



# Gender Pay Gap Report 2021





Our business is, first and foremost, about people, and doing the right thing is important to us. We're committed to being an open and inclusive business where everyone has an equal opportunity to do their best work, fulfil their potential and shape their careers without barriers.

## Introduction

**We believe diversity is a strength and we value all our employees as individuals. The different backgrounds, experience and perspectives of our people provide the creativity, innovation and competitive advantage we need to grow our business and shape our world for the better. So, building a diverse workplace with an inclusive culture is very important to us.**

We are committed to reducing our Gender Pay Gap and want everyone to have the opportunity to fulfill their career aspirations and reach their potential, regardless of their gender.

Examining our Gender Pay Gap is a crucial part of becoming a more diverse business, not just because it's the right thing to do, but because it gives us another lens through which we can evaluate the steps we are taking to improve the diversity of our workforce.

The size of our Gender Pay Gap varies in different parts of the business and we have seen fluctuations, both up and down, since we started reporting five years ago. While it

remains slow, we are starting to see progress towards improved gender balance. The Sopra Steria Gender Pay Gap is, this year, at its lowest level since we started reporting. However, we know we still have a long way to go to reach true gender equity and, like many companies in the technology sector, we still don't have enough women at senior levels.

Whilst this remains frustrating, we recognise that it will take time to create long-term change and gender balance in our sector. Over the past few years, we have taken significant steps to build a more inclusive culture and become an organisation where more women want to work – and, in 2022, we will continue to focus on improving the proportion of women in leadership roles. We are committed to becoming a truly diverse and inclusive employer and – over time – to close the Gender Pay Gap we see today.

You will see examples of what we've done so far and what we have planned for 2022, and beyond, in the main body of our report.



# Our Numbers

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

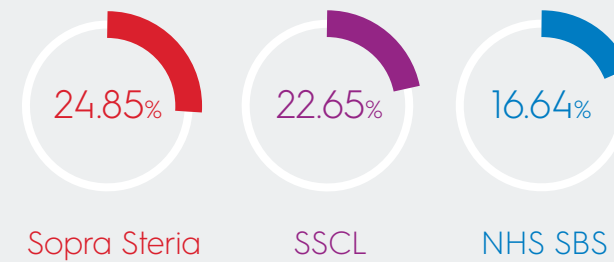
The Gender Pay Gap calculates the difference in average hourly earnings between men and women across an organisation. The gap is the difference between what men earn on average in an organisation compared to what women typically earn, irrespective of their role or seniority. This should not be confused with equal pay, which is about ensuring that men and women are paid the same amount for carrying out work of equal value. The following data compares the average earnings of all men and women across all three of our businesses in the UK.

## Understanding our Gender Pay Gap

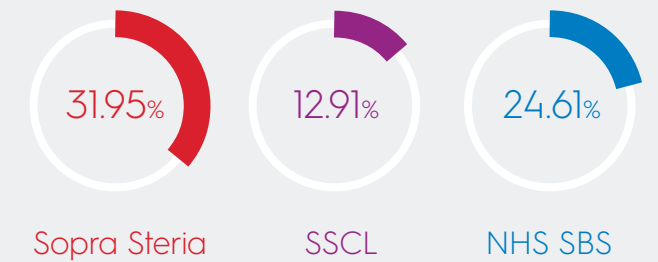
The factors influencing our Gender Pay Gap are multiple and varied. Some of these are within our control and influence, while others point to wider industry or societal issues, such as fewer women than men working in the technology sector overall.

Fundamentally, we continue to have a greater number of men in middle management and senior roles across our businesses and, at the same time, we also have a higher number of women than men working in more junior administrative roles. This make-up of more women in lower paid roles and more men in higher paid roles creates our Gender Pay Gap.

