



# Gender Pay Gap Report 2020



Doing the right thing is important to us. We are committed to being an open and inclusive organisation where everyone has a level playing field to do their best work, fulfil their potential and progress their careers without barriers.

## Introduction

**Building a diverse and inclusive culture is really important to us. A vital element of this is our commitment to reducing the Gender Pay Gap and being a workplace where everyone has the opportunity to reach their full potential, regardless of gender.**

We believe diversity is a strength and value all our employees as individuals. Their different backgrounds, experience and perspectives provide the creativity, innovation and competitive advantage we need to grow our business.

Examining our Gender Pay Gap is important to us, not just because it's the right thing to do but because it gives us another lens by which to 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, like many companies in the Tech industry, we have seen fluctuations both up and down since we started our reporting four years ago, but have yet to see a long term sustained improvement.

Whilst this remains disappointing, we recognise that it will take time to create long-term change on gender balance in our sector, but we are undaunted by the challenge. Over the past two years we have taken significant steps to build a more inclusive culture and become a place more women want to work. 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 2021 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.

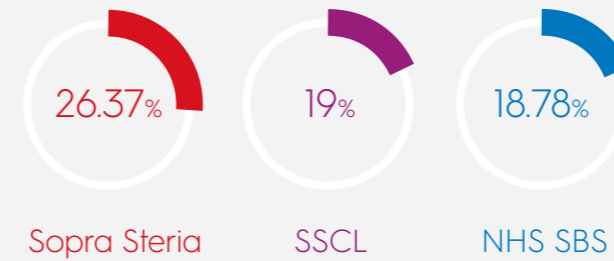
The following data compares the average earnings of all men and women across our three companies.

## Understanding our Gender Pay Gap

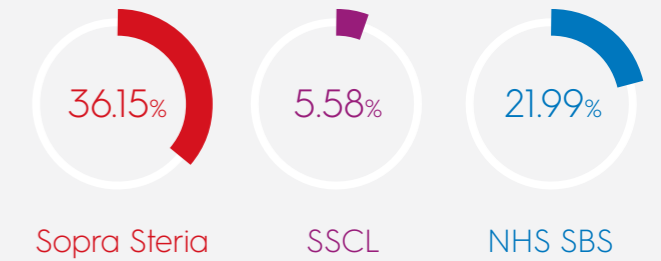
The factors influencing our Gender Pay Gap are multiple and varied. Some of these, are within our control and influence while others point to wider industry or societal issues, such as fewer women than men working in the technology sector overall.

