

sopra  steria



Shared Business Services

UK Gender Pay Gap Report 2019



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Shared Business Services

Foreword – Karen Finn,

HR Director

Building a diverse and inclusive culture is very important to our company and a vital element of that is our commitment to reducing the gender pay gap and offering a workplace where colleagues are valued as individuals and where everyone has the opportunity to reach their full potential.

Since first officially reporting our gender pay gap in 2018, we have seen fluctuations up and down for both the mean and median pay and bonus gaps within our group of companies, but have not yet seen sustained improvements. While this is disappointing, we recognise that it will take time to create long-term sustainable change, particularly given the wider Tech industry's ongoing struggle with gender diversity. While our gender pay and bonus gap numbers may show a mixed result, we have seen a marked

change in our culture during this same period. We have renewed our commitment to being a great place to work and have started to build an inclusive culture that embraces difference as a source of creativity, innovation and competitive advantage.

It's encouraging to see that across our three companies, women make up 46% of our workforce and they hold over 30% of our most senior roles (upper pay quartile); but this also illustrates that there is still more to be done to achieve our ambition to be a truly diverse and inclusive workplace and to - over time - close the gender pay gap.

About Sopra Steria, SSCL and NHS SBS

Sopra Steria is a European Company specialising in digital transformation, consulting and business and technology

services. As part of our family of Companies in the UK, Sopra Steria also has two unique joint venture companies; SSCL, working in partnership with the Cabinet Office and NHS Shared Business Services, working in partnership with the Department of Health.

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Gender Pay Gap Reporting Requirements

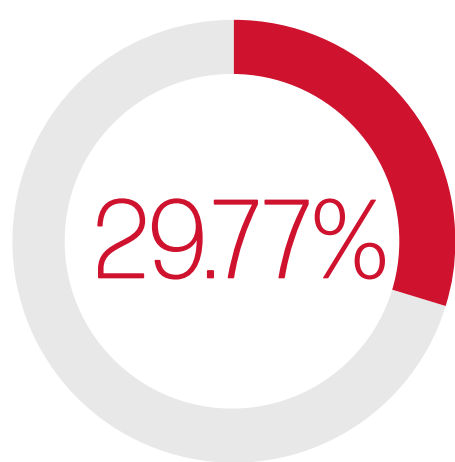
All UK organisations with more than 250 employees are required to publish their Gender Pay Gap figures annually. The gender pay gap is an equality measure that shows the difference in average earnings between women and men and we are required to report on:

- 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)

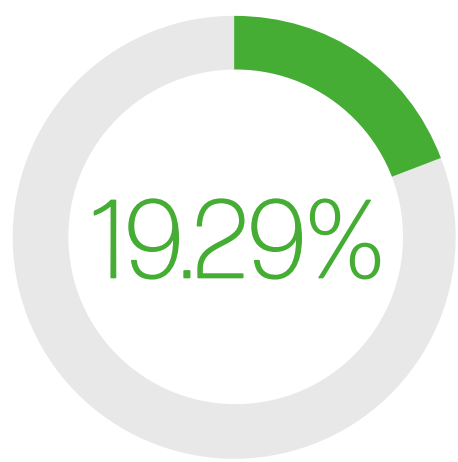
This data compares the average earnings of all men and women in the Company and is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value. The figures are taken as at a snapshot date each year – the data in this report was taken on the snapshot date of 5 April 2019.