### Mean Gender Pay Gap

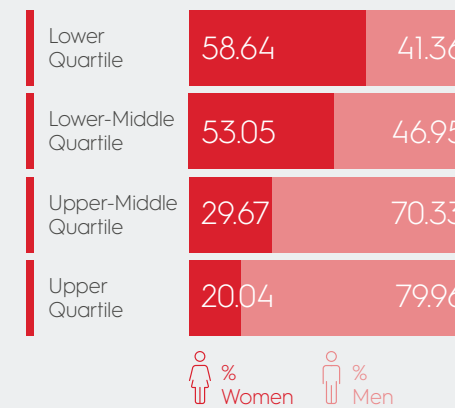


### Median Gender Pay Gap

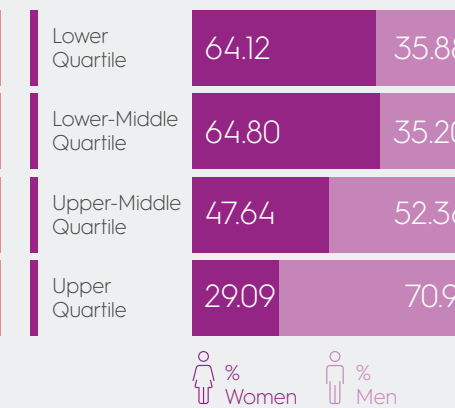


### Gender Diversity by Pay Quartile

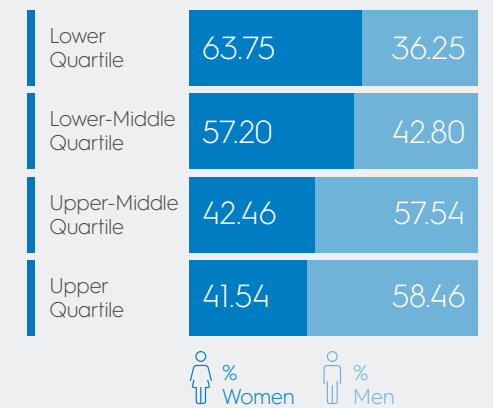
Gender Pay - Sopra Steria



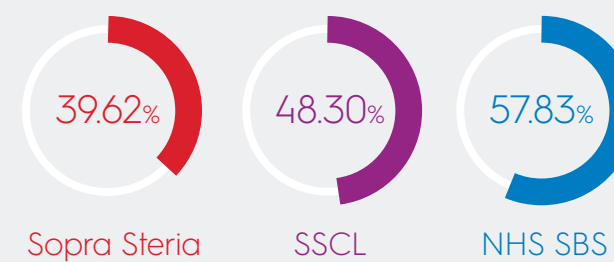
Gender Pay - SSCL



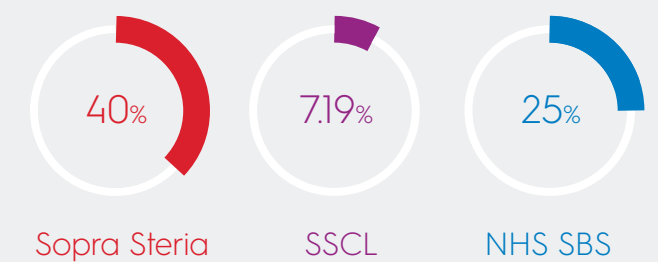
Gender Pay - NHS SBS



### Mean Bonus Pay

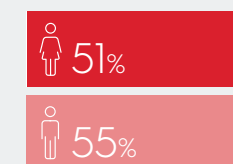


### Median Bonus Pay



### Bonus Proportions % of employees received bonus by gender

Sopra Steria



SSCL



NHS SBS



6,033 employees across the three companies  
 54% Men  
 46% Women



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 are shaping our world  
for the better.**

**We want every employee to feel valued, fairly treated, respected and able to do their best work.**

We are committed to closing the Gender Pay Gap and we will continue to build an inclusive work-place culture by tackling bias and discrimination and supporting employee flexibility and wellbeing.

In 2022, we will do even more to recruit women at senior levels, to nurture and progress our female talent and to create the conditions where our workplace works better for more people.

Read on to find out more on the actions we have already taken and the progress we plan to make.



# Addressing our Gender Pay Gap

Addressing our Gender Pay Gap is not a tick box exercise, nor is it a series of quick fixes. Creating long-term, sustainable change requires actions and changes across the employee lifecycle, from recruitment and progression through to engagement and retention.

As a values-led business, improving inclusion for everyone is important to us and touches every aspect of our business.

**Respect.**  
**Excellence.**  
**Empathy.**  
**Community.**

These are the things we value most.

