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2014 Corporate Responsibility Report

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1. Sopra Steria, an engaged corporate citizen

Sopra Steria pursues a proactive corporate social responsibility policy that is aligned with our business requirements, one that is part and parcel of our broader commitment to sharing information every year on what we have undertaken and what we have achieved.

For over forty-five years, we have been building our group's reputation on solid and lasting values and a set of ethical principles and core values that define us.



As an expression of these values, Sopra Steria is a signatory of the United Nations Global Compact, which serves as the founding framework for its approach to corporate responsibility. Through this commitment, Sopra Steria promotes the Global Compact's ten principles in the areas of human rights, labour standards, protection of the environment and anti-corruption, which are fully in line with the fundamental precepts upon which the group was founded. Sopra Steria is therefore committed to encouraging compliance with these principles within its sphere of influence, helping its clients and partners to adopt responsible business practices.

The group's commitment to the Global Compact, its day-to-day activities as a responsible company and the publication of this Corporate Responsibility Report are part of its ongoing efforts to ensure transparency, fairness and loyalty in its dealings with all its stakeholders: clients, employees, shareholders, partners, suppliers and members of civil society.

In a rapidly developing group with an ambitious Enterprise Project, the corporate responsibility approach contributes to the overall cohesion and engagement of teams.

It is important for Sopra Steria to continue to grow, while ensuring that it shares its values and its Enterprise Project with its employees and all its stakeholders.

1.1. Activities and operations

Sopra Steria, a European leader in digital transformation, has one of the most extensive portfolios of offerings available on the market, spanning consulting, systems integration, sales of industry-specific solutions and business process services. The group also provides end-to-end solutions to address the core business needs of large companies and organisations, helping them remain competitive and grow. Combining added value, innovative solutions and high-performance services, Sopra Steria excels in guiding its clients through their transformation projects, no matter how complex, and helping them make the most of digital technology.

This subject is discussed in further detail in Chapter 1, Section 3 of the 2014 Registration Document.

1.2. Governance

Sopra Steria Group is a *société anonyme* with a Board of Directors. The Board of Directors currently consists of 16 directors and one non-voting member.

Where appropriate, its work is prepared by an Audit Committee; a Nomination, Ethics and Governance Committee; and a Compensation Committee.

The functions of Chairman and Chief Executive Officer are separate. Executive Management is led by a Chief Executive Officer and a Deputy CEO.

The Company's internal organisation is based on a three-tiered operational structure headed by the Executive Committee and by functional structures that report directly to Executive Management.

This subject is discussed in further detail in Chapter 2 and in Chapter 1, Section 6 of the 2014 Registration Document.

1.3. Commitments

The key principles that guide Sopra Steria's action on a day-to-day basis are based on compliance with the laws and regulations in effect in the countries where the group is located, and adherence to its commitments to optimally operate its businesses.

Supported by Sopra Steria's management and by all the employees associated with it, the group's approach to corporate responsibility is a continuous improvement process communicated each year to stakeholders through this annual Corporate Responsibility Report. This approach aims to reconcile economic efficiency, equal employment opportunities and respect for the environment.

Three major principles guide the group's commitment to corporate responsibility: fairness, respect and transparency.



1.3.1. WORKFORCE

The Sopra Steria group is an employer of choice, recognised for its proactive hiring policy in favour of young graduates.

The group pays particular attention to the employability and development of its employees, as demonstrated by its investment in training, reflected in the number of training days offered, and by the percentage of total payroll devoted to employee development. Sopra Steria strongly believes that employees should be managed with a view to the long term, and consistently reiterates that the group's Human Resources dimension is one of its essential assets.

As a responsible employer, Sopra Steria makes a priority of recruiting young people and giving them the opportunity for their first job and the possibility of developing their skills. For several years, the Company has implemented a successful strategy of hiring trainees and in 2015 seeks to build on the groundwork laid for employing young graduates.

Sopra Steria is committed with regard to all current employee-related issues and has established a permanent structure to put into practice the signed agreements and action plans, which go above and beyond the legal requirements (older employees, gender equality, disabled workers and diversity).

This commitment is oriented toward the needs and well-being of both employees and civil society, notably through humanitarian initiatives and responsible partnerships. As a major participant in the local economy, Sopra Steria has been able to create ties with other institutions and organisations that draw from the same labour pools as the group, and is committed on a day-to-day basis to long-standing partnerships (schools, universities, unemployment centres in France, etc.).

1.3.2. ENVIRONMENT

Sopra Steria Group has deployed a continuous improvement programme to manage its environmental impact, involving all entities, the relevant departments and all employees.

This programme is focused on four main areas for action:

- business travel

The group has implemented a plan to equip group sites with long-distance communication technology in order to limit business travel, particularly by plane, and practices carbon offsetting to compensate for its business travel-related CO₂ emissions;

- managing IT resources

Sopra Steria takes an optimised approach to managing its IT infrastructure and systems. The group also engages in carbon offsetting for the operation of its data centres;

- managing business premises

In addition to renovating a large number of sites, Sopra Steria is gradually shifting to premises that meet the highest environmental standards on the market: energy-plus buildings, HQE® (high environmental quality), BBC (low energy consumption) and THPE (very high environmental performance) standards;

- waste management

The group has been working for several years with specialised companies to handle its IT-related waste equipment and its office supply waste.

Starting in 2015, the Sopra Steria group's environmental programme will incorporate the major steps taken by Sopra and Steria to fulfil the most exacting environmental standards. As this is an ambitious programme, implementation across the group will be gradual to reflect the differing business and organisational constraints to be dealt with.

Moreover, through this internally developed approach, the group offers its clients advisory and other services to assist them with their own environmental policies, suggesting to them how they might manage business premises, energy consumption, business travel, IT infrastructure and equipment, waste and other issues.

1.3.3. SOCIETY

Corporate social responsibility covers actions of very different kinds and involves market stakeholders, employees, partners and suppliers as well as civil society.

In conducting its business, Sopra Steria endeavours to promote ethical principles to combat corruption and comply with competition and confidentiality rules.

To ensure that its supply chain is socially responsible, the group has introduced a Responsible Purchasing approach and a programme to assess the social responsibility of its main suppliers. This approach initiated in France above all is slated for gradual deployment to all group entities.

Its sponsorship policy is mainly based on solidarity and education for vulnerable communities. It also promotes a better understanding of environmental and humanitarian issues, particularly concerning the right and access to drinking water in especially sensitive areas.

Finally, dialogue and transparency with stakeholders are an integral part of the group's social responsibility approach, and this report comprises one of its main communication initiatives.

In 2015 Sopra Steria will continue its approach to achieving progress in these various areas of action, and, according to the results obtained, will progressively roll out projects launched in test areas to its international entities.

1.4. Key events

- Tenth anniversary of the group's commitment to the universal principles of the United Nations Global Compact.
- Sopra is ranked among the top five service-sector companies in France by the Gaïa Index, with an overall rating of 91 out of 100. The Gaïa Index specialises in the quantitative non-financial analysis of listed and unlisted mid-market companies. It lists the 70 companies with the best CSR (Corporate Social Responsibility) ratings out of a sample group of 230 companies.



- For the second year in a row, Sopra was awarded the EcoVadis Gold Level – the highest ranking. EcoVadis is the premier collaborative platform available to companies for rating both their own environmental, social and ethical performance and that of their suppliers.



- Steria, meanwhile, achieved a second consecutive 100A score in the Carbon Disclosure Project (CDP)'s Climate Change and Sustainability rating for its environmental responsibility approach. Every year, CDP recognises companies round the world that take the lead in tackling climate change. Steria was rated France's top IT company, scoring 100, the maximum, for disclosure and an "A" for its efforts to mitigate climate change in its operations.



- Sopra Steria is one of the 66 global companies that are part of CDP Supply Chain, which provides its members with a common framework for tracking information on the environmental performance of their suppliers. Further details are provided in Section 4.5.2 ("CSR assessment of suppliers") of this report.

Under this programme, Steria was also rated as a supplier and scored 100A in the CDP Supplier Climate Performance Leadership Index.

- Sopra Steria achieved CarbonNeutral® Certification for offsetting its greenhouse gas emissions related to business travel and its data centres in 2014.



- Rollout of a large-scale international eco-responsibility campaign among group employees.
- Strengthening of Sopra Steria's environmental and humanitarian commitment to water issues through a new sponsorship programme with 1001fontaines, an NGO working to give the underprivileged access to drinking water.
- Sopra Steria is one of Europe's top hiring companies, with 6,890 new hires during the year.
- Signing of another Accord Handicap 2015-2017 for the recruitment of employees with disabilities at Sopra Steria in France.
- Launch by the group of the first accessible Java EE MOOC (Massive Open Online Course). Open to all at no cost online, the course teaches students to use Java EE, a skill highly valued at digital companies.
- Steria won the silver trophy for CSR in the Human Capital Victories awards held by Décideurs magazine.
- In India, Steria's educational programme won Asia's Best CSR Practice Award and the ABP News Global CSR Excellence and Leadership Award.
- Publication of Sopra Steria's first Corporate Responsibility Report, based on the information from the two merger partners for 2014.

1.5. Coordination of corporate responsibility

The Sopra Steria group's corporate responsibility programme and initiatives are placed under the responsibility of Executive Management, who oversee the group's strategy in this area.

Sopra Steria has structured its corporate responsibility programme around several departments:

1.5.1. THE GROUP'S SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY DEPARTMENT

The Sustainable Development and Corporate Responsibility (SD-CR) Department ensures that the group's corporate responsibility policy is applied, coordinates the continuous improvement approach with the relevant departments and supports them as they implement their action programmes.

The role of this department is to lead and coordinate all of the group's actions in the three areas concerned: the workforce, the environment and society. It spearheads programmes across all areas of the group, in particular regulatory reporting, including its annual Corporate Responsibility Report, its assessment by external organisations, its main corporate patronage and solidarity partnerships, and actions to raise employee awareness.

Sopra Steria Group manages corporate responsibility through three interdependent units dedicated respectively to workforce-related, environmental and societal responsibility and coordinated by SD-CR.

1.5.2. WORKFORCE-RELATED RESPONSIBILITY UNIT

The workforce-related component of corporate responsibility is an important topic in the consulting and information technology services businesses. It is managed by the group's Human Resources Department. To handle cases involving issues such as disabled workers, gender equality, older employees, diversity and work-linked training opportunities, a manager in charge of workforce-related responsibility works with the group's different entities to ensure that these entities' workforce-related responsibility initiatives reflect the wider group approach.

1.5.3. ENVIRONMENTAL RESPONSIBILITY UNIT

Management of environmental issues has been entrusted to the group's environmental responsibility unit in coordination with SD-CR. Overseen by a group-level manager, this unit works with a network of environment contact persons and the relevant support departments, particularly the group's Property Management (site energy efficiency, waste management), Purchasing (responsible purchasing) and IT Resources and Security (management of IT purchases and of waste electrical and electronic equipment) Departments. Together with the Industrial Department, the environmental responsibility unit is in charge of deploying the Environmental Management System (EMS), ISO 14001 and ISO 14064-3 certification for certain sites, the assessment of greenhouse gas emissions and management of outside ratings by CDP.

1.5.4. SOCIETAL RESPONSIBILITY UNIT

There are two components to this unit's activity:

- the solidarity component, which involves taking action in favour of the underprivileged, particularly by helping them access education and employment. Solidarity work is managed by the SD-CR Department through sponsorship programmes, by foundations based in France and India that are connected to the group or directly by group entities that enlist the support of their employees and, in some cases, specific clients;
- the marketplace component, which pertains to the group's economic responsibility in such areas as the territorial impact of its activity, business ethics, responsible purchasing and client satisfaction. This component also includes stakeholder dialogue.

Marketplace issues are addressed by the relevant functional departments (human resources, legal, audit & internal control, purchasing, IT resources and security, quality, subcontracting, corporate communications and financial communications), with the support of the SD-CR Department.

1.5.5. SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY COMMITTEE

The Sustainable Development and Corporate Responsibility Committee was created to define areas for improvement with the relevant managers and to track the development of the action plans associated with these areas. This committee brings together the managers of the key central departments involved in the group's approach (sustainable development and corporate responsibility, human resources, real estate, purchasing, IT resources and security, legal, subcontracting, corporate communications, financial communications, etc.) to work in coordination to implement their respective programmes. The committee meets every two to three months and interim meetings are scheduled depending on the requirements of the action programmes.

1.5.6. CR ADVISORY BOARD

The purpose of this advisory body is to provide outside feedback on the various components of the group's corporate responsibility work.

The Advisory Board is composed of three independent experts from government and civil society, as well as those responsible in the group for each component of the corporate responsibility policy. It met three times in 2014.

The Advisory Board's main responsibilities are:

- providing guidance on the group's corporate responsibility strategy and priorities;
- providing Executive Management with useful benchmarking information related to corporate responsibility;
- providing information on changes in legislation and corporate responsibility reporting standards.

In 2014, the Advisory Board was comprised of the following three independent experts:

- Frédéric Tiberghien, member of the French Council of State;
- Mark Maslin, Professor of Climatology at University College London (UCL);
- Marie-Ange Verdickt, former Director of Research and Socially Responsible Investment at Financière de l'Échiquier, member of Ashoka, an international organisation that supports social entrepreneurship.

1.6. Reporting

1.6.1. ORGANISATIONAL CHART OF THE GROUP'S ACTIVE COMPANIES

This subject is discussed in Chapter 1, Section 5 of the Registration Document.

1.6.2. APPROACH AND METHODOLOGY

Since the businesses of Sopra Group and Groupe Steria merged at the end of 2014, Sopra Steria Group has opted to produce a single Corporate Responsibility Report for 2014 to provide a clearer picture of the merged entities' reporting. This report comprises Chapter 3 of the 2014 Sopra Steria Registration Document.

The method used to collect the information required to draw up this report is based on a reporting procedure. This procedure is reviewed each year so that changes in the group's scope and reporting approach may be added to it. In addition to the corporate responsibility approaches which may be specific to each original entity, the regulatory requirements established by the French Grenelle Environment 2 Act set out a framework with specific topics which make it easier to understand the group's integrated reporting. The aim of the 2014 report is to produce the most relevant information on the activities of the new group's two original entities. In 2015, a new roadmap will be drawn up to take account of the new group context and harmonise programmes from Sopra Steria's original entities as part of a progressive approach aligned with the group's objectives.

Based on current regulations and taking into account the distinctive nature of its activities, Sopra Steria has identified 44 themes from the Grenelle Environment Forum applicable to organising its reporting. Monitoring these themes provides a suitable measure of the group's progress in the three aspects of corporate responsibility: workforce-related, environmental and societal concerns.

This Corporate Responsibility Report includes a significant amount of information pertaining to Article 225 of the Grenelle Environment 2 Act, in keeping with the general principles of the guidelines of the GRI (Global Reporting Initiative) and complying as closely as possible with the components of ISO 26000. In this regard, a cross-referencing table is provided as an appendix to the report. The 2014 report contains 54 indicators for Sopra

Steria Group, including 3 Key Performance Indicators (KPIs), 31 quantitative indicators and 20 qualitative indicators.

Furthermore, in accordance with Paragraph 7 of Article L. 225-102.1 of the French Commercial Code, Sopra Steria appointed Mazars as an independent third party to verify the presence, truth and fairness of the information published as provided for by Article R. 225-105-1 of the French Commercial Code.

Scope of reporting

To ensure compliance with regulations, the group has developed a reporting process that makes it possible to collect the relevant data and exploit the results in this document.

In the group's workforce-related component, there are 35 indicators – 23 of them quantitative and 12 of them qualitative.

For the environment component, eight indicators have been established: three KPIs (Key Performance Indicators), four quantitative indicators and one qualitative indicator.

The societal component includes 11 indicators – four of them quantitative and seven of them qualitative.

As a consequence of the merger process, a number of indicators that were specific to Sopra or Steria and previously reported on by them have been omitted for 2014.

Sopra Steria's corporate responsibility policy applies to all entities of the group. The workforce figures given in the workforce-related section of this report include 11 employees of Delta Development Systems Algeria, Sopra Banking Côte d'Ivoire and Sopra Banking Gabon, three non-consolidated subsidiaries of the group.

For Sopra entities in 2014, the indicators focus wherever possible on France, India, the United Kingdom and Spain.

Depending on the indicator, the geographic scope is either:

- all Sopra Steria activities worldwide (= Sopra Steria Group);
- all Sopra activities worldwide (= Sopra Group);
- all Steria activities worldwide (= Steria Group);
- Sopra activities by country (e.g. Sopra France, Sopra United Kingdom, Sopra Spain, Sopra India). For each country, all Sopra subsidiaries are included (Sopra Banking Software and Sopra HR Software in particular);
- Steria activities by country (e.g. Steria France, Steria United Kingdom, Steria India, Steria Germany and Austria). For the environmental and societal indicators, the report does not include Steria's joint ventures (SSCL and NHS SBS). The environmental and societal indicators do not include the data on Beamap, an entity acquired by Steria in 2014.