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

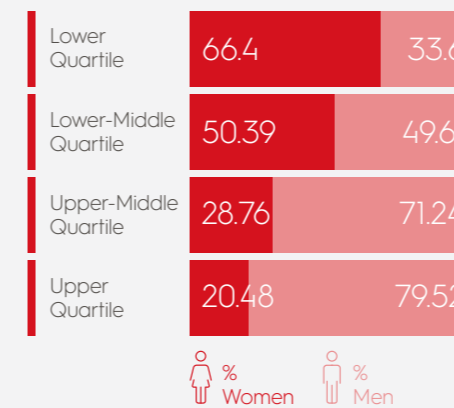


### Median Gender Pay Gap

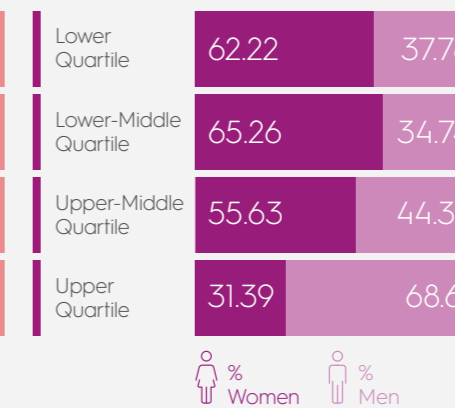


### Gender Diversity by Quartile

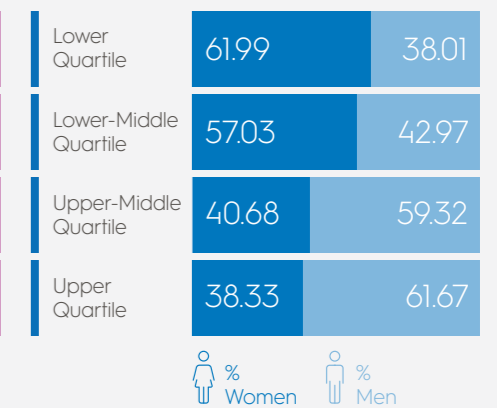
Gender Pay - Sopra Steria



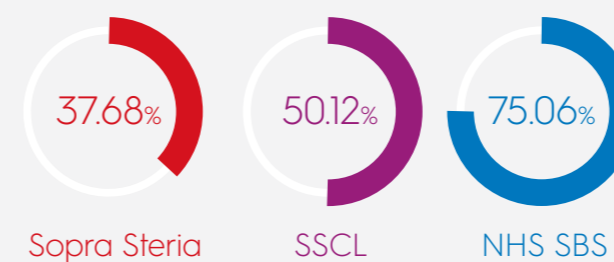
Gender Pay - SSCL



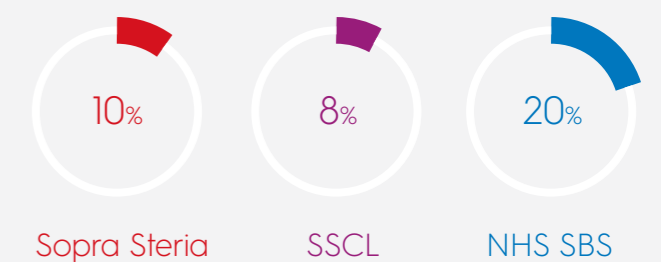
Gender Pay - NHS SBS



### Mean Bonus Pay

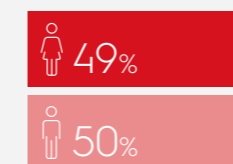


### Median Bonus Pay

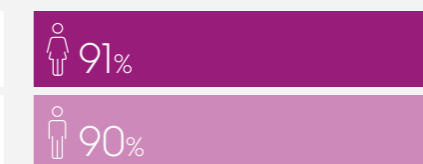


### Bonus Proportions % of employees received bonus by gender

Sopra Steria



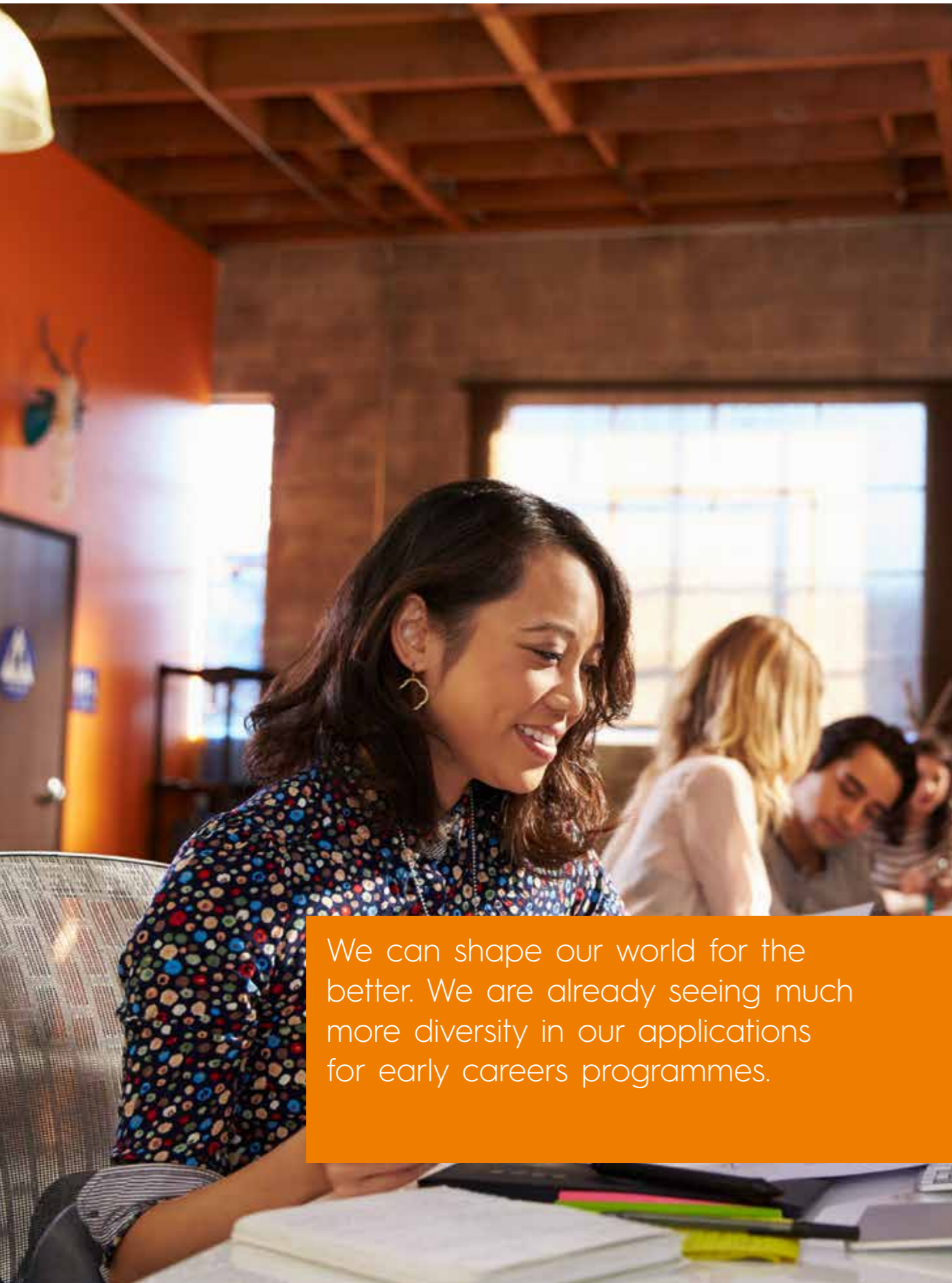
SSCL



NHS SBS



5326 employees 55% Men 45% Women across the three companies



We can shape our world for the better. We are already seeing much more diversity in our applications for early careers programmes.

## The World is How we Shape it

And we are shaping our world for the better.

**Historically, more men have gone into tech careers than women, so it makes sense that senior roles (where length of experience will be a big factor in getting the job) are more likely to be filled by men.**

However, this fact doesn't need to make sense of our present or our future. We are working to make sure we promote more women from within, and create the conditions to make sure our workplace works better for more people. We are also working to encourage more women into our industry via a variety of different initiatives.

We are already seeing much more diversity in our applications for early careers programmes. This is a real achievement and will certainly help the business become a more inclusive environment as we head into the future.

We can shape our world for the better.

# Addressing our Gender Pay Gap

Addressing our Gender Pay Gap is not just a tick box exercise. Neither is it a series of quick fixes. Creating long-term, sustainable change is a journey, but, ultimately, a critical one.

Addressing the Gender Pay Gap and promoting more inclusivity generally is also important to us as a values-led business. As we have said, it is critical everyone should have the opportunity to reach their full potential.

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

These are the things we value most.

That means putting people first. Making things better. Being good citizens. Doing the right thing. Taking pride in it. Always striving to be better still.

We call this Living Sopra Steria.

And when it comes to improving our Diversity and Inclusion, in 2020 we made good progress:



## Respect. We're here to do right.

We developed and rolled out our Zero Tolerance Pledge for harassment, bullying and offensive behaviour.

We worked with diversity specialists Pearn Kandola to conduct focus groups on Race, Women, Disability and LGBT+ to better understand the experiences of minority groups in our workplace.

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

We introduced AI tools to analyse and update the language in our job adverts and help us attract the most diverse applicants possible.