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

**We call this Living Sopra Steria.**

**And when it comes to improving our Diversity and Inclusion, in 2021 we continued to make good progress...**

## Respect.

We're here to do right and our ethics come first.

We reinforced our Zero Tolerance Pledge to address harassment, bullying, offensive and inappropriate behaviour with mandatory training on equality, diversity and unconscious bias for all employees.

We rolled out the 'In My Shoes' campaign with stories from our own employees, to learn about the experiences of others and help make our culture more inclusive, respectful and supportive.

We continued with our Diversity Data Sharing Campaign to better understand the diversity profile of our business.

To promote greater transparency, we started sharing regular reporting on diversity data with our employees.

## Empathy.

We're united by our purpose and celebrate diversity.

We expanded our internal Female Mentoring Programme and guaranteed a place for every woman who wanted to take part.

We continued to participate in the 30% Club Cross-Company Mentoring Programme for Women, and started participating in Moving Ahead's 'Mission Include' Mentoring Programme, to promote greater ethnic diversity.

We gave enhanced inclusion training to all senior leaders and people managers, covering conscious inclusion, cognitive diversity and understanding bias.

During the pandemic, we introduced up to 10 days' paid special leave for employees with caring responsibilities.

## Excellence.

We're here to do good and shape our world for the better.

We continued our focus on inclusive recruitment and we advertise all roles with flexible working options.

We introduced hybrid working, improving work-life balance and promoting a culture of flexibility.

We made employee wellbeing our priority and this was recognised when Sopra Steria and SSCL were both ranked among the top organisations in the first-ever UK's Best Workplaces for Wellbeing list by 'Great Place to Work UK'.

We became Business Disability Forum members and created our own internal Accessibility Steering Group, to shape a more inclusive workplace for everyone.

## Community.

We're real people who take care of each other.

We expanded, and relaunched, our Women's Inclusive Network, and introduced our first 'Inspiring Women' Awards to recognise talented women from across our businesses.

We introduced guidance and resources to support women through the menopause.

We continued to expand our family of Employee Inclusion Networks, adding a Neurodiversity Network to our existing Disability Network, LGBT+ Network and our Race and Culture community of Network groups.

We celebrated events to promote inclusion and raise awareness, including International Women's Day, Disability Awareness, Black History Month, Gay Pride, Intersectionality, World Culture Day, and more.

## In 2022 we will continue these actions and have even more planned:

### Respect.

We're here to do right and our ethics come first.

We're rolling out further e-learning for all employees on understanding bias and being an ally for under-represented groups.

We're developing further diversity and inclusion training for our senior leadership teams.

We're rolling out Disability Awareness training for all people managers.

### Community.

We're real people who take care of each other.

We will be celebrating and raising awareness on even more Diversity and Inclusion events with our Employee Inclusion Networks, including International Women's Day and Menopause Awareness Months.

The future of work is changing, and we want to be ahead of the curve. We're fully committed to improving our employee value proposition for everyone, giving people more scope for flexible working, and more space to be themselves.

### Excellence.

We're here to do good and shape our world for the better.

We're investing in new recruitment channels to attract more diverse talent to our businesses.

We're introducing inclusive recruitment training for all hiring managers, reducing bias in our recruitment and interview processes.

We're introducing a Trans inclusion policy.

### Empathy.

We're united by our purpose and celebrate diversity.

We're embedding inclusion in our ongoing Future of Work transformation programme.

We're shaping our succession planning process to more actively support and progress female talent.

Our senior leaders will have objectives to support our ambition to increase the number of women in senior leadership roles.

## 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 Us

Sopra Steria, a European Tech leader recognised for its consulting, digital services and software development, helps its clients drive their digital transformation to obtain tangible and sustainable benefits. It 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 innovative technologies with a fully collaborative approach.

Sopra Steria places people at the heart of everything it does and is committed to making the most of digital technology to build a positive future for its clients. With 47,000 employees in nearly 30 countries, the Group generated revenue of €4.7 billion in 2021.

**The world is how we shape it.**

For more information, please visit our website

[soprasteria.co.uk](https://soprasteria.co.uk)

The World is How we Shape it. And we are shaping our world for the better.

**That's Living Sopra Steria.**

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 SSCL



Shared Business Services