Our Numbers

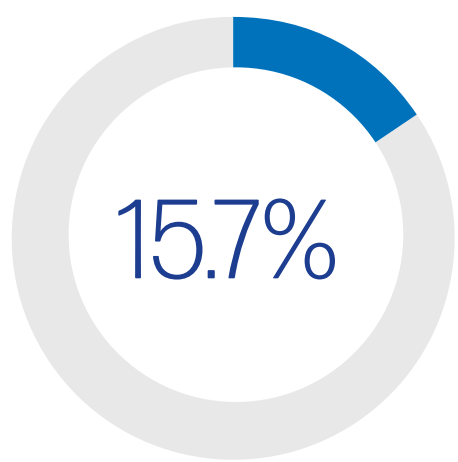
Mean Gender Pay Gap



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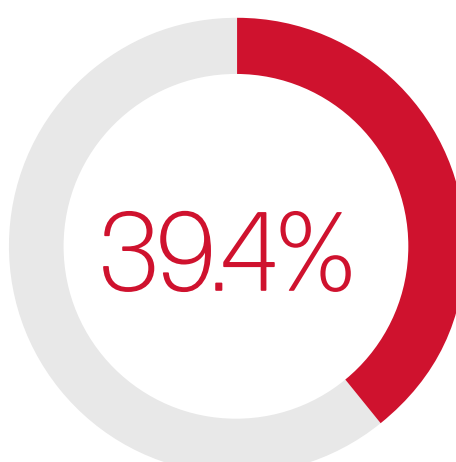


