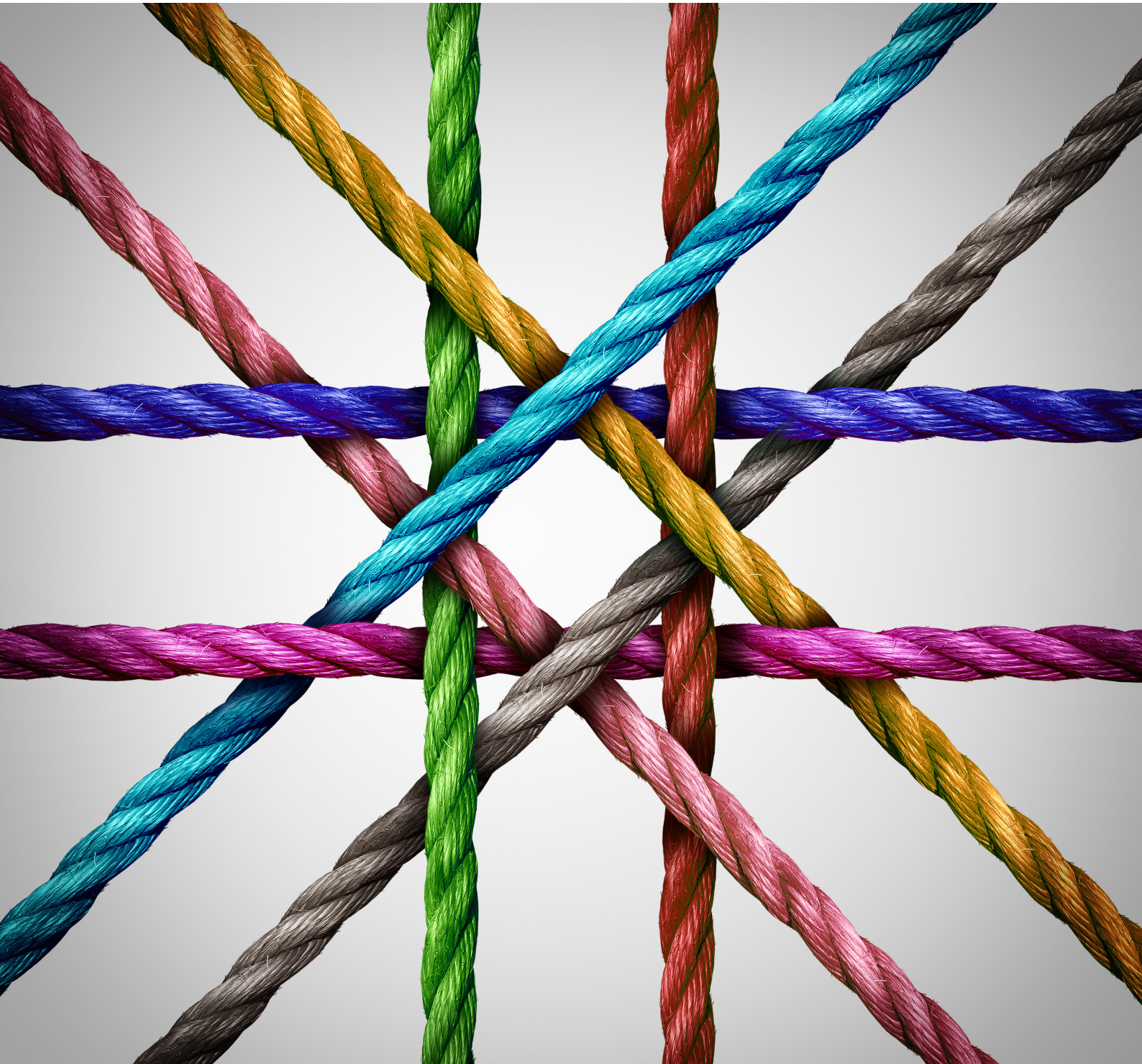


Sopra Steria Gender Pay Report 2018



Gender diversity is important to Sopra Steria and our ambition is to create a more inclusive workplace culture that truly embraces all aspects of human difference. We are committed to building a workforce where every employee feels valued, fairly treated, respected and able to reach their full potential. The different backgrounds, experience and perspectives of our employees provide rich sources of potential innovation and are vital to the ongoing success of our Company.

Gender pay gap reporting gives us another lens by which to evaluate the range of steps we are taking to recognise the important contributions made by our diverse workforce. Though it does not paint the complete picture, it measures both the gender balance within an organisation and the difference between the average earnings of all male and female employees, irrespective of their role or seniority. It is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value.

Our latest report shows that our gender pay gap has not changed significantly with a mean (average) gender pay gap of 28% and a median (middle) gender pay gap of 37%. Our gender bonus gap has reduced, with a 14% reduction in the mean bonus gap (to 41%) and a 30% reduction in the median bonus gap (to 45%). According to the PWC Women in Tech Report 2018, just 15% of the people working in STEM (Science, Technology, Engineering and Mathematics) roles across the UK are female and only 5% of leadership positions in the technology industry are held by women. It is therefore encouraging that Sopra Steria has an overall gender split of 33% female employees and that 18% of our upper quartile paid employees are also female.