The corporate responsibility reporting process covers the calendar year from 1 January to 31 December 2014. Any exceptions to calendar year reporting are indicated for the data involved.

Reporting process and tools

The three successive stages in the reporting process are as follows:

- identifying the data and preparing to collect them;
- collecting and consolidating the data, controlling for consistency in order to produce the indicators;

- using the indicators for publication in Sopra Steria's Corporate Responsibility Report.

The reporting tools include the following:

- the reporting protocol contains the information needed for contributors to collect indicators. It is primarily intended for internal communication within Sopra Steria;
- indicator definition sheets specifically describe the characteristics of the indicators communicated as part of the Corporate Responsibility Report;
- indicator collection sheets allow contributors to supply the qualitative information and quantitative data;
- the shared space managed by SD-CR archives all the data collected;
- the group makes use of a variety of tools to meet regulatory reporting requirements in this report, such as Greenstone software and BEE files for environmental indicators, and Indicia software for workforce-related indicators.

The combination of the reporting protocol, indicator sheets, quantitative and qualitative data collection sheets and the group's shared space provides the information necessary to give a clear understanding of the tasks and constitutes the guide for the contributor.

Other information on the reporting protocol is available on request from Sopra Steria's Sustainable Development and Corporate Responsibility Department.

Data collection

The SD-CR Department is in charge of coordinating the corporate responsibility reporting process. Coordinators by component (environment, workforce-related, societal) are responsible for data collection. They collect the data from a network of contributors using indicator-specific collection sheets. Available in French and English, these sheets state the definitions, scope, unit, calculation methods, data sources used, contact persons and verifications performed.

A collaborative reporting platform put in place via the group's intranet can be used to disseminate, share and incorporate any changes made to the data. The reporting documents, including the verification process, are available on the platform.

For workforce-related reporting, the group adopted Indicia software in 2014 for employee data collection and consolidation.

A group reporting protocol has been drawn up on the basis of the initial Sopra and Steria protocols. It offers a detailed presentation of all the reporting processes put in place in 2014. Excerpts or the complete protocol can be obtained on request from the Sustainable Development and Corporate Responsibility Department.

Specific calculations for certain indicators

In order to provide a clear understanding of the information communicated, Sopra Steria has endeavoured to specify, whenever necessary in the report, the definitions, calculation methods or estimation methods for certain reported indicators.

Exclusions

Sopra Steria publishes qualitative and quantitative data in its report on all of the workforce-related, environmental and societal subjects required by the governmental decree implementing Article 225 of the Grenelle Environment 2 Act. However, several indicators, when they are deemed not material to Sopra Steria's business, are not addressed in this report. This non-material information relates in particular to subjects touching on consumer safety and those related to land use. These exclusions are specified in the cross-referencing table appended to the report.

Methodological issues and limitations

Due to the merger process, no data prior to 2014 are covered in this report except where noted. The 2014 report will provide the benchmark for assessing progress achieved by the new combined Sopra Steria reporting scope.

The methodological issues and limitations for each indicator are presented in the report.

Controls and verification

Once the data has been collected and checked through consistency tests that establish a reliable audit trail, the Sopra Steria Sustainable Development and Corporate Responsibility Department consolidates them, performing final verification and ensuring overall consistency. Based on the data, the unit managers draft a first version of the report, which is subsequently finalised by the person in charge of the report and sent for verification to an independent third party.

2 Workforce-related responsibility

The Sopra Steria group offers over 37,000 employees a dynamic work environment and stimulating career prospects. These opportunities are made possible within a group whose businesses involve a wide variety of professions, with operations in France and abroad, and a strong company culture. In addition to its major recruitment effort and regional impact, the group has also favoured its employees' professional development through an ambitious training action plan.

The group's workforce-related responsibility policy is in line with its continuous improvement process, which aims to reconcile economic efficiency with social fairness.

Sopra Steria is committed to fostering equal opportunities with regard to current employee-related issues and has a permanent structure to put into practice signed agreements and action plans (for young people, older employees, gender equality, disabled

workers and diversity). The aim is to move beyond a purely legalistic vision of these topics and to harmoniously integrate them into the corporate environment.

To support its development over the long term, Sopra Steria's strategic orientations are examined and refined in the context of an Enterprise Project.

This Enterprise Project, which is updated on a regular basis, provides the group's strategic vision and is based on a system of shared values. These values are communicated on a day-to-day basis across all levels of the group's organisation, guiding its managers and contributing to its operational performance.

2.1. Group culture

2.1.1. SHARING OF FUNDAMENTAL PRECEPTS

Day-to-day support from managers and a comprehensive training programme organised by Sopra Steria Academy – the group's internal training structure – help employees grasp and adopt the group's culture and fundamental precepts.

2.1.2. INTEGRATION OF NEW EMPLOYEES

The successful integration of new employees is essential to a group in which the workforce is constantly growing.

Training programmes comprised of training milestones, conversations with management and discussions among peers help to integrate each new employee.

A three-day "Esprit de groupe" (Team Spirit) training and integration seminar is held for all new employees. The purpose of the seminar

is to share the group's history, plans, values and offerings as well as its fundamental precepts, especially its focus on service and delivering quality.

Sopra Steria is mindful of integrating its new employees and does so by bringing them together in special "Réussir ensemble" (Succeeding Together) sessions after they have worked for the company for eighteen to twenty-four months. For companies that are acquired, a dedicated integration plan supplements the training programme.

2.2. Employment policy

For many years, the group's growth has been backed in particular by a policy of proactive talent recruitment and skills development for its employees. External growth operations are also a strong driver of the group's development and increase the volume of its business activity. In 2014, Sopra Group and Groupe Steria merged, building on the strong complementary fit between their businesses and international presence, to form a new group with over 37,000 employees. The 2014 scope of consolidation for the data presented here is that of this new group, Sopra Steria Group. Since the data from previous years is based on Sopra Group's scope alone, comparisons drawn with previous years are not meaningful and the 2014 figures should be used as the new basis for comparison in future years.

2.2.1. WORKFORCE AND TRENDS

At 31 December 2014, the newly formed Sopra Steria Group had a total of 37,358 employees. 54% of them are now based outside of France (compared to 37% in Sopra Group's scope in 2013), mainly in the United Kingdom, Germany, Spain, India and Scandinavia.

I SOPRA STERIA WORKFORCE AND PROPORTION OF MANAGEMENT-LEVEL EMPLOYEES

	2014	2013*	2012*
France	17,048	10,219	9,386
International (excluding France)	20,310	6,065	4,917
o/w Spain	2,425	2,042	1,689
o/w India	5,103	1,181	999
TOTAL	37,358	16,284	14,303
o/w Management-level**	34,058	15,474	13,572

* Sopra Group scope.

** The notion of management-level staff (cadres) is specific to France. The number of management-level employees of the group's international operations is extrapolated on the basis of the figures for France.

Over 97.2% of Sopra Steria employees had permanent contracts ⁽¹⁾ at 31 December 2014. This high proportion of permanent contracts, which has not changed for several years, illustrates the group's commitment to offering stable jobs. Temporary contracts ⁽²⁾ are mainly work-linked training contracts in France (at 31 December 2014, 87% of fixed-term contracts were work-

linked training contracts). These are proposed to young future engineers who thereby benefit from a tutorship system within the company, financing of their studies and recruitment opportunities. The number of contracts of this type increased substantially in France in 2014.

(1) Permanent contract: full-time or part-time employment contract signed with the employee for an unlimited period of time.

(2) Fixed-term contract: full-time or part-time employment contract signed with the employee that expires at the end of a specific period of time or on completion of a specific task lasting an estimated period of time.

I DISTRIBUTION OF THE WORKFORCE BY TYPE OF CONTRACT

	Permanent contracts ⁽¹⁾	Fixed-term contracts ⁽²⁾	Interns
France	97.7%	2.1%	0.2%
International (excluding France)	96.8%	2.5%	0.7%
o/w Spain	96.0%	3.8%	0.2%
o/w India	97.9%	2.0%	0.1%
TOTAL	97.2%	2.3%	0.5%

(1) Permanent contract: full-time or part-time employment contract signed with the employee for an unlimited period of time.

(2) Fixed-term contract: full-time or part-time employment contract signed with the employee that expires at the end of a specific period of time or on completion of a specific task lasting an estimated period of time.

I FTE WORKFORCE IN FRANCE

Average FTE	16,511
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I LENGTH OF SERVICE, AGE AND GENDER

	Average length of service of employees on permanent contracts ⁽¹⁾	Average age of employees on permanent contracts ⁽²⁾
France	7.6	37.5
International (excluding France)	7.3	38.1
o/w Spain	5.6	37.2
o/w India	4.0	30.7
TOTAL	7.4	37.8

(1) Permanent contract: full-time or part-time employment contract signed with the employee for an unlimited period of time.

(2) Fixed-term contract: full-time or part-time employment contract signed with the employee that expires at the end of a specific period of time or on completion of a specific task lasting an estimated period of time.

At 31 December 2014, men made up 74.4% of the group's employees in France, while women accounted for 25.6%.

In the group as a whole, however, women represented over 30% of the workforce at end-2014, due to incorporation of Steria's staff in the United Kingdom and India, where women account for more than 40% of the total.

2.2.2. RECRUITMENT AND STAFF TURNOVER

Recruitment policy

Sopra Steria's recruitment policy places a deliberate priority on hiring young people who have completed at least five years of higher education at an engineering school, business school or university. The vast majority of newly recruited staff are offered permanent employment contracts. Before any external candidates are recruited, a systematic check is run to ensure that the positions in question cannot be filled by developing the skills and expertise of internal human resources through practical workshops and training courses.

In France, the average age for newly recruited staff is 27.9 years (group: 29.6 years).

To implement the recruitment policy defined by Executive Management, the following annual plans are established:

- **the recruitment plan** defines staffing requirements by subsidiary, level of experience and operating division. As part of the annual budget process, each division evaluates its recruitment needs, in accordance with its objectives as assigned by the group. In preparing the year's recruitment plan, medium-term staffing requirements are categorised by business line. Each entity's recruitment plan is coordinated with its training programme and its practical workshops;
- **the communications plan** includes all actions carried out to ensure CV sourcing capacities. This plan enables the best applicants to be selected and provides entities with targeted applications corresponding to their needs. It is also aimed at raising the group's profile and enhancing the attractiveness of its employer brand;

■ **the educational partnership plan** is aimed at promoting the recruitment of graduates from preferred institutions and the selection of promising interns (mostly those able to pre-qualify for permanent positions with the group) and students in work-linked training. For many years, the group has been nurturing partnerships with engineering schools, business schools and universities whose degree programmes correspond to its business lines' requirements. This plan serves as a guide for all operational units to engage local operational structures and HR personnel.

The educational partnership programme involves three types of actions:

- **gender equality actions** such as sponsoring and financing engineering studies for female students at schools like EISTI and *Centrale Paris* (Sébastienne Guyot scholarships); encouraging female students to opt for scientific and digital technology career paths by having female group employees describe their experience at conferences on topics like "Girls and maths" at ENSIMAG and "Feminisation of the workplace" at the University of Grenoble;
- **social outreach actions** such as financing three associations in connection with the EDHEC Cruising Race, with the aim of assisting schoolchildren from underprivileged backgrounds and stimulating their interest in sailing as a sport, organising a recruitment conference-forum with the association "*Nos Quartiers ont des Talents*", an occasion for recent graduates and university students from high-priority neighbourhoods to interact with people from the business world;

Sponsorship and events:

- Sponsoring the "*Challenge Centrale Lyon*", a student sport tournament, particularly a workshop to raise awareness of wheelchair basketball;
- Participation in the "*Challenge du Monde des Grandes Écoles*", with the Handicap Mission present at the booth;
- Sponsoring a team from the ISTIA school for the 4L Trophy, a humanitarian car rally;
- Organising the "*Prix étudiant de la Fondation Steria Institut de France*", a contest that awards students for innovative projects that make information technology available to people with difficulties.

■ **the internship and work-linked training plan** sets quotas for the number of interns and students in work-linked training to be recruited and organises the listing of offers and their dissemination to educational institutions. This plan is directly tied to each operating entity's budget preparation process. It targets those schools, universities and training programmes where Sopra Steria is interested in recruiting interns and students in work-linked training.

In 2014, to serve the ambition of growing and upscaling its businesses, Sopra Steria strengthened its social and workforce-related action along three main lines:

- increasing its attractiveness with respect to its employer branding;
- developing partnerships with a wider range of target schools;
- contributing to regional development.

Sopra Steria increased its presence on professional social networks while taking a more international approach (targeting specific audiences in Spain, India, Norway and the United Kingdom on LinkedIn career pages) and continued to be involved with schools.

The group was also once again awarded the "Happy Trainees" label in France. This distinction is based on the results of a survey of over 14,000 students, and recognises the most outstanding companies in terms of the conditions for welcoming trainees and conducting internships.

In 2015 Sopra Steria will continue its determined approach in favour of integrating young people into the world of work, in particular for its target schools. Its aim is to gradually extend its best practices regarding recruitment, job-seeking help for young people and promoting diversity to all countries and Human Resources teams.

Hires and departures

Recruitment continued at a brisk pace in the Sopra Steria Group as a whole, with the ratio of new hires to the total workforce roughly in line with what it was in 2012 and 2013.

In France, the vast majority of separations were voluntary; 134 employees were dismissed in 2014.

I HIRES

France	2,493
International (excluding France)	4,397
o/w Spain	663
o/w India	1,618
TOTAL	6,890

I CHANGE IN THE TURNOVER OF PERMANENT CONTRACTS

France	10.0%
International (excluding France)	19.9%
o/w Spain	7.8%
o/w India	36.9%
TOTAL	15.3%

Turnover in India reflects the fact that the group's businesses there are strongly oriented towards business process outsourcing.

2.3. Training policy

2.3.1. SOPRA STERIA ACADEMY, THE GROUP'S INTERNAL TRAINING ORGANISATION

Sopra Steria Academy helps guarantee the level of excellence and adaptability of the group's employees.

One of Sopra Steria's objectives in the area of human resources management is to anticipate skill and knowledge development paths and assist every employee in taking advantage of them.

All employees must share and understand the group's value system and fundamentals in order to promote a common culture and group cohesion.

The group relies on Sopra Steria Academy to rise to these key challenges, with the following objectives:

- serve Sopra Steria's strategic vision by developing job skills;
- disseminate fundamentals and encourage employees to capitalise on best practices through the Knowledge Management system;
- facilitate the integration of new hires and acquired companies;
- meet employee expectations in terms of personal development;
- enhance the talents of Sopra's employees;
- implement regulatory provisions for professional training;
- foster the group's internationalisation.

2.3.2. TRAINING OFFERINGS AND THE KNOWLEDGE MANAGEMENT SYSTEM

Sopra Steria Academy offers training in ten fields: Group Fundamentals, Management, Strategy & Offerings, Commerce, Behaviour, Quality & Methods, Business Lines & Sectors, Technologies, Solutions, Languages & Office Skills.

Training programmes are organised by business line and by level, and are updated and enhanced each year with new modules.

Training is provided by a network of over 500 internal instructors and external consultants.

The Knowledge Management system supports and supplements this training organisation. This system, which can be accessed via the Sopra Steria portal, facilitates sharing of the group's fundamentals and capitalising on best practices through its communities organised by business line, offering and expertise.

Sopra Steria Academy supporting transformation

Due to its educational expertise, its knowledge of key business and strategic issues and its ability to organise seminars and training programmes, the Academy represents a vital instrument for supporting the change process at the workplace and the broader transformation of the group.

Developing managerial skills

The ability of the group's managers to globally manage the business, motivate and develop their teams and promote a strong entrepreneurial spirit at every level is critical to Sopra Steria's success.

Regardless of their business area, manager training aims to develop all of the necessary managerial skills with respect to sales, production, human resources management and finance.

One of the highlights of 2014 for Sopra Steria Academy was a programme for all of the group's managers aimed at sharing management fundamentals.

I NUMBER OF TRAINING HOURS AND DAYS

Number of training hours provided during the financial year*

France	369,854
Spain	60,018
India	150,735

Number of training days provided during the financial year*

France	52,836
Spain	7,502
India	18,842

Average number of training days per person*

France	3.2
Spain	3.5
India	3.3

* In France, one day of training = 7 hours. In Spain and India, one day of training = 8 hours.

Scope covered, by country: France (Sopra, Sopra HR Software, Sopra Banking Software and Steria), Spain (Sopra, Sopra HR Software and Sopra Banking Software), India (Sopra and Steria).

2.3.3. TALENT DEVELOPMENT

Anticipating and adapting employees' skills is key to ensure the success of the Sopra Steria Enterprise Project while maintaining employee motivation at a high level.