SSCL

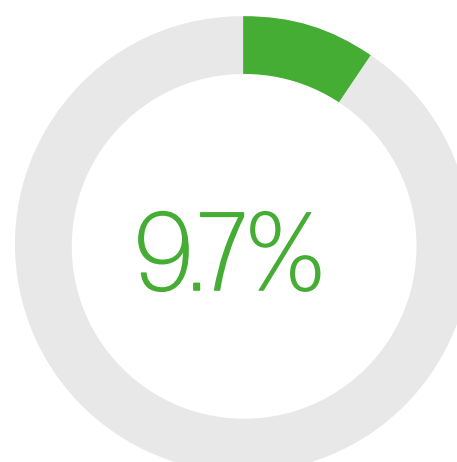


NHS SBS

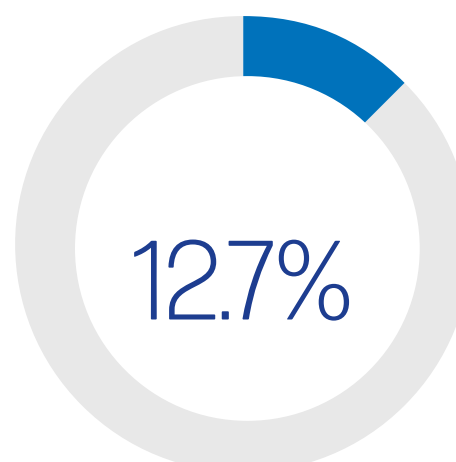
Median Gender Pay Gap



