from female colleagues' perspectives.
- We continued to promote our inclusive work practices, our ethos, and testimonials of talented colleagues on our careers site and social media channels, ensuring representation and authenticity.
- We entered the In-House Recruiter Awards in four categories to see how we tracked against other organisations. We were shortlisted in all four and received Silver Awards for Diversity, Equity and Inclusion Strategy, Use of AI, and Career Site.

Taking positive action in 2026 to further close the gap

We know that there's still more to do if we want to make sustainable progress on improving gender balance and closing our Gender Pay Gap. Here are just some of the actions we're planning to take to make sure we continue to recruit, progress and retain more women across our UK family of businesses.

During 2026, we will:

- Continue to run our diversity focused 'Recruiting for Success' training to all hiring managers and monitor its success in diversifying our job shortlists.
- Continue focused efforts at senior levels to increase the number of women in senior leadership and higher paid roles.
- Continue to work in partnership with our Women's Inclusive Network to support, recognise and celebrate our own talented women.
- Continue to offer women across our talent programmes targeted support and 1-2-1 coaching to help them develop and grow their careers with us.
- Continue to run our internal women's mentoring programme, with an updated and refreshed approach, so more women can benefit from the learning and experience of successful female role models or allies.
- Continue to promote our inclusive work practices, our ethos and testimonials of talented colleagues on our careers site, ensuring we consider representation and authenticity.
- Continue to provide menopause training, guidance and support, including through workplace adjustments.
- Continue to promote our weeks paid carers leave to support all colleagues who care for family members, friends and neighbours, and our expanded entitlement to paid compassionate leave to cover more family members and close friends.
- Expand the topics available to all our colleagues on the Peppy Health Service app, providing them with free access to tailored, personal and expert support and advice in a range of formats. Topics include pregnancy and parenthood, menopause, women's health, men's health, and neurodiversity support.
- Continue to actively promote and further embed our flexible and hybrid working approach, improving work-life balance and promoting a culture of flexibility for people throughout all levels of the organisation.

Living by our values, together

Respect – We're here to do right

Excellence – We're here to do good

Empathy – We're united by purpose

Community – We're real people

For us, our values mean putting people first. Making things better. Being good citizens. Doing the right thing. Taking pride in our work and our community. And always striving to be better.

As a values-led business, improving inclusion for everyone is important to us and touches every aspect of our workplace. All our people commit to work in a way that is aligned with our values, respects and values differences and honours our zero-tolerance pledge for bullying, discrimination and inappropriate behaviour.

Gender pay gap reporting requirements

All UK organisations with more than 250 employees are required to publish their Gender Pay Gap figures annually. The gender pay gap is an equality measure that shows the difference in average earnings between women and men and we are required to report on:

- The mean and median of both the gender pay and bonus gap.
- The proportion of men and women receiving a bonus payment.
- The proportion of men and women in each pay quartile of the organisation (lower, lower/middle, upper-middle and upper).

About Sopra Steria

Sopra Steria, a major tech player in Europe with 51,000 employees in nearly 30 countries, is recognised for its consulting, digital services and solutions. It helps its clients drive their digital transformation and obtain tangible and sustainable benefits. The Group provides end-to-end solutions to make large companies and organisations more competitive by combining in-depth knowledge of a wide range of business sectors and technologies with a collaborative approach. Sopra Steria places people at the heart of everything it does and is committed to putting digital to work for its clients in order to build a positive future for all. In 2025, the Group generated revenue of €5.6 billion.

The world is how we shape it.

Sopra Steria (SOP) is listed on Euronext Paris (Compartment A) – ISIN: FR0000050809
For more information, visit us at www.soprasteria.com