Backed by its dynamic Enterprise Project and the diversity of its business segments, Sopra Steria offers a motivating work environment conducive to the development of a variety of career paths.

All new staff members joining the group do so with the intention of developing their skills and advancing in their chosen career.

Core Competency Reference Guide

The Sopra Steria Core Competency Reference Guide describes all of the group's business lines (Consulting, Project Management, Technology Services, Software Development, Application Outsourcing, Management, Sales, support functions). The Guide helps employees understand the demands of their positions and the possible career paths within the group's different business areas.

The Core Competency Reference Guide is an essential tool that helps managers guide the professional development of their employees based on their aptitudes, their motivations and the group's priorities. It also provides key material for attracting new talent and making it easier to integrate employees, especially those from acquired companies.

The Core Competency Reference Guide is updated on a regular basis so that it remains consistent with changes in the group and on the market.

The Core Competency Reference Guide is also a major tool used for employee skills assessment and development.

Continuous assessment system

Employee assessment is the keystone of the human resources development programme.

Sopra Steria uses a career development and assessment system that enables the group to better understand its staff and regularly monitor their development. This system is based on assignment reviews and annual appraisals.

Employees actively participate in these assessments, which are shared in the Human Resources Committee meetings led jointly by management, the Human Resources Department and the Industrial Department.

In response to the group's growth and internationalisation, the role of line managers is essential for monitoring the careers of employees and reinforcing the advancement of their skills.

For 2015, Sopra Steria will pursue its training effort and active leadership of line managers across the whole group.

2.4. Remuneration and trends

In order to support its growth, the group seeks to attract, motivate and retain its employees by providing them with consistent remuneration and equal treatment.

Backed by the employee assessment system, the remuneration policy is individualised and is based on objective criteria. It aims to recognise talent by rewarding both individual and collective performance.

The process for adjusting remuneration is based on the assessment system described above and on the HR cycles that are organised each year.

In France, new infrastructure management business lines have been added to the group, which require technicians with a remuneration level in line with their job type. This has had an impact on the average base salary.

I REMUNERATION IN FRANCE

Ratio of highest to lowest gross annual base salaries	15
Number of employees whose gross annual salary is less than or equal to €20,000*	3
Number of employees whose gross annual salary is less than or equal to €26,000, i.e. €2,000 x 13 months	491
Average gross annual base salary (in euros)	€43,451

* The lowest gross annual salary in 2014 amounted to €19,825 and only concerned one person.

2.5. Work organisation

All Sopra Steria entities comply with applicable local laws as well as business sector practices in the countries in question.

In France, the organisation of employees' work schedules must allow for an appropriate work-life balance. Employees may choose to work part-time; this request is never imposed upon them. Sopra Steria approves employee requests for part-time work when they are compatible with the requirements of the departments or projects concerned. Such requests are generally authorised for renewable terms of between six and twelve months.

At 31 December 2014, part-time employees accounted for 6% of the group's workforce in France.

ABSENCES IN FRANCE

The absence rate was 3% in 2014. This rate is calculated on the basis of an average full-time equivalent. It takes into account absences for illness, workplace accidents and travel accidents. It is the ratio between the number of actual calendar days of absence and the number of theoretical workdays required.

2.6. Employee relations

2014 was a year of sustained dialogue between employees and management, reflecting the merger process under way between Sopra and Steria. In addition to ordinary meetings and meetings

of decision-making bodies at both entities, a large number of meetings were held on the planned tie-up.

Moreover, the group makes sure that at every subsidiary employee-management dialogue is conducted using the standard procedures in the host country, procedures that may vary according to national legislation.

2.6.1. ORGANISATION BY ENTITY

The information presented in this section relates exclusively to operations in France in 2014. It covers the organisation and assessment of business activity, entity by entity.

Sopra

The organisation of employee representative bodies is based on a Central Works Council in the context of the existing UES ⁽¹⁾ with its former subsidiary Axway Software (in which Sopra has a 25.47% equity interest) and its wholly-owned subsidiary Sopra Banking Software. Sopra also has a Works Council, employee representatives at 20 sites, and 16 Health, Safety and Working Conditions Committees (HSWCCs).

In 2014, the Central Works Council met seven times and the Works Council was convened for 12 ordinary meetings and 16 extraordinary meetings. The HSWCCs met four times over the year on an exceptional basis relating to the merger between Sopra and Steria. In addition, during the Sopra Steria merger process, a coordinating body for 16 HSWCCs was formed to provide expertise. This coordinating body met five times between 11 June 2014 and 15 September 2014, and issued an opinion upon completing the work carried out with its expert.

Steria

Steria's employee representative bodies were structured around a Central Works Council at the Steria UES level; eight Works Councils; 15 HSWCCs; 15 representative bodies; and employee representatives at 15 sites. Dialogue among these different local or national representative bodies took place at the European level via the European Works Council.

In 2014, the UES Steria's central Works Council was convened for 13 ordinary meetings and 23 extraordinary meetings.

The eight Works Councils, which were convened for 12 ordinary meetings, also held an average of four extraordinary meetings each, many of them related to the merger between Sopra and Steria.

The HSWCCs met four times in the year to discuss ordinary business and on several occasions for extraordinary discussions, many of them related to the proposed merger. Also in relation to the merger, a HSWCC coordinating body was established and issued an opinion following the studies performed by its designated expert.

Sopra Banking Software

Employee representative bodies comprise a Works Council; six employee representatives located at six sites; six HSWCCs; and four representative bodies.

In 2014, the Works Council was convened for 12 ordinary meetings and four extraordinary meetings.

Sopra HR Software

Sopra HR Software has the following representative bodies: a Works Council; seven employee representatives; and one HSWCC. This representative body was renewed in December 2014, when the terms of its former members expired.

In 2014, the Works Council was convened for 11 ordinary meetings and eight extraordinary meetings.

2.6.2. OVERVIEW OF COLLECTIVE BARGAINING IN 2014

Mandatory annual negotiations were held with the employee representative bodies. In 2014, collective bargaining resulted in the signing of:

- Agreement 2015-2017 favouring the employment and professional integration of disabled workers throughout Sopra Steria Group;
- two amendments (Amendment No. 1) to the Employee Savings Plan agreement, one covering Sopra Group and the other covering Sopra Banking Software;
- two amendments (Amendment No. 2) to the Employee Savings Plan agreement, one covering Sopra Group and the other covering Sopra Banking Software;
- two amendments (Amendment No. 3) to the Employee Savings Plan agreement, one covering Sopra Group and the other covering Sopra Banking Software;
- Amendment to the incentive agreement covering Sopra Group and Sopra Banking Software;
- Substitution Agreement following the integration of HCM employees at 1 July 2014 covering the Sopra HR Software scope; the agreement regarding the profit-sharing bonus covering the Sopra HR Software scope;
- Amendment No. 6 to the agreement regarding the medical fee reimbursement collective guarantee system covering the Sopra HR Software scope;
- Amendment No. 4 to the agreement regarding the "Incapacity - Disability - Death" collective guarantee system covering the Sopra HR Software scope;
- the memorandum of understanding for the integration of the Human Resources Department covering the Sopra HR Software scope.

Under a company-wide agreement, trade unions have the option of sending monthly and/or quarterly notices to all staff (via the intranet, signs, post or meetings).

(1) UES or Unité Économique et Sociale (economic and social unit).

Similarly, under a provision of the internal rules of Sopra Steria Group's Works Council, the elected members of this committee may issue monthly information.

	5 (Sopra)
Number of agreements signed during the year with union organisations and/or the Works Council	4 (Sopra Banking Software) 0 (Steria) 5 (Sopra HR Software)
	16 (Sopra)
Number of collective bargaining agreements active	13 (Sopra Banking Software) 24 (Steria) 13 (Sopra HR Software)

Dialogue between employees and management is an essential means of effectively integrating new employees from Steria. Appointing members for new terms to the group's employee representative bodies will be a key milestone in 2015, with the main challenge being to ensure that all employees are represented following the merger process.

2.7. Health and safety

Health and safety at work are handled at a local level, since each group entity is subject to the laws of the country where it is located. All entities have implemented preventive measures such as fire emergency procedures and employee training on these procedures. In 2014, Sopra Steria continued its rescue and first-aid training programme for all of its operating sites in France. Refresher courses and initial training programmes were offered as part of this initiative. Most sites are equipped with defibrillators. The group pursued its policy with regard to providing quality layout of its work areas.

To ensure the well-being of employees, "movement and posture" awareness sessions have been launched at several sites in collaboration with occupational health specialists. A psychological counselling and support unit has also been made available to employees. This unit is made up of psychologists and is completely independent from the company. This service is completely anonymous, confidential and free. Employees can access it by calling a Freephone number, by e-mail or by chat 24 hours a day, seven days a week.

No agreements were signed with labour organisations or employee representatives with regard to workplace health and safety in 2014.

In 2015, the group intends to pursue and reinforce the actions it has implemented in the field of health and safety.

2.7.1. FREQUENCY AND SEVERITY RATES OF WORKPLACE ACCIDENTS IN FRANCE

Sopra Steria operates in the services sector and its activities do not present any significant risks related to workplace accidents. As a

result, frequency and severity rates remain especially low and are related to the hazards of everyday life.

I WORKPLACE ACCIDENTS

Frequency rate of workplace accidents	2.07%
Severity rate of workplace accidents*	0.039%

*Method for calculating frequency rate: (Number of work-related accidents with leave * 1,000,000)/Total number of hours worked by total workforce over the year.*

*Method for calculating severity rate: (Number of calendar days on leave from work (following a work-related accident) * 1,000)/Total number of hours worked by total workforce over the year.*

* Extensions of leave for work-related accidents that took place during Year Y-1 are not recognised.

2.7.2. OCCUPATIONAL ILLNESSES IN FRANCE

The group's business activities have little exposure to occupational illnesses: no occupational illnesses have been recognised since 2011.

2.8. Non-discrimination principles

Sopra Steria Group's policy with regard to fighting discrimination is consistent with its proactive approach to promoting equal opportunity.

To support these commitments, the group has a dedicated structure aimed at spearheading and guiding the agreements and action plans relating to corporate social responsibility. These initiatives include hiring disabled employees, ensuring the professional equality of women and men, integrating young workers and providing support to older employees. Various guidelines, objectives and policies have been defined for these areas and are specified in agreements or action plans.

2.8.1. DISABLED EMPLOYEES (FRANCE)

The main aim of the group's disability policy is to favour the hiring and lasting employment of disabled employees, in keeping with local regulations.

Because local regulations and the definition of disability vary from one country to another, it is currently difficult to collect consistent information in this area in each country, and even more so at the Sopra Steria group level.

In France, the group stepped up its internal and external initiatives in the five main areas of its disability policy: recruitment, training and awareness, lasting employment, relations with special-needs employers, and support for technical development.

Achieving the group's recruitment targets depends partly on the ability to innovate by offering a variety of encounter formats that combine recruitment work and unconventional approaches to building awareness. To further that aim, a national "Handitour"

was organised at 11 sites in 2014, representing continuity with the “Handitates” and “VipTour” events held at seven sites in 2013.

At the same time, a large-scale campaign to raise awareness of disability issues among employees and students was initiated in two formats: physical get-togethers to foster closer ties and digital content to reach the largest possible audience.

Employee awareness-raising events (HandiTour, HandiFood Truck) were held at 18 group sites. In the relaxed atmosphere of the events, a large number of employees got to experience what it feels like to be disabled by temporarily exchanging roles or life experiences. In April, May and November, 2,200 employees were met with in this way. Alongside this work in the field, original content and formats were highlighted on the group’s portal. This national approach (including videos, accounts by experts and quizzes) had a big impact on employees during the National Disabled Employment Week, leading to over 10,000 views.

Students are a key part of the group’s disability policy. The three-pronged goal here is to promote access to higher education for youth with disabilities, train students on the way to managerial positions in how to manage diversity and raise employee awareness. The group reaffirmed its commitment to this cause with Sopra Steria Handitutorat, an original programme under which disabled secondary school students receive academic support from engineering students with disability training who are led by managers of the company.

Through the HandiFood Truck programme, the group organised meetings on two engineering school campuses. In this fashion, over 500 students gained greater awareness of disability issues in a friendly setting. This was also an opportunity for young people with disabilities to meet others and network with their peers.

At the group’s instigation, mixed crews of disabled and non-disabled people took part in the EDHEC Cruising Race (CCE), with support provided for the formation of three crews. This experience demonstrated that disability is not inconsistent with performance. Moreover, this day focused entirely on disability helped forge stronger ties with future interns with disabilities and raise the awareness of more than 300 students through unusual, memorable experiences.

An additional feature of its commitment to education is that the group initiated the first MOOC (Massive Open Online Course). Open to all at no cost online, accessible and focused on Java EE, a skill highly valued at digital companies, the course has two goals. Students with disabilities are given training with certification and thus the opportunity to participate in their own career advancement, and “education for all” is promoted.

In addition, the group continued its work with special-needs employers. Under its company-wide agreement, Sopra Steria created 22 positions for disabled employees at such companies.

Lastly, progress on two flagship projects sustained the support for the development of concrete, innovative technical solutions to make life easier for the disabled. The TADEO project, a services platform for hearing-impaired people launched in 2007, has today reached the final engineering stage.

The AUREVI project for designing expanded vision spectacles has also received substantial funding since 2012. The product has now reached the prototype stage.

The group took part in the creation of “Handi-numérique”, the first digital portal for the disabled in France. The aim is to enable disabled people to discover work in the digital industry and take advantage of a whole range of digital career opportunities.

At 31 December 2014, disabled employees made up 2.08% of Sopra Steria’s workforce in France.

I PROPORTION OF DISABLED EMPLOYEES IN FRANCE

Disabled employees as percentage of workforce	2.08%
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Calculation method: Number of employees with disabilities recognised within the company (Disabled Worker Unit) increased by 50% according to the rules defined by AGEFIPH + number of qualifying units from subcontracting to firms employing disabled persons in specially adapted and protected work environments, divided by the relevant workforce. The workforce numbers used are calculated according to the rules defined by AGEFIPH, an organisation that promotes the employment of disabled persons.

The main aim in 2015 is to deploy the new disability agreement across the entire Sopra Steria group. In France, this will involve sustaining the actions under way, with special emphasis on promoting access to and continuation in employment for disabled people, particularly through programmes designed to facilitate access to higher education. In the group as a whole, the goal is to have the entire HR community share best practices.

2.8.2. GENDER EQUALITY

The group remains committed to professional equality between women and men. This commitment is focused on three areas: promoting gender diversity in scientific career paths, attracting more female employees from engineering schools and being mindful of non-discrimination in women’s careers.

To meet these commitments in France, a training programme and an overall review focused on stereotypes and leadership were launched across the Human Resources community in 2014. A number of obstacles to recruitment and promotion of women were identified and steps were taken to eliminate these obstacles.

Part of the staff in charge of recruitment has already been made more aware of the values and practices involved in gender equality, the aim being to attract more female applicants to the group.

At the same time, the group conducted an employee perception survey on the value of arrangements for returning to work after maternity or adoption leave. The results helped bring to light areas requiring further progress, which will be tackled in an action plan in 2015. Guides to parenting and interviews (before and after maternity or adoption leave) will be available to all staff members on the employee intranet.

The group regularly takes part in initiatives at engineering schools to showcase the outstanding career paths of female engineers as a means to attract more women to digital industry jobs. Sopra Steria also joins in large-scale national campaigns like "Ingénieuse '14" organised by the Conference of French Engineering School Directors and "Trophée Excellencia" organised by Syntec Numérique's "Women in Digital" Commission. One female employee of the group won the "Ingénieuse '14" award, and two partnership agreements were signed with engineering schools to provide financial support and coaching to female students on demanding career paths.

Two pilot projects were also launched with two local associations, one in the Rhône-Alpes region and the other in Rennes, to encourage girls at secondary schools to study science and technology. The goal is to use to accounts by women employees at Sopra Steria to make engineering more appealing to female students. Furthermore, for International Women's Day an awareness campaign was organised by involving a female co-option campaign.

The recruitment firms working with the group are contractually required to supply female and male applicants in equal numbers.

In terms of training and career management, the proportion of women and men trained is consistent with the gender breakdown of the workforce. The same is true for promotions.

Male and female applicants with identical qualifications, degrees, skills and experience are offered identical starting salaries. In 2014, the differences in remuneration reported by employee category between women and men remained within a 3% range. These differences are carefully analysed during salary assessment and job review cycles.

In 2015, the group will maintain its internal awareness-raising initiatives and expand its operations promoting the engineering profession among female high school students to other regions in France. The Human Resources community's goal is to share and enrich best practices and experiences with regard to this issue throughout the entire group, in all the countries where it operates.

2.8.3. OLDER EMPLOYEES

In 2014, Sopra Steria promoted the transfer of knowledge and skills, which is a major component of its policy in favour of older employees for the success of intergenerational management. This programme is aimed at promoting the hiring of young workers while retaining older employees in jobs.