## Excellence. We're here to do good.

We created our Work/Life Balance Commitment to promote a culture of flexibility.

We achieved Disability Confident Level 1 accreditation.

We signed the Business in the Community Race at Work Charter and implemented a Race at Work Action Plan.

We significantly enhanced our maternity pay.

## Empathy. We are united by purpose.

We expanded our dedicated Female Mentoring Programme in partnership with the 30% Club and Moving Ahead.

We rolled out mandatory training on equality, diversity, harassment, bullying and unconscious bias to all employees.

We gave enhanced Equality, Diversity and Inclusion training to all senior leaders and people managers with modules covering conscious inclusion and understanding bias.

## Community. We're real people.

We continued to expand and support our Employee Inclusion Networks including our Women's Network, 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 events, Disability Awareness Sessions, Race at Work discussions, Gay Pride Lunch and Learns, World Religion Day and more.



## And we have even more planned for 2021:

### Respect.

We're here to do right.

We're developing an 'In My Shoes' campaign to build on our Zero Tolerance Pledge.

We're introducing an external bullying and harassment helpline.

We're growing our mentoring programme to further include under represented groups.

### Community.

We're real people.

We will be celebrating and raising awareness on even more D&I events with our Employee Inclusion Network including International Women's Day and Menopause Awareness Months.

We'll be putting an increased focus on D&I in our on-boarding and induction processes.

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

### Excellence.

We're here to do good.

We're developing a quarterly D&I dashboard and Inclusion Report to provide greater transparency of our diversity profile.

We're developing adverse impact monitoring processes in recruitment and promotions.

We're reviewing and improving the inclusion and fairness in our promotions processes to reduce the potential for bias.

We're introducing a Menopause Support policy and a Transitioning at Work policy.

### Empathy.

We are united by purpose.

We're developing training on inclusive selection for hiring/promoting managers.

We're expanding our mandatory inclusion e-learning for all employees.

We're looking at ways to reduce the potential for bias in our talent and performance review processes, such as conducting live bias reviews.

We'll also be further enhancing the Diversity & Inclusion Hub on our intranet with more educational resources.

## 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 leader in 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 46,000 employees in 25 countries, the Group generated revenue of €4.3 billion in 2020.

**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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