Sopra Steria



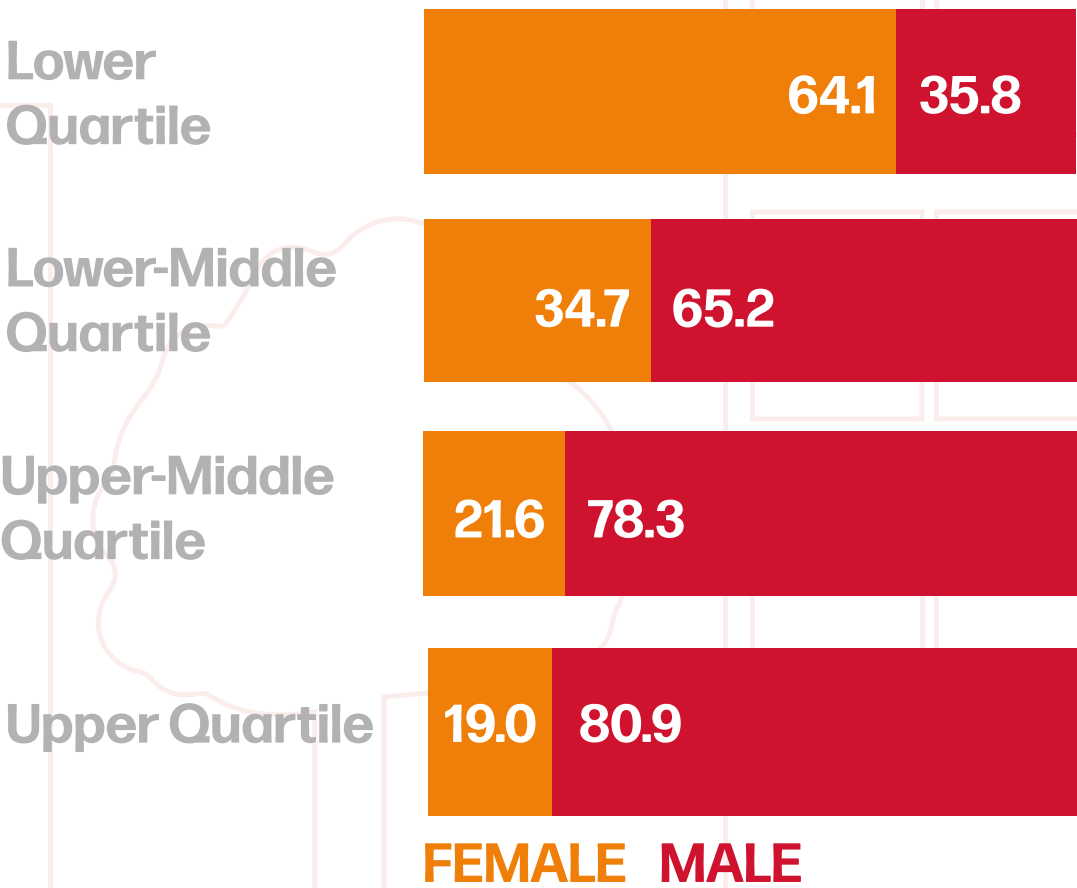
SSCL



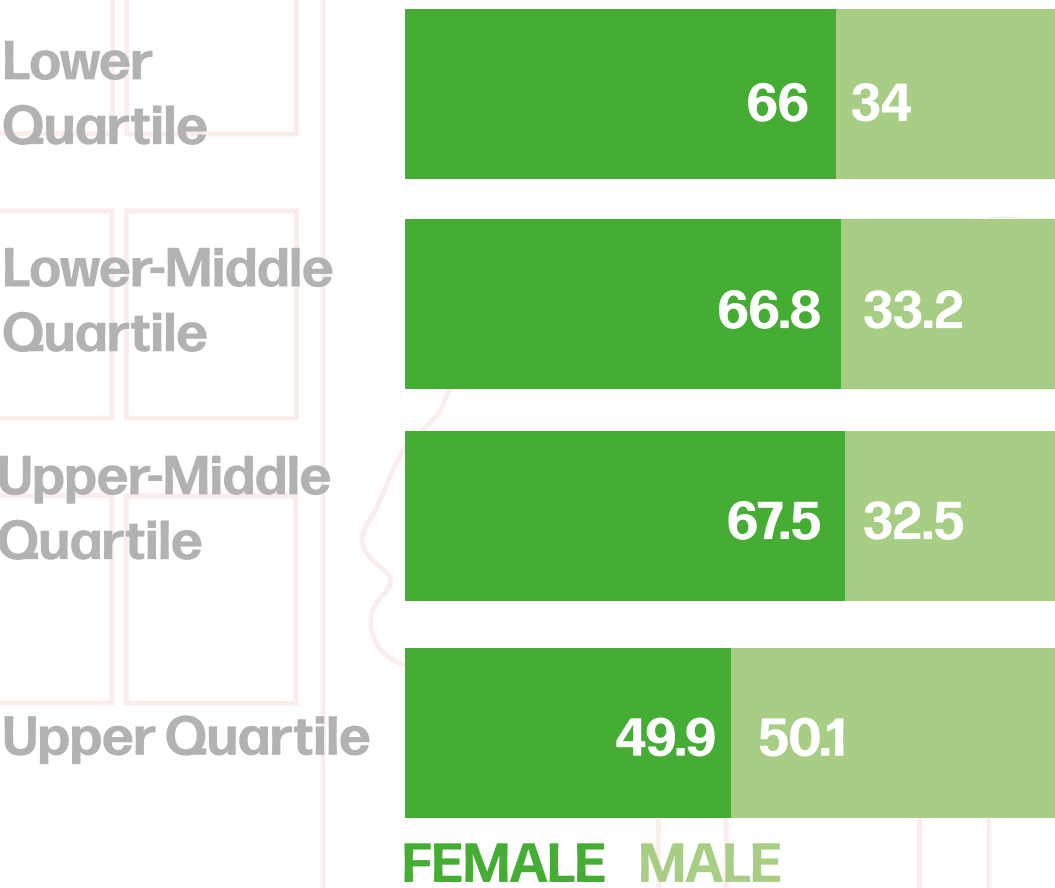
NHS SBS

Gender Diversity by Quartile