As part of that effort, the group maintained its drive to develop the skills and qualifications of older employees. The group also plans to pursue initiatives to anticipate requirements for career development and provide information to employees affected by end-of-career adjustments and the transition from working life to retirement.

In 2015, the group intends to continue with its programmes aimed at working seniors while pursuing a proactive policy of recruiting young graduates. Retirement information meetings will be held at the group's major sites.

I PROPORTION OF OLDER EMPLOYEES IN FRANCE

Number of employees aged 45 years and up	3,809
Percentage of employees aged 45 years and up in relation to the workforce at 31 December	22.3%
Number of employees aged 55 years and up	955
Percentage of employees aged 55 years and up in relation to the workforce at 31 December	5.6%

2.8.4. DIVERSITY AND ASSISTING YOUNG PEOPLE SEEKING EMPLOYMENT (FRANCE)

Ensuring access to education for all and integrating young graduates into the world of work is central to Sopra Steria Group's social policy. In 2014, campaigns were pursued among engineering and university students to promote social diversity (regarding disability, gender equality, etc.).

To help unemployed young graduates in areas other than IT find jobs, Sopra Steria has teamed up with France's Pôle Emploi job centres to offer advanced vocational retraining programmes. The group holds special sessions every year to train such young people in digital technology, a step toward employment under permanent contracts. In 2014, these arrangements made it possible to hire 188 young people under permanent contracts – one third more than in 2013.

In addition, to assist young graduates from problem areas, Sopra Steria participates in an employee sponsorship programme run by "Nos Quartiers ont des Talents", an association that helps young graduates from underprivileged neighbourhoods find jobs. Group volunteers sponsored ten young graduates seeking employment this year. Workshops and roundtable discussions were held at which over fifty students were taught a wide range of job-search techniques.

Sopra Steria Group has stepped up its involvement with this association, launching the first VIP Sponsors Club (made up of CEOs and executive committee members from large companies). The result is that young people looking for jobs now get more effective support, and there is more extensive discussion on the transferability of skills.

In addition, the group has helped disabled students choose the right sector and financed the adapting of equipment to the requirements of their disability in an educational environment.

To promote education for all, the group initiated the first accessible MOOC on Java EE technology. Because digital companies value this skill highly, there are ample job opportunities for trainees who successfully complete the programme.

In 2015, Sopra Steria intends to continue the initiatives carried out for students, not only through its partnership with "Nos Quartiers ont des Talents", but also by reaching out to other associations of young graduates from problem areas in order to heighten its community presence. Special emphasis will be placed on identifying programmes liable to further the goal of "education for all", along the lines of those offered to students with disabilities.

2.9. Promoting and complying with the fundamental conventions of the International Labour Organisation (ILO)

Sopra Steria adheres to the principles and fundamental entitlements of the Universal Declaration of Human Rights of the United Nations and the Charter of Fundamental Rights of the European Union.

Sopra Steria is committed to:

- complying with European Community and national labour laws and the collective bargaining agreements of each country where it operates;
- respecting the exercise of trade union rights in each of the countries in question.

Sopra Steria applies a social policy with the aim of safeguarding the health and safety of each of its employees and treating everyone in the workplace with dignity and respect.

Sopra Steria remains particularly attentive at all times to ensuring compliance with principles of equality, diversity and non-discrimination, as much in relation to its recruitment practices as in the development of its employees' careers.

2.9.1. UPHOLDING FREEDOM OF ASSOCIATION

As a participant in the United Nations Global Compact, Sopra Steria is committed to upholding freedom of association and recognising the right to collective bargaining. Sopra Steria reaffirmed this commitment in its Code of Ethics, first published in 2012.

Sopra Steria has implemented non-discrimination policies and procedures with regard to employee representatives.

In countries that do not have an institutional framework governing the recognition of employee representatives, Sopra Steria makes an effort to implement measures intended to improve professional relations between the company and its employees.

2.9.2. REPUDIATION OF FORCED CHILD LABOUR

Sopra Steria has formally committed to fight against child labour, the exploitation of children, forced labour and all other forms of compulsory labour, particularly through its adherence to the United Nations Global Compact. This commitment is reiterated in Sopra Steria's Code of Ethics.

3. Environmental Responsibility

As a supplier of IT services and consultancy, Sopra Steria has implemented an action programme to reduce its greenhouse gas emissions and thereby limit the environmental impact of its business activities. The group has also developed offerings to help its clients better manage their energy consumption and limit their greenhouse gas emissions. Sopra Steria aims to become a recognised environmentally responsible European IT services provider, able to manage the sustainability of its operations and its supply chain and respond to its clients' needs by providing services and solutions that help them become more sustainable.

Compared with heavy industry, Sopra Steria's IT service and consultancy activities have a limited impact on the environment. However, the group has locations at multiple sites in about twenty countries, which results in a significant amount of travel. Sopra Steria's business activities require large IT infrastructures that consume energy. Lastly, due to its size and the number of projects it manages, the group produces many documents which it has been shifting to paperless versions for many years.

The need to control Sopra Steria's environmental impact has therefore become a key factor in its management and production methods, and is covered by a group-wide approach involving the relevant functional departments and their staff. The group has decided to work on reducing the energy consumption of its premises, IT infrastructures and business travel. Sopra Steria has

also opted to compensate for its carbon footprint resulting from the energy consumption of its data centres and business travel.

In 2014, this environmental approach was recognised by the CDP, which gave Steria the top CDP Climate Change score for its environmental responsibility programme.

Lastly, in 2014, Sopra Steria pursued its commitment to the environment by taking topics related to water more fully into account, and stepped up its sponsorship projects in this field.

3.1. Taking environmental impacts into consideration

Sopra Steria follows an approach to the environment at its main sites that is based on an Environmental Management System of the kind required for ISO 14001 certification.

In addition to promoting energy efficiency of buildings and IT equipment, the group focuses on getting its employees involved in an eco-responsibility programme, with a guide to eco-friendly behaviours distributed to the entire group workforce. In 2014, a poster campaign was launched in almost all Sopra-scope countries to make employees more aware of those behaviours.

Water, business travel, paper, electricity and plastics were the five key areas covered.

A "Living Green" awareness campaign including events throughout the year was also deployed at all Steria-scope entities.

A new group-wide eco-responsibility campaign is planned for 2015.

Moreover, to limit the environmental impact of business travel and commuting, which is a major factor in the assessment of greenhouse gas emissions, Sopra Steria has set up a car sharing platform for its employees in France. In 2014, events to encourage car sharing were staged at several sites in the French provinces where commuting raises particular problems.

Sopra Steria performs activities whose environmental impact is lower than that of other economic activities. Although its environmental risks are not deemed significant compared to other risks, the group endeavours to limit their impact and is committed to mapping these risks in order to implement mitigation plans at its ISO 14001-certified sites (as detailed in Section 3.1.2 "Initiatives in favour of the environment").

3.1.1. ORGANISATION TO TAKE ENVIRONMENTAL ISSUES INTO CONSIDERATION

The Sopra Steria group has created a system out of the work accomplished by both original entities to address environmental issues. The system is organised along the following lines:

At functional department level

Several functional departments are involved with environmental policy. Together with the Sustainable Development and Corporate Responsibility Department and its environmental responsibility unit, they define the group's environmental policy, which is under the responsibility of Executive Management.

The Real Estate and Purchasing Department and the IT Systems (ITS) Department are more closely involved in the group's environmental policy.

Network of environment contact persons

Sopra Steria has established a network of environment contact persons to coordinate the environmental initiatives taken at the various group entities. The environment contact persons report on their implementation to the group's environmental responsibility unit. This includes analysing results obtained and difficulties encountered, and recommending improvement plans at briefings held every two months with the environmental responsibility team.

3.1.2. INITIATIVES IN FAVOUR OF THE ENVIRONMENT

Environmental Management System and ISO certification

In 2015, Sopra Steria aims to put in place an environmental programme that reflects the group's enlarged scope, the characteristics of its different business lines and the features distinguishing each country in which Sopra Steria operates. Joining together the main environmental management initiatives

undertaken by the two pre-merger entities, above all those focused on the ISO 14001 standard, the programme will involve the relevant functional departments, the environment contact persons and the entire group workforce.

This improvement programme is part of an Environmental Management System (EMS) designed to gradually identify the environmental footprint of Sopra Steria's operations, assess its impact and reduce it.

The main aims of the EMS concern:

- training of employees as part of the move to eco-friendly behaviours (in areas like travel and commuting, printing, energy efficiency, use of plastics and water);
- optimised energy efficiency at group sites;
- better waste management through enhanced selective sorting;
- involvement of suppliers in the group's environmental approach.

In most countries where the group operates, the Environmental Management System has been developed in accordance with UNE-EN ISO 14001. Steria has also carried out emissions checks independently in India and the United Kingdom in accordance with ISO 14064-3. The following table lists the certifications obtained by the group in 2014, country by country.

I ENVIRONMENTAL CERTIFICATIONS

Sopra Steria	ISO 14001	ISO 14064-3
Germany	X	-
Belgium	X	-
Denmark	X	-
Spain	X	-
France	X	-
India	X	X
Morocco	-	-
Norway	X	-
Poland	X	-
United Kingdom	X	X
Singapore	-	-
Sweden	X	-
Switzerland	X	-

3.1.3. TRAINING AND INFORMATION PROVIDED TO EMPLOYEES ON PROTECTING THE ENVIRONMENT

Environmental responsibility campaigns

In 2014, Sopra Steria Group organised awareness programmes for employees on managing the group's environmental impact. On-site campaigns were launched by site managers, with guides

to eco-friendly behaviours and posters reminding employees of the key aspects of environmental responsibility.

These training and informational campaigns were reproduced and disseminated via all of the group's communication tools, both within the group (through memos, group newsletters and the intranet) and outside it (using social networks).

Information provided to new employees

In France in particular, all new employees receive information on the group's environmental approach at orientation seminars. Materials such as the welcome guide are also provided to employees who join the group.

Other actions

Sopra Steria is also mindful of keeping its employees regularly informed of its corporate responsibility strategy, its commitment programmes and its progress. The group also encourages employees to get involved by making suggestions for improvement. In France, for example, employees can send their questions and suggestions to the Sustainable Development and Corporate Responsibility Department via a dedicated e-mail address; the information is then passed on to the relevant departments.

Sopra Steria also organises visits and presentations of smart energy management devices and IT solutions implemented in the workplace, such as the Green Office® Meudon positive-energy office building in France.

Lastly, all employees are made aware of environmental issues through partnership and humanitarian activities organised by the group, which are regularly communicated to staff via the intranet and newsletters.

3.1.4. AREAS FOR ACTION

The environmental action programme launched by the Environmental Management System covers four key issues for Sopra Steria:

- managing commuter journeys and business travel;
- IT resource management;
- managing business premises and optimising energy efficiency;
- waste management.

3.2. Managing commuter journeys and business travel

3.2.1. TRAVEL AND COMMUTING POLICY

Sopra Steria is present in France and more than twenty other countries around the world. The group has many sites located in these different countries, especially in France, the United Kingdom and India. This generates a large amount of travel, which has an impact on the environment.

With this in mind, the group has implemented an action plan to reduce the amount of travel on several fronts:

- limiting travel for internal and external meetings through the use of videoconferencing equipment at the majority of the group's sites;
- encouraging the use of the most eco-friendly means of transport whenever possible, particularly for short trips or daily commutes to client locations.

Sopra Steria has overhauled its transportation policy in Germany, due to the amount of air and rail travel by its staff. Management encourages employees to travel by train and has signed up for train passes under one rail operator's Green Energy programme. The operator offers long-distance travel within Germany, in some cases with a surcharge on specific lines, using renewable energies exclusively. As a result, 92% of all travel by group employees in Germany can now be considered carbon-neutral.

I NUMBER OF NEW VIDEOCONFERENCING SYSTEMS

Number of videoconferences	New	All
Sopra	14	88
Steria	0	55
TOTAL SOPRA STERIA	14	143

3.2.2. CARBON FOOTPRINT

To identify areas in need of improvement, the group monitors the carbon footprint of its employees' business travel every year. This ongoing assessment allows the group to identify new ways in which it can limit its use of more polluting forms of travel.

I GREENHOUSE GAS EMISSIONS FROM BUSINESS TRAVEL

SOPRA

(in tonnes of CO₂ equivalent)

	Air - Rail - Road
TOTAL SOPRA*	18,126

STERIA

(in tonnes of CO₂ equivalent)

	Air - Rail - Road
TOTAL STERIA	16,880
Not including train travel by Steria Germany, since this form of transport is considered carbon neutral	-1,444
TOTAL STERIA**	15,436
TOTAL SOPRA STERIA	33,562

* For Sopra entities, the air and rail travel data for India, Spain and France are real. As no data are available for other entities, the amounts indicated are estimates. Estimates make up 54% of the total for Sopra. Sopra HR Access is not included in the Sopra data shown above.

** For Steria entities, the amounts indicated for Singapore, Sweden and Morocco are estimates. Estimates make up 1% of the total for Steria.

The estimates for countries where no data was available are based on information from countries that show similar business travel and commuting patterns to those countries. For the sake of clarity, figures have been rounded to the nearest unit.

3.2.3. CARBON OFFSETS FROM BUSINESS TRAVEL

The Sopra Steria group has adopted the carbon-neutral policy initiated by Steria across the entire new combined group.



As a result, the group achieved CarbonNeutral® Certification for offsetting its greenhouse gas emissions related to business travel in 2014.

Sopra Steria engages in carbon offsetting to correct for its greenhouse gas emissions by investing in projects that preserve natural resources or developing renewable energy use.

Projects supported by the group include the construction of wind turbines in the north and the south of India and the installation of water turbines to generate electric power in the northwest of China.

3.3. IT resource management

IT resources are centrally managed by the IT Systems Department. This ensures that hardware is standardised and shared, which helps save energy. The ITS Department has started gradually bringing IT equipment from Steria's scope under its management.

Sopra Steria has a large number of servers, owing to its activity of developing software and managing IT projects on behalf

of its clients. These servers account for a large proportion of the company's environmental footprint (in terms of materials, energy consumption and air-conditioning requirements). In the interest of controlling economic and ecological costs, the group carefully manages its stock of servers by pooling hardware and implementing solutions for reducing the amount of energy consumed by workstations.

3.3.1. MANAGING ENERGY CONSUMPTION

For several years, the group has relied on an optimised energy management model and standardised its IT equipment in favour of more energy-efficient models. A number of initiatives have also been taken, such as programming monitors to switch off after fifteen minutes and activating hibernation mode. This helps limit energy consumption when employees are not using their computers for extended periods of time. Awareness-raising messages are also sent out via the intranet on a regular basis to encourage employees to shut down their computers or activate sleep mode when not using their computers for long periods of time.

The desktop computers, laptops and servers within the Sopra and Steria scopes comply with manufacturer standards (Energy Star 5.0 and 5.2) and favour low energy consumption. Laptops are also equipped with three-cell batteries, which recharge quickly, or with a fast-charging battery system (ExpressCharge™).

With regard to photocopiers and printers, the group has developed a process to streamline the number of devices and promote sensible use of consumable supplies. Networking also helps reduce the number of devices by using photocopiers that can function as both printers and scanners (scan to email) and are set to print double-sided and in black and white by default.

3.3.2. VIRTUALISATION OF IT INFRASTRUCTURE

Sopra Steria continued its programme to virtualise its IT infrastructure. Virtualisation allows IT centres to pool and optimise the use of their equipment resources.

This approach is aimed at:

- increasing processing capacity by reducing the number of physical machines and thereby reducing energy consumption;
- acquiring more compact machines that use less energy;
- saving significant amounts of space at IT centres by limiting the need to build extensions;
- extending the lifespan of IT equipment.

3.3.3. MANAGING THE GROUP'S IT EQUIPMENT

Sopra Steria manages its installed base of IT equipment according to very precise guidelines with a view to controlling costs and protecting the environment.

All IT equipment used by Sopra Steria is catalogued in a database managed using HP's AssetCenter product. Steria's equipment is being progressively integrated into this database. Technical, financial and usage information is continually updated over the equipment's life cycle, allowing the group to optimise equipment lifespans and ensure it is properly recycled once it reaches the end of its useful life.

Collecting accurate information helps Sopra Steria effectively manage its installed base of IT equipment and identify and replace equipment that becomes obsolete or whose use no longer corresponds to the group's business standards.

Even once an item of equipment has been removed and recycled, Sopra Steria maintains information relating to its final destination in its database. In order to ensure that electrical and electronic equipment reaching the end of its useful life is managed in an environmentally friendly manner, the group sells most of its equipment to a certified organisation. Lastly, a portion of PCs coming to the end of their useful lives is donated to educational institutions or charitable associations.