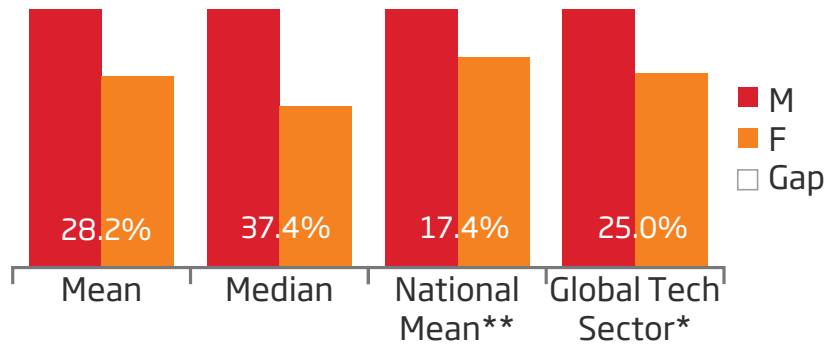
The size of the Sopra Steria gender pay gap is very similar to those of many other companies in the technology sector, where women continue to be significantly underrepresented at all levels. However, this is not something that any of us should be prepared to accept in the longer term and we will continue to make changes in our own organisation, while also seeking to help drive structural change in the gender make up of our industry.



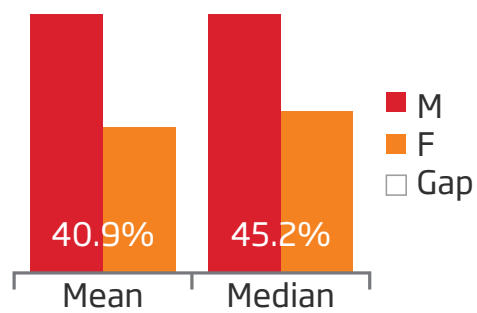


Our numbers

Pay Gap



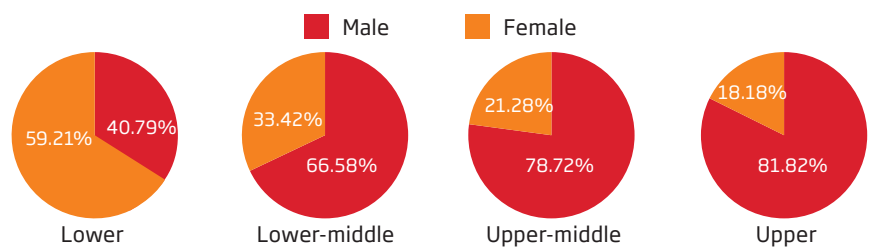
Bonus Gap



28.1% of male staff received a bonus

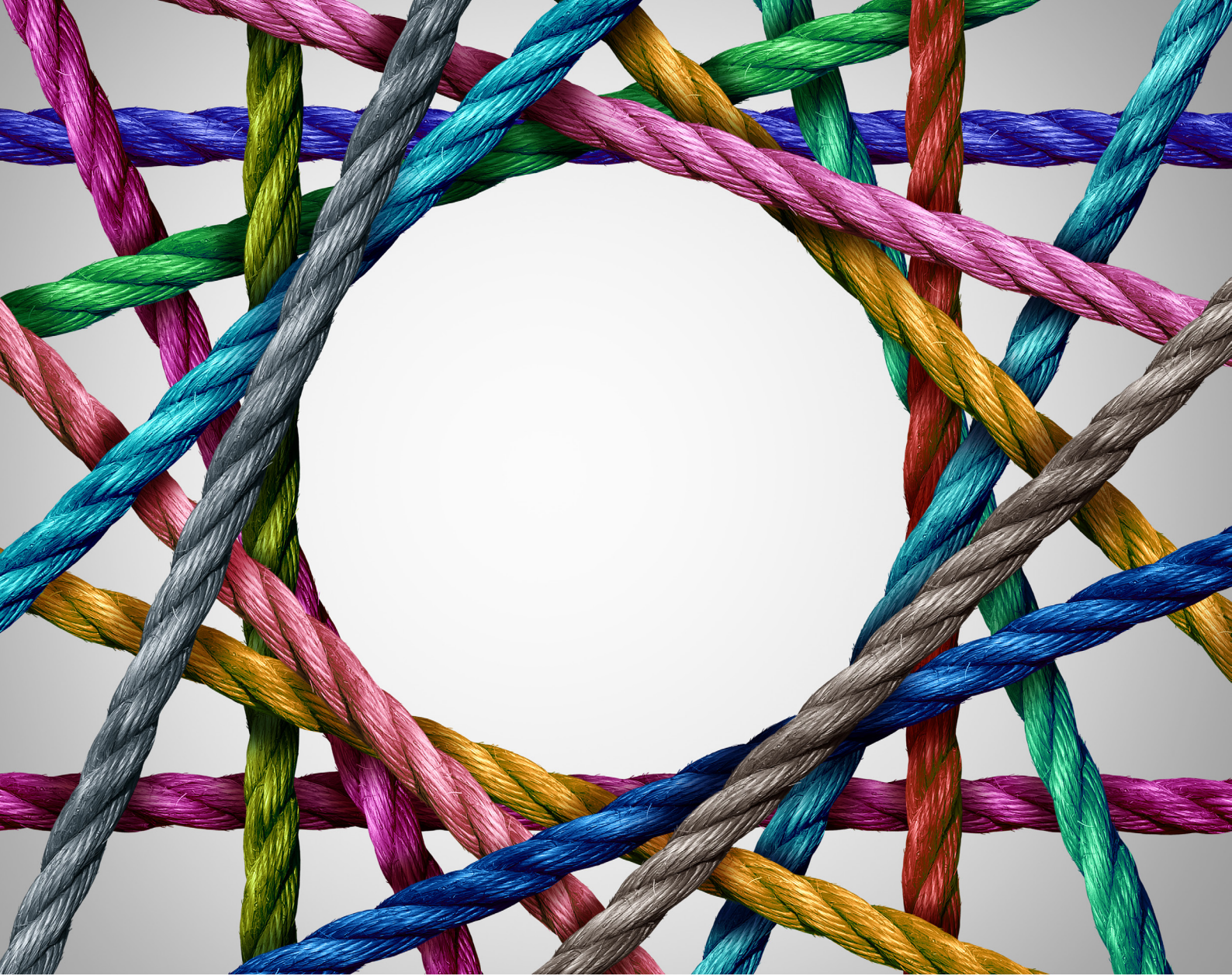
26% of female staff received a bonus

Gender Diversity by Quartile



* 'The Future of Jobs' Report, World Economic Forum, 2016

**Office for National Statistics, 2017



Understanding the Gap

The causes of the gender pay gap are multiple and varied. Some causes are within the control and influence of the Company while others originate outside of the workplace, such as fewer women overall working in professions in the technology sector. We have identified that the key things influencing our gender pay gap are the following:

- More men than women work at Sopra Steria
- There are more men in senior and middle management roles, which attract higher salaries
- Due to the mix of Business Process Services (BPS) and IT services work, we have more females in junior roles which attract lower salaries - removal of the BPS job family reduces the mean gender pay gap to 17.2%
- The tech industry has, historically, attracted more men than women and we therefore have more senior / tenured males and there are often more males in the candidate pool for roles requiring experience



What actions have we taken to reduce the gap?

In 2018 the Company completed a number of actions to promote greater gender balance in our workforce including:

1. Diversity in recruitment and selection

- We refreshed our recruitment processes to promote a more balanced approach to hiring including the following:
- Introduced gender decoding of job adverts to reduce the perceived barriers to application
- Increased the level of gender diversity in our candidate shortlists and improved the gender balance of interview panels
- Developed a significant focus on gender balance in early careers recruitment, leading to 47% of our graduate intake during 2018 being female