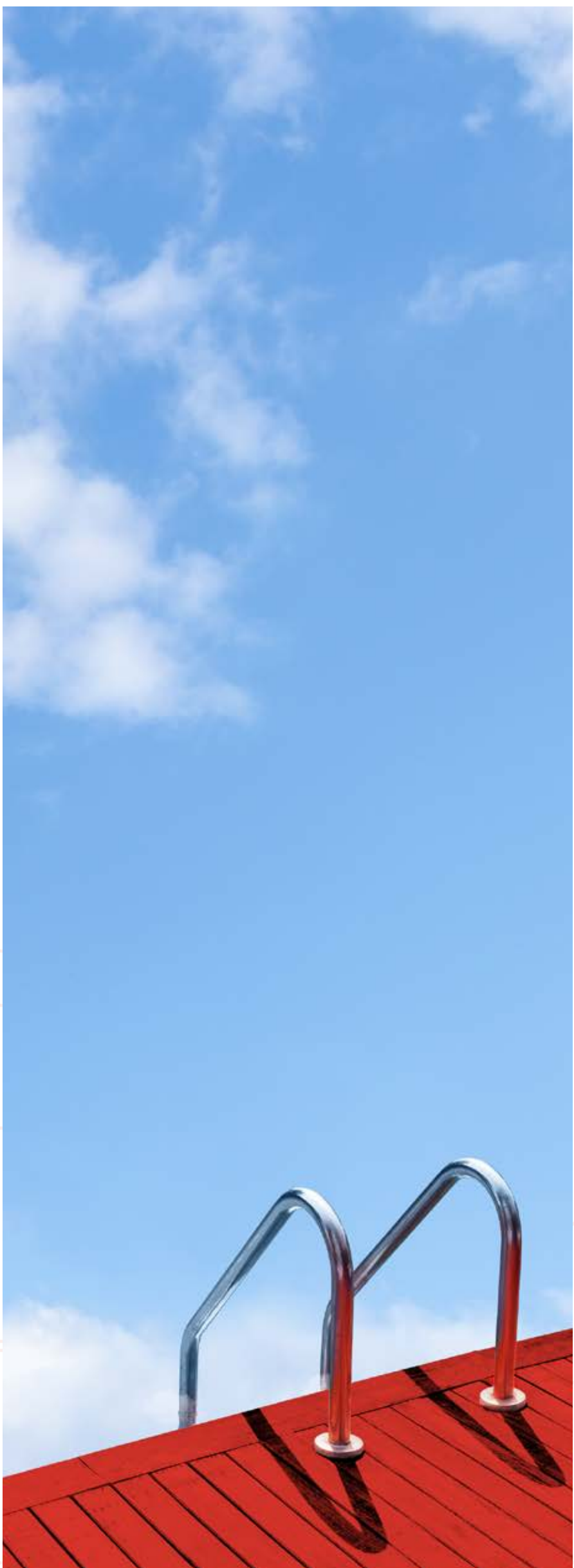
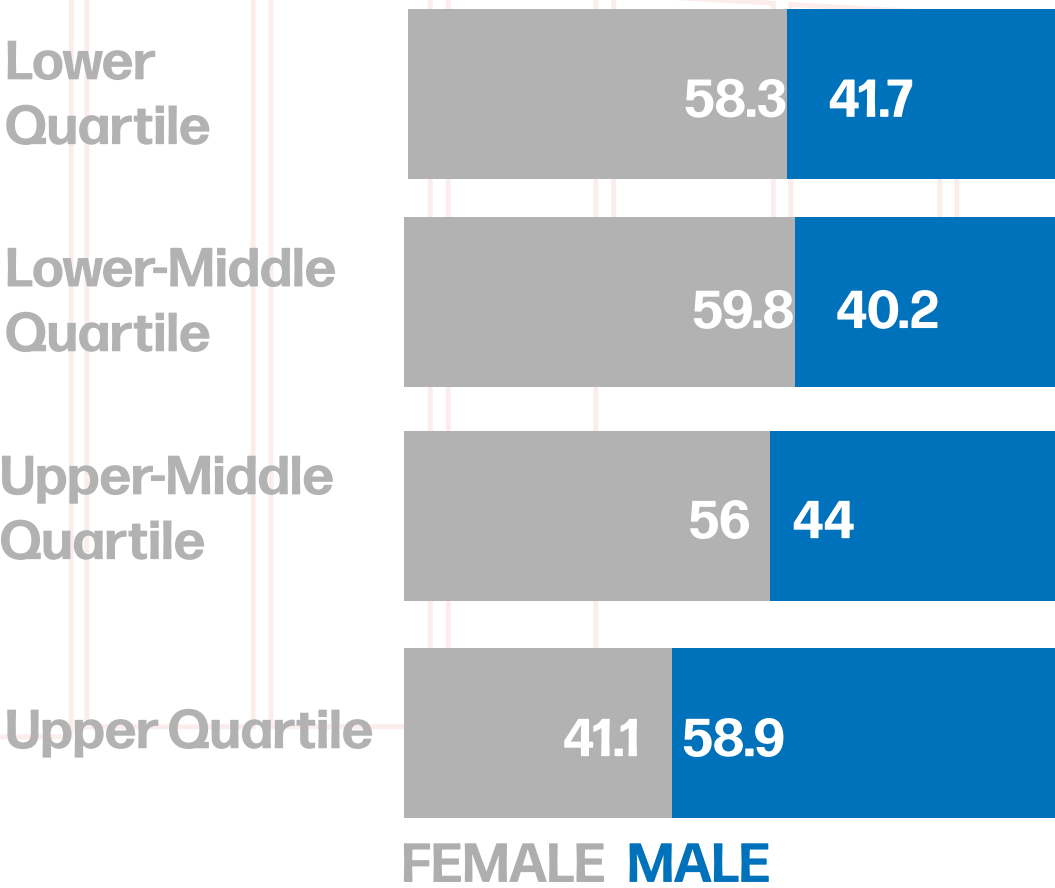
Gender Pay Quartiles (Sopra Steria) 2019