3.3.4. CARBON FOOTPRINT OF DATA CENTRES

I ENERGY CONSUMPTION OF DATA CENTRES (ON-SITE AND OFF-SITE)*

SOPRA

<i>(in kWh)</i>	Consumption
TOTAL SOPRA (ANNECY, PUTEAUX, LYON)	3,745,513

STERIA

<i>(in kWh)</i>	Consumption
United Kingdom	14,048,039
France	4,465,262
Norway	3,545,603
Germany	2,787,687
India	1,688,889
Switzerland	922,379
Belgium	916,621
Sweden	697,997
Denmark	415,500
Poland	360,918
Luxembourg	297,575
TOTAL STERIA	30,146,469
TOTAL SOPRA STERIA	33,891,982

* A data centre or similar set-up refers to a set of IT equipment which, according to the ISML definition, features controlled access, secure space for projects, climate control and an uninterruptible power supply.

I CARBON FOOTPRINT OF DATA CENTRES (ON-SITE AND OFF-SITE)

SOPRA 2014

(tonnes of CO ₂ equivalent)	Greenhouse gas emissions of data centres
TOTAL SOPRA (ANNECY, PUTEAUX, LYON)	228

STERIA 2014

(tonnes of CO ₂ equivalent)	Greenhouse gas emissions of data centres
United Kingdom	6,943
France	272
Norway	46
Germany	1,934
India	1,347
Switzerland	28
Belgium	180
Sweden	21
Denmark	131
Poland	311
Luxembourg	115
TOTAL STERIA	11,328
TOTAL SOPRA STERIA	11,556

The servers and data centres accounted for are those installed on the group's premises (on-site) and those installed outside of Sopra Steria's premises but used for group projects (off-site).

For the sake of clarity, figures have been rounded to the nearest unit.

The Power Usage Effectiveness (PUE) method has been used to calculate energy efficiency at Steria data centres and adjusted for Sopra data centres.

If renewable energy use at Steria entities in 2014, which represented 65% of total electricity consumption at on-site and off-site data centres, is factored in, greenhouse gas emissions fell from 11,328 metric tonnes of CO₂ equivalent to nearly 3,107 metric tonnes of CO₂ equivalent – **a decrease of 8,221 metric tonnes of CO₂ equivalent.**

3.3.5. CARBON OFFSETTING AT DATA CENTRES



Sopra Steria achieved CarbonNeutral® certification for the greenhouse gas emissions related to energy consumption at its data centres in 2014. This policy is part and parcel of the programme to reduce the carbon impact of the group's data centres through pooling and upgrading of the data centres, server virtualisation and renewable energy use. As a result of the programme, a carbon-neutral IT infrastructure underpins services offered to Sopra Steria clients.

3.4. Managing business premises

At all of its sites in France and, depending on national regulations, for its operations outside France, Sopra Steria favours the application of measures for the protection of the environment:

- installing ergonomic workstations to enhance the quality of working conditions for its staff;
- installing energy-efficient, environmentally friendly heating and air-conditioning systems whenever these systems need to be replaced;
- carrying out preventive maintenance on installations to save energy;
- having cleaners use non-toxic and non-hazardous products;
- installing water fountains directly connected to the drinking water distribution network with the aim of reducing plastic bottle use;
- raising employee awareness of the best practices presented in the group's guide to eco-friendly behaviours;
- regularly reminding site managers to respect the environment and use best practices on a day-to-day basis.

Regarding soil pollution, it should be noted that Sopra Steria's business activities on the premises occupied by the group do not have a significant impact on the environment.

3.4.1. CHOOSING NEW SITES THAT MEET THE MOST RECENT ENVIRONMENTAL STANDARDS

Sopra Steria's policy is to favour buildings eligible for the new RT 2012 (2012 thermal regulations), BBC (low energy-consumption buildings) and HQE® (high environmental quality) standards. These choices are made first and foremost to remain consistent with the criteria for enhancing the quality of the group's work environment.

Several group sites in France now incorporate these new environmental standards:

- the Green Office in Meudon (outside Paris) is a building equipped to meet the most stringent environmental standards, with a biomass cogeneration unit and solar panels. It is certified HQE® Bâtiment tertiaire (high environmental quality office building) and HQE® Exploitation (high environmental quality operations), BBC (low energy consumption) and BREEAM – Excellent Europe 2008 (Building Research Establishment Environmental Assessment Methodology);
- the Limonest site near Lyon, which became part of the group in 2013 and covers more than 8,000 square metres, is also certified BBC and HQE®;
- the new building at Colomiers (near Toulouse) meets the new RT 2012 (2012 thermal regulations) standards and is certified HQE® (high environmental quality), with regulatory energy consumption 30% below the maximum level stipulated in regulations.

3.4.2. WATER CONSUMPTION

Sopra Steria only uses water from the municipal water system, mainly for sanitary use. It is difficult to accurately assess the amount of water consumed by the entire group, since this assessment depends on the utility management system readings made available by the group's various lessors. However, the group intends to step up its efforts to obtain this information.

3.4.3. ENERGY CONSUMPTION

Energy consumption in offices and on-site data centres is responsible for a significant portion of the group's emissions. Steria has worked for several years to reduce energy consumption in its scope and expand the use of renewable energy sources to power buildings. Sopra Steria favours the use of energy sources that have a low environmental impact, with the aim of reducing the group's worldwide environmental impact.

ENERGY CONSUMPTION OF OFFICES AND ON-SITE DATA CENTRES

(in kWh)	Scope 1	Scope 2
Total Sopra*	3,833,385	30,093,462
Total Steria**	6,352,627	36,948,882
TOTAL SOPRA STERIA	10,186,012	67,042,344

Scope 1: Direct combustion of fuels (oil, gas, fuel oil) required in operations owned or controlled by the group.

Scope 2: Electricity consumed by the group (electric power, and heating, steam and cooling systems).

* For Sopra entities, most of the electricity data for France and the United Kingdom are real. This real consumption accounts for 50% of the electricity total shown for Sopra. The other amounts indicated are estimates.

** For Steria entities, the data for Singapore and Morocco, which represent less than 1% of the Steria total, are estimates. Part of the heating figure has been estimated.

The real energy consumption figures are based on supplier invoices, invoices from owners of premises and metre readings. When no such information is available, energy consumption is estimated using baseline energy consumption per square metre.

For some countries in which real consumption data are only partially available, consumption is estimated using baseline energy consumption per capita, which is based on data from countries with a similar climate and business model.

For the sake of clarity, figures have been rounded to the nearest unit.

3.4.4. GREENHOUSE GAS EMISSIONS – ENERGY

In 2014, energy consumption and greenhouse gas emissions at Steria entities showed a decrease of nearly 20% compared to 2013.

In addition, if renewable energy use at Steria entities in 2014 (which represented over 38% of total electricity use at on-site offices and data centres) is factored in, Scope 2 greenhouse gas emissions fell from 15,246 metric tonnes of CO₂ equivalent to 9,149 metric tonnes of CO₂ equivalent – **a decrease of 6,097 metric tonnes of CO₂ equivalent.**

I GREENHOUSE GAS EMISSIONS OF OFFICES AND ON-SITE DATA CENTRES

(in tonnes of CO₂ equivalent)

	Scope 1	Scope 2
Total Sopra	656	4,859
Total Steria	1,161	15,246
TOTAL SOPRA STERIA	1,817	20,105

The emissions factors used in calculating this indicator are based on the methodology of DEFRA (the Department for Environment, Food and Rural Affairs) in the United Kingdom.

Waste heat recovery

In Sweden, Sopra Steria's premises in Stockholm are located in Kungsbrohuset, a green office building built in 2010 which features the latest technological innovations in energy efficiency. The building recovers the excess heat produced by the 250,000 passengers that pass through the nearby central train station every day to heat the building. It also has an eco-intelligent building cooling system that uses water from the Klara Sjö canal.

The two service providers organise the collection of waste electrical and electronic equipment and ensure a high degree of traceability for IT-related waste, offering several types of recycling:

- full recycling of equipment;
- recycling of parts;
- recycling of computer components;
- secure data destruction of disks and magnetic cartridges.

United Kingdom

In the United Kingdom, the waste management policy for electronic waste that was defined and implemented at Steria sites was externally reviewed. This external review was carried out on two suppliers, Else Refining & Recycling Ltd and Dell, and enabled the group to verify that the operations performed were properly executed.

Spain

In 2014, Sopra worked with Cuadrado to handle its IT-related waste. Cuadrado offers the same level of traceability and recycling as the providers used by Sopra in France.

India

Sopra launched the "Go green" initiative to improve the sustainability of its IT infrastructure and the efficiency of its equipment. Sopra worked with New Delhi-based company Greenscape to handle its IT-related waste (particularly PCs). Meanwhile, used but reusable IT equipment was donated to associations and schools.

In 2014, the group collected just over 38 tonnes of Waste Electrical and Electronic Equipment, 64% of which was recycled and/or resold.

To ensure that the handling of WEEE for the group's various entities is managed effectively, the programme is managed and coordinated centrally in conjunction with entities in each country. This management method will be applied to the entire new Sopra Steria scope in 2015.

3.5. Waste management

Waste management involves two types of waste, which are mainly sorted and processed by specialised companies:

- Waste Electrical and Electronic Equipment (WEEE);
- other office waste, which covers paper, used ink cartridges, cans, plastic bottles and batteries.

3.5.1. WEEE MANAGEMENT

France

In 2014, Sopra worked with two specialised companies to handle the group's waste electrical and electronic equipment: ATF Gaia for the group's sites in the French provinces and Tricycle Environnement for its sites in the Paris region and in Tours.

ATF Gaia organises the collection of a major portion of the waste electrical and electronic equipment from Annecy, where the group stores its IT equipment. The company employs disabled workers.

This WEEE management organisation in two regions enables the group to limit the transport of inoperable or obsolete equipment.

I QUANTITIES OF WEEE

(in kg)

Sopra*	7,758
Steria**	30,447
o/w United Kingdom	26,125
TOTAL SOPRA STERIA	38,205

* Including recycling data, excluding reuse data. Sopra scope: France, India, Spain.

** Including recycling and reuse data. Steria scope: all countries except France, head office, Singapore, and Morocco.

WEEE volumes may vary substantially from one year to the next depending on whether a portion of IT hardware is replaced.

For the sake of clarity, figures have been rounded to the nearest unit.

3.5.2. MANAGEMENT OF WASTEPAPER AND CONSUMABLES

For buildings and facilities that Sopra Steria controls, the group has put in place local policies aimed at reducing the amount of ordinary waste generated. Otherwise, Sopra Steria works with building owners to develop selective sorting and optimise recycling processes.

France

Selective sorting at most sites in France is handled in two ways:

- by specialist companies managed directly by the group, which closely monitor quantities disposed of and allow for better traceability by providing waste tracking documents;
- by local councils or service providers not managed by the group (for multi-tenant properties).

In France, many sites already selectively sort paper waste. Individual wastepaper baskets are gradually being replaced by recycling bins. Depending on the type of selective sorting method implemented at each site, plastic bottles, cans, glass and used batteries are also sorted.

India

Sopra has introduced an aggressive wastepaper recycling policy which allows it to recycle a large portion of wastepaper produced.

Wastepaper is treated by the New Delhi-based company Green O Tech.

Spain

Sopra worked with specialist provider DCD (Destrucción Confidencial de Documentación SA) to manage its wastepaper. Bins for used paper are installed close to printers. Empty printer and toner cartridges are also recycled by specialist provider Grupo Colombia. Organic waste, plastic and packaging is also sorted and processed by local councils.

In 2014, a selective sorting system (organic waste, plastic, packaging and glass) was implemented for the group's entire workforce. Batteries, wastepaper and used ink cartridges are also recycled.

United Kingdom

Steria has joined forces with the owner of one of its buildings to implement closed-loop paper recycling. A further aspect of the group's recycling work involves transferring part of its waste products to charitable associations.

3.6. Other actions

3.6.1. "GREEN" PAPER PURCHASES

In France and Spain, the group has been expanding the use of "green" photocopy paper. Since 2011, Sopra has used SFI-certified paper at all its French sites. All paper used is certified paper (FSC/PEFC/Blue Angel) produced from sustainably managed forests.

All the paper purchased by Sopra Spain is FSC-certified.

Moreover, the group's campaign to promote eco-friendly behaviours among employees includes a focus on the need to limit printing, with the aim of reducing paper consumption and making more rational use of printing equipment.

All the paper used at one Steria site in the United Kingdom was recycled by a specialist company and then reutilised at the original site (a process known as closed-loop paper recycling). No chemicals are used in the process. Compliance with the COSHH (Control of Substances Hazardous to Health) regulations ensures the environmental quality of the product utilised.

3.6.2. PAPERLESS PROCESSES

The group has implemented concrete measures to encourage the use of paperless processes and raise awareness among employees, allowing it to reduce the printing and transport of documents in recent years. Moving toward paperless processes has also reduced the amount of wastepaper to be processed.

Sopra Steria's different internal newsletters are electronically distributed via the group's internal portal or by e-mail. Business management administrative procedures have also shifted toward paperless processes, including monthly activity reports produced by each employee, the management of paid leave and absences, IT requests, payslips, purchases and travel invoices. In 2014, the group launched a procedure to harmonise its tools and procedures to include the Steria scope.

3.7. Sustainable development for group clients

Sopra Steria assists its clients in reducing their environmental footprint in a number of ways, for example by offering to deliver solutions akin to Smart Energy Management.

Through a variety of projects, Sopra Steria helps clients scale back their greenhouse gas emissions and gain greater control over their demand for energy. The group works closely with energy companies to give clients access to innovative Smart Home- or Smart Building-style solutions, which are designed to equip new homes and buildings with technology offering better control over energy consumption.

Reducing greenhouse gas emissions

Sopra Steria has partnered with a power company to enhance the efficiency of its hydropower facilities in France by overhauling its operating and maintenance systems. The outcome is reduced use of fossil-fired power stations, which burn gas, oil and coal and therefore produce higher pollution levels.

Smart Meter and Smart Grid

For a number of clients in the housing and energy sectors, Sopra Steria helps develop smart solutions for controlling final consumer energy demand.

One example involves deployment of smart meters offering two-way communication with the central system for residential clients of a French power company. Smart meters enable final consumers to control their energy use and therefore regulate demand for the power company.

Smart Home

Based on heating regulations on the breakdown of energy consumption, Sopra Steria has established a platform that gives consumers a detailed view of their energy consumption, along with a benchmark for housing units in the same estate or development.

Smart Building

The group has developed a solution for a property management company to improve energy efficiency and maximise user comfort (e.g. air temperature and quality) in office buildings.

Smart City

Sopra Steria is also a member of a consortium established to develop a local power grid whose purpose is to optimise energy use by all clients in a neighbourhood or town. Issy Grid®, located in the Paris suburb of Issy-les-Moulineaux, is thus France's first smart neighbourhood grid. It may well be the forerunner of a new approach to optimising energy management in the neighbourhoods and towns of tomorrow.

Sustainability Consulting

In the United Kingdom, Sopra Steria has assisted a local administration with management and implementation of its sustainable development policy. Through the transformation of its data centre infrastructure, energy use has been halved and greenhouse gas emissions have been reduced by 540 metric tonnes a year.

Moreover, Sopra Steria has a whole range of offerings and solutions for improving environmental performance at companies. These offerings and solutions include the following advantages:

- process optimisation, which helps consolidate infrastructure, applications and data (e.g. via virtual servers with cloud hosting, paperless processes and service pooling);
- enhanced management of power consumption by office computers;
- the use of IT solutions to manage carbon emissions and the related reporting.

4. Societal Responsibility

4.1. Regional impact

4.1.1. EMPLOYMENT AND REGIONAL DEVELOPMENT IN FRANCE

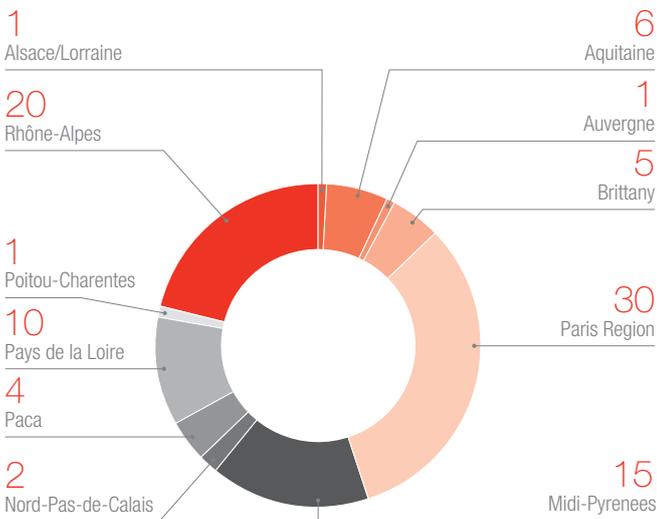
Sopra Steria was a major driver of growth in regional employment in 2014, recruiting 1,889 new employees on permanent contracts in France, with over 60% of these outside the Paris region.