- Promoted Unconscious Bias training for all line managers via our e-learning platform Learning Heroes

2. Nurturing our talent pool

- Enabled and supported the Sopra Steria Womens Network and jointly hosted the first Sopra Steria Women in Tech Conference to celebrate women and seek their views on how to improve gender balance
- Sponsored the development of a new mentoring app, created and championed by the Womens Network that will be piloted and launched in 2019
- Actively monitored gender balance in our succession plans and talent development programmes
- Carried out a review of our maternity policy and provisions, ready to significantly enhance maternity pay during 2019

3. Promoting an Inclusive Culture

- Conducted the first Great Place to Work survey in Sopra Steria since 2012
- Actively participated in gender balance research for the Tech Talent Charter
- Appointed our first dedicated Inclusion and Wellbeing Manager



What action are we taking to continue to close the gap

During 2019 the Company will build on these foundations and continue to focus on removing barriers to gender balance within our workforce. Some of the specific actions that we have planned include:

- Development of a new Inclusion strategy and programme for Sopra Steria UK to create and embed a culture of inclusion across the Company that includes but also goes beyond gender balance
- Rolling out mandatory Unconscious Bias training for all hiring managers
- Ensuring that all senior leaders take part in training on equality, diversity and how to create inclusive working environments
- Launching a work/life balance campaign to clearly articulate the Company ethos and support for flexible working to encourage all our current and prospective employees to achieve a healthy work/life balance
- Carrying out a review to better understand the steps that we can take to specifically support women at the key stages in their career

We are committed to improving female representation at all levels in our organisation and this remains a key part of our People Strategy. We will continue to respond to employee feedback and take every opportunity to create a truly inclusive working environment where all employees are able to grow and thrive.

Declaration

We confirm that the gender pay gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

John Torrie, Chief Executive Officer - UK

Karen Finn, Director of Human Resources - UK