Gender Pay Quartiles (SSCL) 2019



Gender Pay Quartiles (NHS SBS) 2019

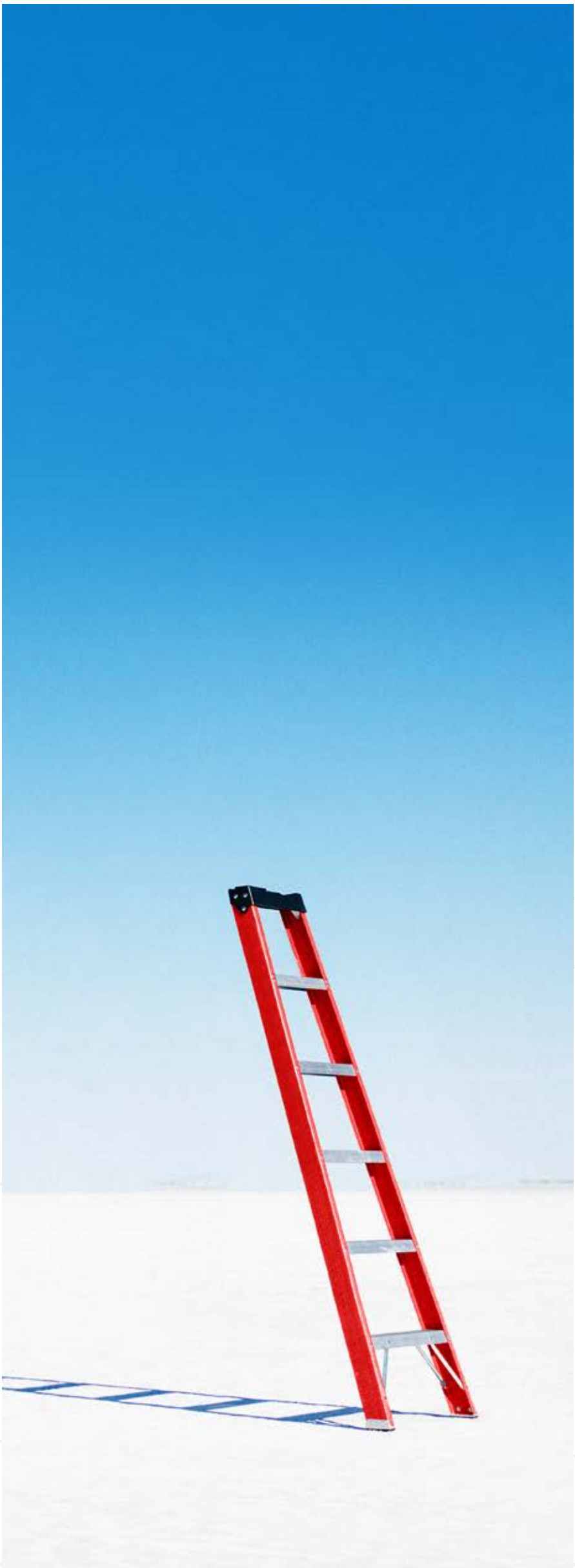
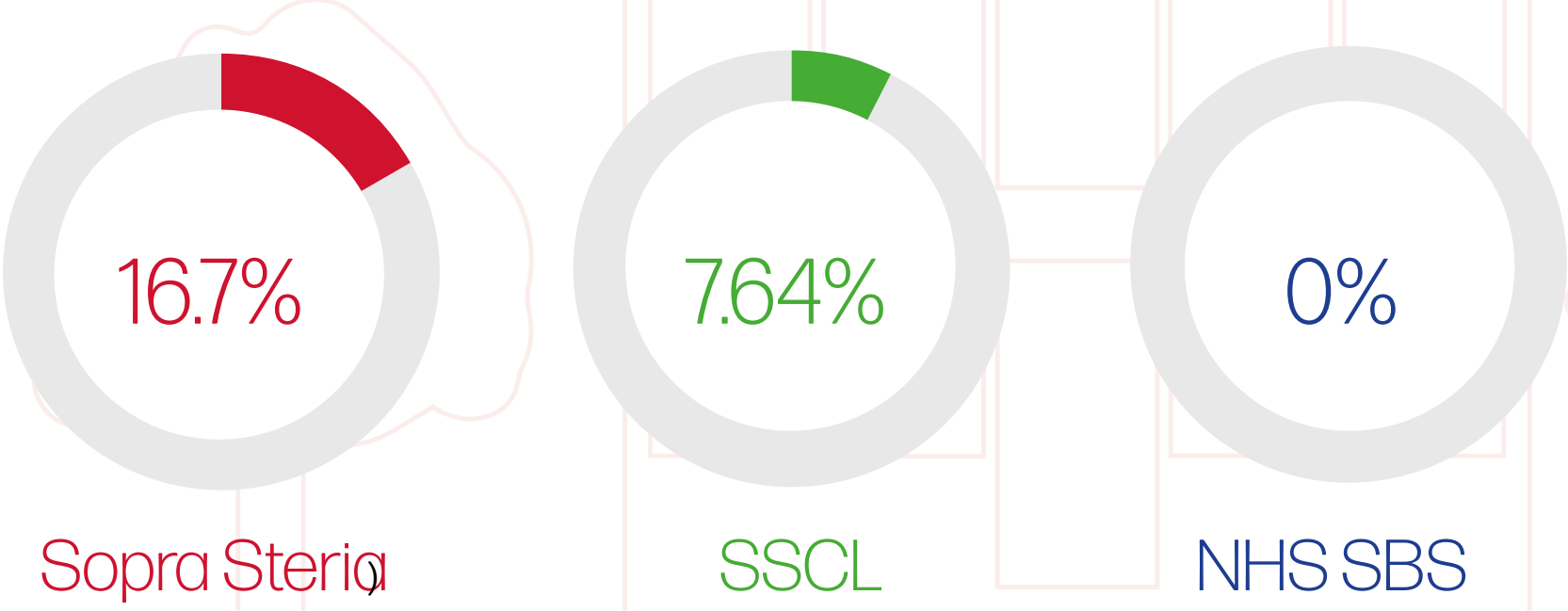