The group has 17,048 employees in France, nearly two-thirds of whom are based at sites outside the Paris region.

To serve its clients and meet their needs as effectively as possible, Sopra Steria has developed regional service centres and boosted its workforce at its regional sites. This policy has allowed for the creation of many jobs, with regional entities hiring a significant number of new employees.

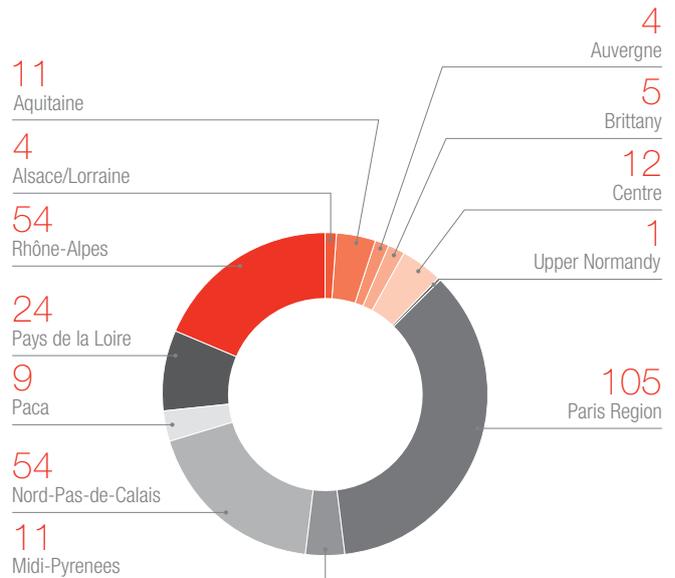
NUMBER OF WORK-LINKED TRAINING RECRUITS PER REGION: APPRENTICESHIPS

95 recruits in 2014, a substantial jump compared to 2013.

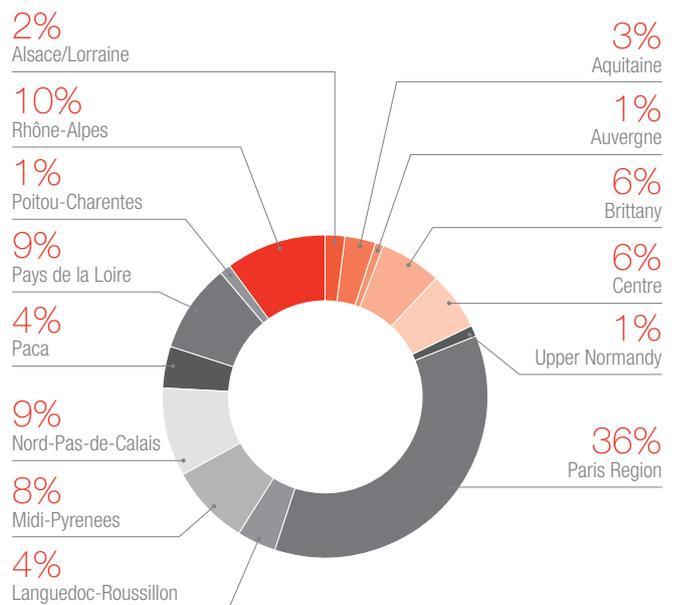


NUMBER OF WORK-LINKED TRAINING RECRUITS PER REGION: PROFESSIONALISATION CONTRACTS

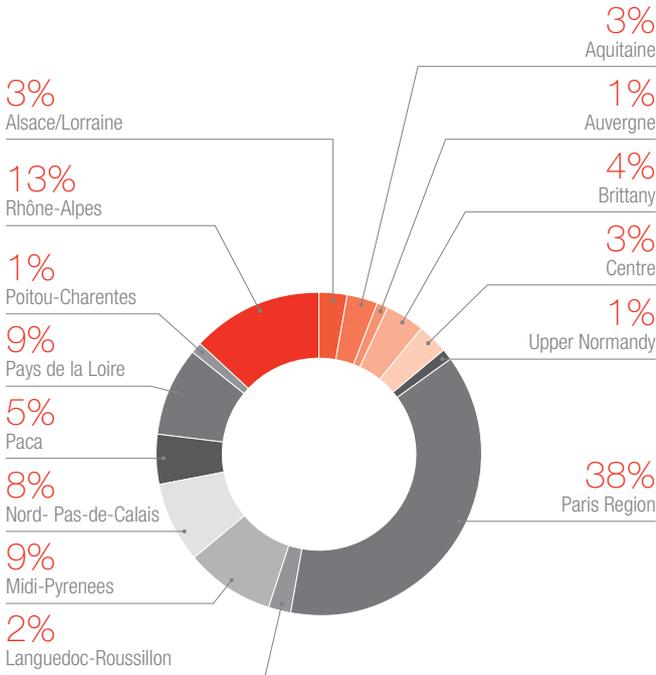
300 recruits in 2014, a very strong increase over 2013.



PERCENTAGE OF RECRUITMENTS PER REGION: CONVERSION OF INTERNSHIPS



I PERCENTAGE OF RECRUITMENTS PER REGION: PERMANENT CONTRACTS



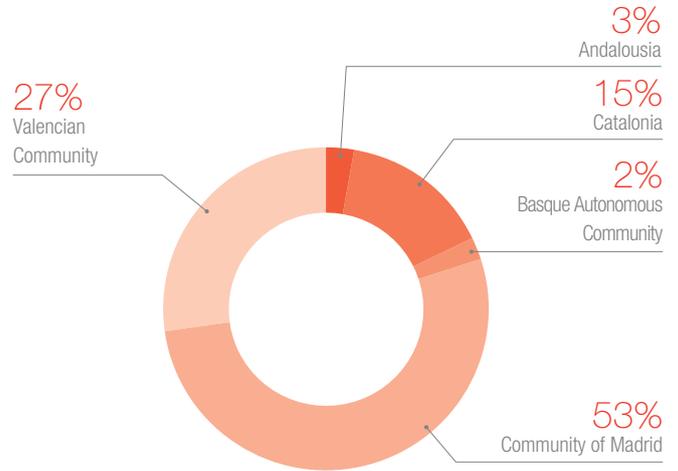
In December 2014, the French president and Pierre Pasquier attended the opening of a new Sopra Steria site in Boulogne-sur-Mer together with the city's mayor, who is hoping that his municipality will become a new hub for the digital industry. Sopra Steria has more than 1,000 employees in the region and hopes to recruit extensively in order to support its development and strengthen its locations in that region. The opening of this site paves the way for many innovative projects that are likely to attract new talent, mainly young engineering graduates from universities and trade schools in the region.

4.1.2. EMPLOYMENT AND REGIONAL DEVELOPMENT IN SPAIN

Sopra Steria strengthened its positioning as a major provider of regional employment in Spain, with 544 recruits on permanent contracts. Recruitment across the country, already high in 2013, increased significantly once again in 2014 (up 19% year on year).

Recruitment was very strong, including in struggling regions such as Andalusia and the Valencian Community, areas where unemployment has reached record levels within the European Union, especially among under-25s (more than 50% of whom are unemployed).

I PERCENTAGE OF RECRUITMENTS PER REGION: PERMANENT CONTRACTS



4.1.3. EDUCATIONAL PARTNERSHIP POLICY

To meet its young graduate recruitment targets, Sopra Steria places its trainee integration and educational partnership policy at the heart of its recruiting strategy.

The educational partnership policy is based on 3 objectives:

- raise the profile of Sopra Steria, its professions and its values;
- improve the sourcing of interns, students in work-linked training and applicants for permanent positions;
- facilitate the recruitment of young graduates.

The Educational Partnership policy launched with schools and universities enables the group to help prepare students for the workforce and take an active part in major events in the life of educational institutions at all levels:

- administration (board of directors or trustees, participation in foundations, juries, class mentoring, etc.);
- teachers (company-sponsored chairs, courses, business-related projects, etc.);
- students (sharing of experiences, feedback, round tables, conferences, simulated interviews, graduation ceremonies, forums, company visits, sponsoring of associations, etc.).

To manage this policy, Sopra Steria uses an organisational structure between the Human Resources Department and the company's operating units that is designed to help them work together more closely and get all stakeholders involved.

In 2014, the group carried out more than 500 activities with 150 partner schools and universities, 70% of which were outside the Paris region. This strong presence was crowned with success, with Sopra Steria welcoming over 500 graduating interns and more than 200 new students in work-linked training, up significantly from the previous year.

Sopra partners with the 46th EDHEC Cruising Race

For the eighth consecutive year, Sopra sponsored the leading European sports event for students: the EDHEC Cruising Race, held from 28 April to 2 May 2014 in Les Sables d'Olonne. The event included a full-day initiative to raise students' awareness of disability.

Examples of new activities undertaken with schools in 2014:

- participating in the World Academic Sport Challenge, an event that brings together 250 schools and universities for various athletic competitions in parallel with a job fair and disability awareness workshops;
- sponsoring the graduation ceremony of the *l'École des Mines de Nantes* for the Class of 2014.

In order to serve Sopra Steria's growth and value ambitions, in 2015 the Recruitment Department in France will maintain the momentum already built up in schools by focusing on actions that allow it to present digital career opportunities to students.

Sopra Steria will also recruit more young people in work-linked training to respond to the changes that have taken place at schools and universities.

These progress targets are included in the annual action plan that underpins Sopra Steria's educational partnership policy. For the 2014-2015 academic year, Sopra Steria plans to undertake more than 550 activities with around 150 partner schools and universities.

This educational partnership policy will continue to be extended to entities outside France to develop it into a group-wide approach.

4.1.4. RELATIONS WITH LOCAL POPULATIONS

In 2014, humanitarian activities to support local populations were organised in the main geographical areas where the group operates through foundations in France and India and country-specific entities.

Three principles guide Sopra Steria in its approach to helping local populations:

- promoting education and employment, especially through the use of digital technologies;
- supporting disability initiatives;
- taking action for public health and providing support during crisis situations.

More specifically, Steria has been organising a group community event called the One Day Challenge for several years. This is an annual event that brings together the initiatives of its employees and entities. It gets clients involved through the organisation of fundraisers in the different countries where Steria operates. The funds are earmarked to finance community projects in different countries and more particularly in India through the Steria India Foundation, which manages local programmes.

Activities in support of education and employment

Access to education, IT and employment are at the heart of the group's community outreach programme. In 2014, the group's entities and foundations implemented training and employment initiatives by working with public agencies that manage job seekers, supporting young graduates in their job search and expanding the group's offering of internship and work-study programmes.

In France

Sopra Steria and its employees have organised a wide range of activities to promote employment for young people.

For example, the group has continued its partnership with the association "*Nos Quartiers ont des Talents*" ("Our neighbourhoods have talent"), through which young graduates from underprivileged neighbourhoods are sponsored by employees as they seek employment.

A fund-raising drive to support the lower secondary school in Montauban-de-Bretagne, organised as part of a community event involving group employees in France, helped to finance a smartboard for teaching children with learning difficulties such as dyslexia. Smartboards are used with teaching methods designed specifically to support children's learning in language, reading and maths.

The Steria-Institut de France Foundation, created by Steria in 2001, supports projects that use digital technologies to help disadvantaged groups integrate into society and the workplace in three areas: education and training, innovative solutions designed to make their day-to-day lives easier, and social entrepreneurship.

Employees volunteer to sponsor projects, providing support to the associations concerned and offering advice and expertise, regardless of their area of work. The Foundation supports four or five new projects every year. In 2014, it supported 14 projects run by 11 associations, three engineering schools and one school in India.

Among the associations supported by the Foundation in 2014 was JobIRL, the leading social network providing careers advice to 14 to 25-year-olds, which relies on the support of professionals from all sectors. Several Steria volunteers supported the association with the development of a mobile app, accessible from a smartphone, to help raise awareness among young people.

The Foundation is also working with *Apprentis d'Auteuil* on a computer-assisted experimentation project for young science students in a priority education area. The lab will give over 400 young people the opportunity to experience the sciences (physics/chemistry and earth/life sciences) from a new angle using a computerised system.

During the summer of 2014, the Foundation also organised six "*Congé Solidaire*" outreach projects in India at the Mahabalipuram school supported by Steria France as part of the Indian school sponsorship programme. Among other things, employee volunteers – supervised by their Indian colleagues – developed a database for the school's 500 pupils, helped create a library and gave French classes.

Finally, the Foundation organises a Student Prize each year, awarded to university students for projects that combine technological innovation and community service. In 2014, the prize was awarded to a team of students from the ECE Paris Graduate School of Engineering for their Dry Care system designed to measure and monitor hydration in elderly people using an electronic bracelet connected to a scale. The students were given financial support to get their project off the ground and are sponsored by a group employee.

In India

The group's involvement in India has naturally led to a significant education programme to support the most disadvantaged groups in this part of the world.

Since 2011, the Sopra India Yogdaan Trust has been providing support to local communities, in particular through training and workforce integration initiatives, such as training sessions on new technologies at Indraprastha Engineering & ITS College and the ITS (Institute of Technology and Sciences). In 2014, for example, students at IPEC were trained in designing the development cycle of a software program, formalising requirements, design, acceptance, good coding practices and developing soft skills. A group of students at the ITS was chosen to implement a project linked to new technologies with the help of an expert from the group.

The Sopra India Yogdaan Trust sponsored an event organised by "Teach for India", an NGO aiming to eradicate educational inequality in India. The aim of the event was to minimise the disparity between pupils from state and private schools by sharing skills and know-how.

The Trust also made a donation to mark "Teachers' Day", covering the school fees of around 20 pupils.

Various programmes have been run under the auspices of the Steria India Foundation for several years, including:

- an education programme in 47 schools in India;
- a sponsorship programme to support schools, managed by the Foundation, is offered to various countries. Nine Steria countries and entities took part in the programme in 2014;
- a grants programme to fund higher education for young people over four years. Since its launch in 2006, 84 graduates who benefited from the programme have found work;
- the creation of two Career Development Centres (CDC) funded by Norway (2013) and India (2010). The aim of the centres is to give trainees the opportunity to take short courses that could lead to a job. By the end of 2014, over 400 trainees from the centres had found employment.

Finally, a partnership was signed in 2014 between the Steria India Foundation and a major player in the Indian economy, to support the business in deploying its community outreach programme. Under the partnership, the Foundation – which is very active in local development outreach projects – has provided expertise to help set up two schools in Hyderabad and Jamshedpur for disadvantaged children.

In Spain

In late 2014, the group took part in the Social and Workplace Integration Days organised by the Chamberi district of Madrid, to help people looking for a job, particularly young graduates, to find their way into the workplace. Sopra Steria used both this occasion

and university careers fairs at the UAM (Universidad Autónoma de Madrid) in February and UAX (Universidad Alfonso X el Sabio) in March, to organise a series of presentations on writing a CV and interviewing for a job.

In Norway

Steria has been working with the Church City Mission in Oslo for six years. In 2014, 30 employees volunteered their time to give IT lessons to women immigrants.

Disability initiatives

2014 saw the creation of a French-language digital library to combat the risks of marginalisation and isolation for people with a visual impairment, with over 30,000 works accessible in a digital audio (DAISY) format, on the website www.bnfa.fr. The project was developed by BrailleNet, the GIAA (Group of Blind or Visually Impaired Intellectuals) and the ABA (Association for the Blind and Visually Impaired) with the support of the Steria-Institut de France Foundation.

The Foundation also provided assistance for a project to set up a web-based support service for the families of people with a disability, Répi'Lib, for the Rhône-Alpes Association for People with Cerebral Palsy: <http://repilib.fr>. The aim is to put people in need of support in touch with carers, to give families some respite and encourage people with a disability to be more independent.

The Foundation continued its support in 2014 for Interface Handicap, an innovative portal on information and communications technologies accessible to people with all types of disability. The association is frequently approached for training on accessibility; in 2014, it decided to review its website and offer a mobile app that would be accessible on tablets, smartphones, etc.

As part of its outreach initiatives to support people with a disability in Spain, Sopra continued its support in 2014 for Club Rangers in Valencia, a wheelchair basketball team whose president is a group employee and who has reduced mobility himself. Finally, in November 2014, the group took part in the careers fair for people with a disability organised by the Madrid region every year.

Initiatives in health and emergency situations

Health

A range of initiatives was organised in the group's various countries in 2014.

In Spain, the group sponsored the first community race organised by the Spanish Cystic Fibrosis Federation, in December 2014. A partnership has been in place since 2013 between Sopra and Fundtrafic, an association to support victims of accidents that is registered with the Spanish Ministry of Health, Social Services and Equality. Several awareness-raising campaigns on preventing road risks were run for Spanish employees as part of workplace risk prevention efforts.

Actions to support local communities in India included setting up a dental centre at the MR Public School in Ghaziabad, in conjunction with the Happy You organisation and the ITS Dental College. Happy You was founded in 2014, with the aim of promoting the importance of good dental health. Dentists at the camp offered free care and talked about dental hygiene to pupils and teachers at the school.