Our Numbers

Mean Bonus Gap -



Median Bonus Gap -



Bonus Proportions

| | Percentage Female | Percentage Male |
|------------------|-------------------|-----------------|
| Sopra Steria Ltd | 33.0% | 41.3% |
| SSCL | 78.5% | 80.9% |
| NHS SBS | 52.6% | 52.2% |

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 or our workplace such as fewer women overall working in the technology sector. The key things influencing our gender pay gaps are:

- More men than women work within the Sopra Steria parent Company and there are significantly more men in senior and middle management roles, which attract higher salaries
- As in previous years, the mix between Business Services and Technology Services roles is a significant factor influencing the Gender Pay Gap - across our three companies the mean gender pay gap for Business Services roles on their own is 12.75% and for all other roles with Business Services removed is 20.54%

What are we doing to close the gap

– Building a Culture of Inclusion

We believe that our diversity is a strength. At the start of 2019 we appointed our first dedicated Inclusion and Wellbeing Manager and introduced our inclusion vision – to create an inclusive culture that embraces difference as a source of creativity, innovation and competitive advantage. We want every employee to feel valued, fairly treated, respected and able to do their best work to grow our business. To bring this vision to life, we're focusing on three key areas:

- Seeking Diversity in recruitment and selection
- Nurturing our existing talent pool
- Promoting an Inclusive Culture

The section below describes the things we've already been doing in each of these areas and our plans for the rest of 2020 and beyond.



Seeking Diversity in recruitment and selection

The things we've already done include:

- Introduction of gender decoding, improving gender diversity of candidate shortlists and aiming for gender balance interview panels in our recruitment processes
- Focus on gender balance in early careers recruitment, targeting a 50/50 gender balance
- Promoted Unconscious bias training for all line managers via our e-learning platform
- Ongoing review and improvement of recruitment processes to introduce more skills-based assessments and structured / standardised interviews and scoring, with the aim of de-biasing our approach

In 2020 we will continue with the above actions and will also be:

- Targeting and advertising key roles through our Women's Network to attract more internal females to internal roles
- Moving towards advertising all roles as potentially having flexible working options



Nurturing our existing talent pool

The things we've already done include:

- Significantly enhanced the level of maternity pay for our employees, with effect from April 2019
- Rolled out mandatory equality, diversity and inclusion training for all senior leaders
- Started to participate in the 30% Club Cross Company Mentoring Programme, matching some of our high potential female employees with high level mentors from other organisations
- Started an employee led project to better understand the steps we can take to specifically support women at the key stages of their career

In 2020 we will continue with the above actions and will also be:

- Focusing on improvements to our internal promotion processes to create a natural pull of female talent through the business from the junior levels. This will be supported by a specific objective for managers on the percentage of roles to be filled internally vs external hires
- Developing further opportunities for internal mentorship for female talent



Promoting an Inclusive Culture

The things we've already done include:

- Growing and supporting the Sopra Steria Women's Network, which now has nearly 300 members
- Introduction of a Company-wide work/life balance commitment, encouraging a culture where we work together in an open minded and flexible way to achieve a healthy work/life balance for all
- Annual participation in gender balance research via the Tech Talent Charter
- Continued participation in the Great Place to Work Survey, including the roll out of action plans across our business to improve the day to day working lives of all our people

In 2020 we will continue with the above actions and will also be:

- Rolling out mandatory Equality, Diversity, Harassment and Bullying training for all employees
- Running a communications campaign to re-emphasise our zero tolerance commitment to harassment and bullying