One-off or recurring blood donation drives were organised at various group sites, particularly in France, Spain and India, as they are every year.

Steria employees in the United Kingdom were involved in a number of volunteer initiatives with their customers. Joint teams, for example, actively raised funds for the Christie Hospital in Manchester, which specialises in cancer treatment and research. Other Steria volunteers and their customers raised funds for the charity Breakthrough Breast Cancer.

Emergency situations: food drives and donations for first-aid

In Spain, Sopra took part in food drive initiatives for the Madrid Food Bank. The Madrid Food Bank distributes the food collected, free of charge, to various official charitable organisations in the city that support people who are disadvantaged or in difficulty.

In India, the Steria India Foundation provided assistance to victims of flooding in the Uttarakhand, Jammu and Kashmir regions, where over 4,000 villages were devastated and 6,000 people died. Various drives and support initiatives were organised, including:

- collection of food and first-aid products for victims of flooding in the Jammu and Kashmir regions, in conjunction with the Goonj association;
- organisation of reconstruction work in several flooded villages in Uttarakhand, with the Noida Lok Manch (NLM) association;
- collection and donation of winter clothing distributed to the Goonj and Help Us to Help the Child (HUHC) associations.

Various other actions to help disadvantaged groups were put in place, such as distributing around 100 solar lamps to pupils at Saraswati Vidya Mandir school in the village of Pakhal, who have no access to electricity (in partnership with Literacy India and Sway Techno Solutions).

4.2. Sponsorship

Sopra Steria recognises the importance of civil society and local communities. The group has chosen to focus its involvement on community services for vulnerable populations facing major social issues such as access to water, and on culture. Sopra Steria sponsors organisations with a link to its commitments to implement its programmes on the ground.

4.2.1. IN FRANCE



Planète Urgence

For years, Sopra's sponsorship of the NGO Planète Urgence has given group employees in France the opportunity to pass on their skills by taking part in projects initiated by local stakeholders in developing countries. Employees take on projects while they are on leave and the company funds some of the operating costs of Planète Urgence, plus project-related training and travel expenses.

Since 2011, the programme has allowed group employees to take part in over 30 projects in seven different countries, in Africa, Asia and Haiti. Nine projects were carried out in 2014, in Benin, Cambodia, Haiti, Madagascar and Nepal. Projects undertaken by employees under the "Congé Solidaire" programme in 2014 mainly involved delivering training in the use of office IT applications and implementing IT and management systems.

The sponsorship agreement has been renewed for the whole of the group in France for 2015.

Green Cross France & Territoires



Sopra's commitment to Green Cross France & Territoires (GCFT), which began in 2012, went a step further in 2014. Green Cross is an international NGO created in 1993 by Mikhail Gorbachev; one of its major areas of focus is the right and access to water. The partnership with the group, which will continue in 2015, was put to practical effect in 2014, with financial sponsorship to support the Association's development of its activities in France and skills-based contributions. One example was Sopra's contribution to a booklet titled "Water – Keys to Act" to raise awareness of water-related issues among various audiences.

The booklet explains the importance of better water management at the global level. Water is the only scarce public good that cannot be replaced by anything else and is essential for life. It is therefore

an essential element of our day-to-day lives, raising not only issues of access and resource management but also operational questions about use and preventing pollution. The booklet sets out some of the options for practical solutions in various areas, particularly access to water, sanitation, changing patterns of use and the contribution made by technology. Broader international distribution of the booklet is planned for 2015, with help from Sopra Steria.

In late 2014, the group also supported the Antarctic expedition led by Luc Hardy, explorer and vice-president of GCFT, whose scientific mission was to carry out an oceanographic survey in the region by studying long-term changes in the ocean in response to global warming. The results of the expedition and the scientific data gathered will feed into GCFT's "Water and Oceans" programme and contribute to its advocacy campaigns on climate and the oceans ahead of COP21 – Paris 2015.

1001fontaines



Sopra entered into a new sponsorship deal to strengthen its commitment to water-related issues in 2014 and is now working with 1001fontaines, an international solidarity association that aims to bring about long-term improvements in the health of rural populations in developing countries, by helping them to produce and consume clean drinking water on a daily basis.

The aim of the agreement is to fund the creation of one of 18 clean water production plants to be set up in a region of Madagascar with no water supply network. Once 1001fontaines has completed its work, the plant will be run by a local operator, which will produce drinking water, pack it into large containers or jerry cans and sell it in the village at a very low price. The profits made by the operator will provide it with a regular income, help to maintain the plant and ensure the long-term viability of the scheme.

The decision to continue sponsoring the association in 2015 will help to fund the second part of the project supported by the group, namely setting up a plant that should be operational from late 2015.

Team Jolokia

Team Jolokia is the first sailing team consisting of both able-bodied and disabled sportspeople to hold an oceanic record, having sailed from Lorient to Mauritius in just over 68 days. Team Jolokia competes in the most prestigious ocean races on a 60-foot Volvo Ocean, a powerful yacht for extreme sailing. The aim is to show that diversity is a boon for society and for performance.

Part of the mostly volunteer crew is replaced each year via a demanding recruitment process based on a combination of sporting performance and diversity. The crew includes able-bodied and disabled men and women of various nationalities and all ages, from all social backgrounds.

Sopra Steria once again showed its support for the Team Jolokia adventure by continuing to sponsor the Association in 2014. Beyond this chance to offer financial support, the event is also an opportunity to discuss diversity as a driver of performance with a forum of 3,000 students.

In 2014, students once again had the opportunity to sail on board Team Jolokia's yacht (a VOR 60, well known to the public) and thereby share in the association's adventure at the EDHEC Cruising Race.

Mobilising for culture: In 2014 in France, the group launched a pair of two-year sponsorship projects in support of culture with the Royaumont Foundation and the Festival d'Auvers-sur-Oise.

Royaumont Foundation

This is a private French foundation with a cultural purpose. It has been operating since 1964 with three objectives in mind:

- ensuring the preservation and promotion of the monument (the 13th-century Cistercian abbey) by organising cultural programmes;
- supporting young artists in their work by fostering their entry into professional life and promoting them to the public;
- promoting artistic undertakings by rediscovering forgotten works and creating new ones.

Support for the Foundation is managed by the Comité Henry Goüin, a committee of corporate sponsors that include Sopra Steria. This committee allows for the pooling of resources to support the Foundation's activity.

Festival d'Auvers-sur-Oise

The festival's purpose is to recreate in music the same spirit rendered by the impressionists in their paintings. A different theme is used each year (baroque, classical, romantic, etc.).

Today, one of its main objectives is to discover new talents and help them launch their artistic career.

Sopra Steria supports the festival's activities, especially those focusing on young musicians, through its Fa'Club, which brings together various corporate sponsors who wish to contribute to the Festival's development.

4.2.2. IN INDIA

OM Foundation

In India, Sopra India Yogdaan Trust continued to support the OM Foundation, a registered charity that works to improve living conditions for the underprivileged through activities in support of education and employment. The trust supports causes including the OM Foundation's school, the flagship initiative of its education programme, by providing financial support and valuable skills. Since 2013, group volunteers in India have tutored Foundation pupils in activities as wide-ranging as public speaking, dance, and arts and crafts, and have helped organise events involving pupils from the school. In 2014, the group renewed its financial support for a class of young children (the equivalent of Year 5) at the Foundation's school.

RamKrishnan Vivekananda Mission

In 2014, to support the RamKrishnan Vivekananda Mission (RKVN), Sopra India Yogdaan Trust supplied school uniforms to some thirty children welcomed by the orphanage, and organised an awareness-raising initiative held on World Environment Day in collaboration with an NGO that promotes recycling.

NIIT Foundation

The Steria India Foundation runs an educational programme for thousands of children in 47 public schools located in rural or disadvantaged areas, mainly near Steria's Chennai, Noida and Pune sites. The Foundation's aim is to take action favouring young people who must quickly find work after finishing high school in order to support their families. It entered into a partnership with the NIIT Foundation to found its Career Development Centre in Chennai, backed by financial support from Steria Norway. The goal is to provide young people from disadvantaged local communities and Steria-sponsored schools with short training programmes that will enable them to find work in the restaurant, retail and hotel sectors. At the end of 2014, the centre had 953 young people in training, 147 of whom had secured a job.

The Steria India Foundation also manages the group's sponsorship programme for schools in India and a scholarship programme.

4.2.3. IN SPAIN

In 2014, Sopra built on the foundations laid by the group by sponsoring the Spanish branch of Green Cross.

As part of this sponsorship, Sopra supported the Green Cross' eighth Dialogue on the Global Water Crisis. The goal of this conference was to provide a forum for sector experts to discuss and reflect on the global water situation and its socioeconomic repercussions.

4.2.4. IN THE UNITED KINGDOM

The group makes matching contributions to the proceeds that employees collect for charity and offers grants to support their initiatives in favour of populations in need and environmental programmes. In 2014, employees supported more than 70 associations and community projects through this solidarity programme.

Financial support is provided to a wide range of causes in several different countries, in fields including education, health, medical research, sport and homelessness.

4.2.5. IN NORWAY

Steria Norway provided skills sponsorship to social entrepreneurs to support the programme launched by industrial and financial group Ferd which assists social enterprises and socially responsible companies that have a strong development impact. The programme is mainly geared toward children and young teens and aims to provide them with new academic opportunities and access to employment.

4.3. Stakeholder dialogue

Sopra Steria's corporate responsibility approach is based on its commitment to the United Nations Global Compact. This commitment is aligned with the group's aim of behaving transparently, equitably and fairly towards all its stakeholders, including clients, employees, shareholders, subcontractors, suppliers and partners. It is in this spirit of dialogue and transparency that Sopra Steria has incorporated the corporate responsibility dimension into its relationships with its stakeholders. This report, which is based on the improvement measures implemented by Sopra and Steria, was designed to meet this demand for transparency and information in the group's dealings with its stakeholders. An independent third party was appointed by Sopra Steria to check that all information required under Article 225 of the Grenelle Environment 2 Act (as listed in Article R. 225-105-1 of the French Commercial Code) was included, and to verify the fair presentation of all the information in this report. Its verification report can be found on pages 106–107 of this report.

4.3.1. CLIENTS

The group's desire to achieve excellence, deliver progress and ensure long-term success is what drives all of its actions to provide its clients with the best possible service.

Sopra Steria's businesses are at the intersection of its clients' technologies and industries; as such, the group must demonstrate proven expertise, curiosity and professionalism at every level.

To meet the challenges of increasingly complex projects and the explosion in new uses of digital technology, the group's guiding principle is to listen to its clients while relying on robust mass processing capability.

For many years, Sopra and Steria have succeeded in building lasting relationships with their clients to support them in their major transformation programmes. The group's operations and service activities will continue to abide by a set of values and fundamentals backed by a strong code of professional ethics.

This approach to managing client relationships and responsibilities has enabled Sopra Steria to achieve preferred partner status with a number of major organisations that have trusted the group to help them grow for a number of years and continue to do so.

More specifically, Sopra Steria aims to keep its clients informed of its commitments in the area of corporate responsibility by communicating frequently about progress made through improvement measures put in place.

Client satisfaction surveys and project reviews are also carried out, which helps build a relationship of dialogue and lasting trust.

4.3.2. EMPLOYEES

For a number of years, Sopra and Steria have had strong internal communications plans to keep employees informed and promote exchanges within the group. These plans include a set of communication tools (including group collaborative portals, newsletters and social networks) and regular meeting points at

the entity level or targeted to specific employee positions. They are based on highly structured management and exchange systems, in particular.

In 2014, Sopra and Steria launched their company portal based on SharePoint technology.

All of these systems were harmonised to cover all Sopra Steria employees from 2015 and to support the group's development driven by an ambitious transformation project.

The collaborative company portal shared by Sopra Steria employees serves two purposes: it facilitates access to all group information, from fundamentals to corporate and business line-specific information; and it accelerates knowledge acquisition and the development of expertise. The portal does so by offering powerful tools for sharing and leveraging knowledge and fostering more fruitful communication between employees, thanks in particular to integrated social networking features.

Special attention is paid to disseminating the group's values, which are firmly focused on individual and collective behaviours throughout the Sopra Steria group, and ensuring that those values are observed.

4.3.3. SHAREHOLDERS

Sopra Steria Group is listed on Compartment A of NYSE Euronext Paris.

Sopra Steria Group applies the AFEP-MEDEF Corporate Governance Code, and every year in Chapter 2 of its Registration Document the group informs its shareholders of the way in which it applies the recommendations of this Code.

In accordance with French legislation, Sopra Steria Group is committed to communicating its progress and the relevant performance indicators every year in three areas: the workforce, the environment and society, which it covers in its Corporate Responsibility Report published in the Registration Document.

Sopra Steria Group constantly seeks to maintain a relationship of trust and transparency with the financial community; as such, it regularly communicates with its shareholders, institutional investors and financial analysts. This communication includes quarterly, half-yearly and annual publications, and covers both financial and non-financial information about the group.

Each year, the General Meeting of Shareholders and meetings to announce the full-year and half-year results are occasions for the group to share its strategy, financial performance and outlook with the financial community.

All published information is made available to the public in French and English in the "Investors" section of the group's website (www.soprasteria.com). Any questions may be sent to the investor relations team via a dedicated e-mail address: investors@soprasteria.com.

4.3.4. SUPPLIERS

The departments in charge of purchasing for the group must verify that their suppliers and service providers share Sopra Steria's values in the area of corporate responsibility. A number of measures have been taken by Sopra and Steria in the past several years, such as having suppliers adhere to the responsible purchasing charter and take rules of ethics into account, raising awareness among members of the Purchasing Department, and assessing the group's main suppliers (including lessors). Details can be found in Section 4.5 of this report, entitled "Responsible purchasing and supplier assessment". In 2015, these measures, based on the same guiding principles, will be gradually harmonised across the group.

4.3.5. SUBCONTRACTORS

The group's expertise covers consulting, technology services and software development on the one hand, and associated services (training, organisation, support and maintenance) on the other hand.

Sopra Steria may make use of subcontractors in cases where its commitments cover activities or services that fall outside its usual scope of activity, or where specific expertise is needed within a given project.

For such cases, the group's quality procedures describe in detail how it draws up subcontractor requirements, chooses subcontractors, enters into subcontracting agreements, manages services delivered by subcontractors, monitors the quality of those services and accepts them. A report on the work performed by subcontractors is then prepared.

Where external skills are used, any service providers or subcontractors to whom work is entrusted remain under the responsibility of group entities. Their services are subject to the same level of monitoring and control as services delivered by other members of Sopra Steria teams.

4.3.6. PARTNERSHIPS

Sopra Steria's partner strategy is based on the expectations of its clients, with the aim of providing them with the best solutions on the market and an excellent level of service across all of the group's businesses.

By building close, lasting relationships with the world's leading software developers such as Microsoft, IBM Software, SAP, Oracle and HP Software, Sopra Steria provides its clients with innovative, proven solutions tailored to their needs.

Sopra Steria works every day with its strategic partners to ensure that the group's expertise combined with its partners' solutions support clients in transforming their businesses and information systems and adopting new practices.

As such, Sopra Steria is able to add value to its clients by bringing market-leading solutions and technologies into their specific environments.

Furthermore, powerful research and development programmes drawing on the best of its partners' technologies help the group develop its expertise and strengthen its innovation programme. Through these programmes, the group's consultants gain operational expertise and improve their ability to deliver valuable advice to clients.

Solutions based on strategic partnerships are taken into consideration in the group's training and knowledge management programmes, and play a role in project methodology and management, so as to ensure a high level of service. The group's relationship with its partners involves all levels of group management and sales functions, and permeates its consulting, integration, infrastructure management and software development businesses in every country in which the group operates.

The group's governance structure is comprised of a supervisory level managed by an Advocate, who is a member of the Executive Committee, and a steering level managed by an Alliance Manager, who is responsible for day-to-day coordination of all aspects of the group's relations with the partner, as part of the Key Accounts and Partnerships Department.

In addition to its five strategic partnerships, the group enters into specialised, industry-specific and technology partnerships, implemented for specific markets and offerings. Specialised partnerships are managed with consistent governance to ensure the best complementary fit with strategic partnerships, while providing targeted responses for specific business needs or contexts.

4.3.7. CIVIL SOCIETY

Sopra Steria is highly involved with non-governmental organisations (NGOs) and charitable organisations. This information is provided in the "Sponsorship" section above.

The group is also very active in professional organisations related to its activities. Sopra Steria works with local professional organisations to take part in developing professional, ethical and quality standards, expand the use of digital technology and favour collaboration between companies in its sector.

Historically, Sopra and Steria have been very involved with Syntec Numérique, the French digital sector's leading trade union. In 2015, the group will continue to actively work together with Syntec Numérique on several different levels, notably as a member of the Board of Directors and its overseas delegation, and by participating in its working groups (Smart Cities).

In India, group entities have been working with NASSCOM (National Association of Software and Services Companies), an organisation that represents IT professionals, for several years. In 2014, the Steria India Foundation participated in a workshop in Chennai entitled "CSR Rules: Legal and implementation implications, opportunities", organised by NASSCOM and the NASSCOM Foundation, to get companies' feedback on "how to develop a robust policy and systems to meet your CSR targets". For several years, Sopra Yogdaan Trust has been involved in an initiative run by NASSCOM intended to bridge the gap between industry and academia. In 2014, Sopra India employees gave classes to students

from Inderprastha Engineering College (IPEC) and ITS Engineering College.

In Spain, Sopra has been very active in recent years with the Spanish Association of Consulting Firms (AEC), which represents Spain's leading consultancy and IT firms. In 2014, in Madrid the AEC organised the European meeting of the IT sector's leading companies. In 2014, Sopra was also involved in a number of committees, including working relationship and public sector committees.

Lastly, a Corporate Responsibility (CR) Advisory Board consisting of independent experts from the public sector, private sector and civil society has been in place at Steria for several years. This board helps provide insight from outside the group, particularly regarding stakeholder relations. In 2015, the board will continue its work providing Sopra Steria with its outside expertise.

4.4. Fair operating practices – Ethics

Sopra Steria's main priority in carrying out its day-to-day activities is observing business ethics. This priority, which is based on the commitments of the United Nations Global Compact, is formalised in Sopra Steria's Code of Ethics, which applies to the group's entire scope. Sopra Steria's Code of Ethics is based on the common ethical principles in effect in 2014 in both of the group's original entities. The code is aligned with the group's aim of behaving transparently, equitably and fairly towards all stakeholders: clients, employees, shareholders, partners, suppliers and players within civil society.

The principles of this code are founded on compliance with legislation and regulations in all countries in which group entities operate, and on the entities' commitments to carry on their business as efficiently and effectively as possible.

Sopra Steria does not tolerate any form of corruption or abuse intended to derive a commercial advantage.

In conducting its business, the group is committed to ensuring that its entities and employees:

- work to prevent all forms of active or passive corruption, whether direct or indirect;
- abide by competition rules;
- maintain the confidentiality of information to which employees have access in the course of their duties and activities.

Sopra Steria is also committed to avoiding personal conflicts of interest that are contrary to its best interests.

The Code of Ethics is supported by group management, which is responsible for ensuring that these rules are observed. The code applies to all Sopra Steria employees to ensure that they perform their duties effectively.

The code is communicated to employees via the company's internal network, and awareness initiatives will be carried out in 2015 to ensure that its message is taken into account across the new group structure.

4.5. Responsible purchasing and supplier assessment

Sopra Steria is particularly attentive to the issue of responsible purchasing. Before the merger, Sopra and Steria each sent out a Responsible Purchasing Charter to their suppliers and service providers through their Purchasing Departments. Both entities implemented a supplier and service provider selection policy that complies with the principles laid down by the United Nations Global Compact, of which Sopra and Steria have been signatories since 2004.

4.5.1. RESPONSIBLE PURCHASING CHARTER

Since 2011, Sopra has sent its Responsible Purchasing Charter to its main suppliers. In 2014, it was also implemented in Spain.

The Responsible Purchasing Charter sets out fundamental principles of fair and transparent purchasing.

The charter is disseminated as an annex to new and/or renewed contracts with regular suppliers. In the case of subcontractors, the group's main (Tier 1) subcontractors were the first to sign the

charter. Starting in 2015, the group plans to extend the charter to other subcontractors as an annex to subcontracting contracts.

4.5.2. CSR ASSESSMENT OF SUPPLIERS

Procedures for CSR assessment of suppliers have been in place at Sopra and Steria for several years: At Sopra under an internal assessment programme in France, and at Steria under the CDP's Supply Chain programme. These assessment programmes guarantee that supply chain management complies with the best environmental, social and ethical practices.

In 2014, Sopra continued work assessing its suppliers using the process deployed in 2012 (based on a pilot process launched in 2011). In France, Sopra's responsible purchasing charter and CSR assessment questionnaire were sent to Tier 1 suppliers of the Real Estate and Purchasing Department and the IT Resources and Security Department. A Tier 1 supplier is a supplier that transacts a certain volume of sales with Sopra annually. The CSR assessment questionnaire measures Tier 1 suppliers' level of commitment in three areas: the workforce, the environment and society. A scoring system ranks each supplier's answers on a scale of values.

I PROPORTION OF SUPPLIERS WHO HAVE UNDERGONE A CSR ASSESSMENT IN FRANCE

<i>(in number and % of suppliers)</i>	Purchasing	ITS	Logistics	Total
Tier 1 suppliers <i>(in number)</i>	21	16	32	69
Tier 1 suppliers assessed <i>(in number)</i>	21	12	30	63
Tier 1 suppliers assessed <i>(in %)</i>	100%	75%	94%	91%

Data for Sopra France only.

At 31 December 2014, 91% of Tier 1 suppliers had been assessed by Sopra. This represents 80% of revenue generated with all regular suppliers.

At the same time, an awareness-raising campaign was launched for low-CSR suppliers. This initiative was accompanied by the implementation of a personalised monitoring system.

Sopra pursued its CSR assessment process for lessors introduced in 2013, drawing on the Energy Performance Diagnostic analysis associated with leased premises. At 31 December 2014, the assessment rate for the Sopra scope was 43%.

I PROPORTION OF LESSORS IN FRANCE WHO HAVE COMPLETED A CSR ASSESSMENT

<i>(in number and % of lessors)</i>	Sopra
Lessors <i>(in number)</i>	40
Lessors assessed <i>(in number)</i>	17
Lessors assessed <i>(in %)</i>	43%

Data for Sopra France only.

In parallel, in 2014, a new pilot procedure for carrying out CSR assessments on suppliers was launched on Steria's initiative with the EcoVadis platform, which is specialised in CSR assessments for companies. This programme interfaces with the CDP Supply Chain initiative, which was launched in 2010 to assess suppliers' environmental data and climate change in general. The supply chain approach makes it possible to include the most significant portion of suppliers' greenhouse gas emissions – namely emissions related to their supply chain – in the assessment.

In 2015, the EcoVadis platform will handle the assessment of Sopra Steria Group's main suppliers, in coordination with the CDP Supply Chain, in order to harmonise and streamline the group's action programmes. This programme will be gradually rolled out in each country.

4.6. Client satisfaction

For a number of years, Sopra Steria's client approach has been based on a key account strategy for all its target segments. Strategic clients are identified and selected according to performance criteria, development potential and compatibility with the group's business lines and geographies.

Sopra Steria has developed an approach aimed at focusing its commercial and development efforts on key accounts and building long-term relationships with its strategic clients.

As a result, most of these key accounts have been clients of the group for over 10 years; this longstanding business relationship is a testament to the quality of the services delivered and client satisfaction.

Sopra Steria's level of client satisfaction is closely linked to both the quality of the products and services delivered by the group and the continuous improvement of its Quality System.

The client satisfaction and surveys reviews carried out by Sopra Steria entities enable the group to improve the quality of the services it delivers while taking account of client expectations.

The quality policy is backed by a high level of commitment from Sopra Steria's management, with the main focus being on meeting clients' requirements while continuing to deliver the strong performance that ensures that the group retains the freedom it needs to offer them appropriate solutions.

The group's Quality System is the embodiment of its quality policy. Its end goal is not only to correct compliance defects or problems, but also to prevent these issues from arising in the first place and continuously improve processes so that they are always efficient, competitive and relevant to clients' expectations.

When working on projects, the group's teams share with clients their approach to production and the resources and organisation necessary to ensure the quality of services or deliverables. Shared indicators are also put in place, allowing for the measurement of satisfaction with respect to mutually agreed requirements and/or satisfaction as perceived by the various parties involved.

All information channels are used to ensure client satisfaction:

- management and/or sales teams meet regularly with clients involved with the group in projects or for whom it supplies industry-specific personnel to assist at the local level;
- project steering committees, which assess client satisfaction against any indicators established for each project;
- reports written up by project team members at the end of projects are also used to refine this assessment system.

All Sopra Steria entities (in Europe and India) have been certified to ISO 9001 by accredited organisations.

The group has also responded to its clients' growing concerns about security by setting out confidentiality rules and best practices applicable to production.

Report by the independent third party on the consolidated workforce-related, environmental and social information presented in the Management Report

Financial year ended 31 December 2014

To the Shareholders,

In our capacity as independent third party, member of the Mazars network and Statutory Auditor of Sopra Steria accredited by COFRAC under number 3-1058 ⁽¹⁾, we hereby report to you on the consolidated workforce-related, environmental and social information for the year ended 31 December 2014, presented in the Management Report (hereafter referred to as the "CSR Information"), pursuant to the provisions of Article L. 225-102-1 of the French Commercial Code.

RESPONSIBILITY OF THE COMPANY

The Board of Directors is responsible for preparing a Management Report including the CSR Information referred to in Article R. 225-105-1 of the French Commercial Code, in accordance with the guidelines used by the Company (hereafter referred to as the "Guidelines"), which are summarised in the Management Report and are available on request from the Company's registered office.

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by regulations, the Code of Ethics governing the audit profession in France and the provisions of Article L. 822-11 of the French Commercial Code. We have also implemented a quality control system comprising documented policies and procedures for ensuring compliance with ethical rules, professional auditing standards and applicable law and regulations.

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

On the basis of our work, it is our responsibility to:

- certify that the required CSR Information is presented in the Management Report or, in the event that any CSR Information is not presented, that an explanation is provided in accordance with the third paragraph of Article R. 225-105 of the French Commercial Code (Statement of completeness of CSR Information);
- express limited assurance that the CSR Information, taken as a whole, is, in all material respects, fairly presented in accordance with the Guidelines (Reasoned opinion on the fairness of the CSR Information).

Our work was carried out by a team of 8 people between November 2014 and end-March 2015, and took around 20 weeks.

We conducted the work described below in accordance with the professional standards applicable in France, the administrative order of 13 May 2013 setting the manner in which an independent third party should perform its engagement, and, with regard to the reasoned opinion on the fairness of the CSR Information, in accordance with the ISAE 3000 international standard ⁽²⁾.

1. Statement of completeness of CSR Information

On the basis of interviews conducted with the management of the departments concerned, we observed the presentation of the Company's sustainable development strategy, which is based on the workforce-related and environmental consequences of the Company's activities and its social commitments, as well as, where applicable, any resulting actions or programmes.

We compared the CSR Information presented in the Management Report with the list provided for by Article R. 225-105-1 of the French Commercial Code.

For any consolidated information that was not disclosed, we verified that the explanations provided complied with the provisions of Article R. 225-105, Paragraph 3 of the French Commercial Code. We ensured that the CSR Information covered the scope of consolidation, i.e. the Company, its subsidiaries as defined by Article L. 233-1 and the entities it controls as defined by Article L. 233-3 of the French Commercial Code within the limitations set out in the methodological information presented in Chapter 3 "Corporate Responsibility Report" of the 2014 Registration Document.

Based on this work and given the limitations mentioned above, we attest to the completeness of the required CSR Information in the Management Report.

2. Reasoned opinion on the fairness of the CSR Information

Nature and scope of work

We conducted around twenty interviews with the people responsible for preparing the CSR Information, the departments in charge of collecting the information and, where appropriate, those responsible for internal control and risk management, in order to:

- assess the suitability of the Guidelines in light of their relevance, completeness, reliability, impartiality and comprehensibility, taking industry best practices into account where applicable;

(1) Scope available on www.cofrac.fr

(2) ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.

Report by the independent third party on the consolidated workforce-related, environmental and social information presented in the Management Report

- verify the implementation of a data-collection, compilation, processing and control procedure designed to produce CSR Information that is exhaustive and consistent, and familiarise ourselves with the internal control and risk management procedures involved in preparing the CSR Information.

We determined the nature and scope of our tests and checks according to the nature and importance of the CSR Information in light of the characteristics of the Company, the potential social and environmental impact of its activities, its sustainable development policy and industry best practice.

With regard to the CSR Information that we considered to be the most important ⁽¹⁾:

- at the level of the consolidated entity and the group's Sustainable Development Department, we consulted documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions, etc.); we applied analytical procedures to the quantitative information and used sampling techniques to verify the calculations and the consolidation of the data; and we verified their consistency and concordance with the other information presented in the Management Report;
- at the level of a representative sample of entities and departments that we selected ⁽²⁾ based on their activity, contribution to the consolidated indicators, location and risk analysis, we conducted interviews to ensure that procedures are followed correctly, and we performed tests of details, using sampling techniques, in order to verify the calculations made and reconcile the data with the supporting documents.

The sample selected represented an average of 65% of the workforce and between 5% and 100% of quantitative environmental and social data.

For the other consolidated CSR information, we assessed consistency based on our understanding of the Company.

We also assessed the relevance of explanations given for any information that was not disclosed, either in whole or in part.

We believe that the sampling methods and sample sizes used, based on our professional judgement, allow us to express limited assurance; a higher level of assurance would have required us to carry out more extensive work. Because of the use of sampling techniques and other limitations intrinsic to the operation of any information and internal control system, we cannot completely rule out the possibility that a material misstatement has not been detected.

CONCLUSION

Based on our engagement, we have not identified any material misstatement such as may call into question the fair presentation of the CSR Information as a whole in accordance with the Guidelines.

Paris-La Défense, 27 April 2015

The independent third party

Mazars SAS

Christine Dubus
Partner

Emmanuelle Rigaudias
*CSR & Sustainable
Development Partner*

(1) The CSR information considered to be the most important with regard to Sopra Steria's business is presented in the Appendix.

(2) The entities selected for tests of details are presented in the Appendix.

Appendix: Cross-referencing table: Sopra Steria's compliance with Grenelle 2 / Global Reporting Initiative (GRI) / ISO 26000 indicators

I WORKFORCE-RELATED COMPONENT

Grenelle 2	2014 Sopra Steria CR Report	GRI 4	ISO 26000
Action taken and guidelines followed by the company to take into account the social consequences of its activity	2.1 Group culture 4.3 Stakeholder dialogue		6.2 Organisational governance 6.4 Labour practices
a) Employment			
■ Total workforce	2.2.1 Workforce and trends	G4 - LA1 Total number and percentage of new employees hired and staff turnover by age, gender and geographic area	6.4 Labour practices 6.4.3 Employment and employment relationships
■ Breakdown of employees by gender, age and geographic region	2.2.2 Recruitment and staff turnover		
■ Hirings and dismissals	2.4 Remuneration and trends	G4 - LA11 Percentage of employees who complete periodic assessment and career development meetings by gender and employee category	6.4 Labour practices 6.4.7 Workplace health and safety
■ Remuneration and trends	2.3 Training policy 2.3.3 Talent development		
b) Work organisation			
■ Organisation of the work schedule	2.5 Work organisation	G4 - LA6 Rates and types of workplace accidents, occupational illnesses, absences, proportion of work days lost and total number of work-related fatalities, by geographic area and gender	6.4 Labour practices 6.4.7 Workplace health and safety
■ Absences	2.5 Work organisation		
c) Employee relations			
■ Organisation of dialogue between employees and management, in particular procedures for informing and consulting with the staff and negotiating with employees	2.6 Employee relations		6.4 Labour practices 6.4.5 Social dialogue
■ Overview of collective bargaining agreements	2.6 Employee relations		

Grenelle 2	2014 Sopra Steria CR Report	GRI 4	ISO 26000
d) Health and safety			
■ Conditions for workplace health and safety	2.7 Health and safety	G4 - LA5 Percentage of total workforce represented in joint occupational health and safety committees with the aim of monitoring and giving advice on workplace health and safety programmes	6.4 Labour practices 6.4.7 Workplace health and safety
■ Overview of agreements signed with labour organisations or employee representatives with regard to workplace health and safety	2.7 Health and safety	G4 - LA8 Health and safety issues covered by formal agreements with trade unions	
■ Workplace accidents, particularly their frequency and severity, and occupational illnesses	2.7 Health and safety	G4 - LA6 Rates and types of workplace accidents, occupational illnesses, absences, proportion of work days lost and total number of work-related fatalities, by geographic area and gender	
■ Occupational illnesses	2.7 Health and safety		
e) Training			
■ Policies implemented with respect to training	2.3 Training policy	G4 - LA10 Skills development and lifelong learning programmes to ensure employees' employability and help them manage the end of their careers	6.4 Labour practices 6.4.3 Employment and employment relationships
■ Total number of training days and hours		G4 - LA9 Average hours of training per year, per employee by gender and employee category	
f) Equal treatment			
■ Measures taken in favour of gender equality	2.8 Non-discrimination principles 2.8.2 Gender equality	G4 - LA13 Ratio of women's to men's base salaries and remunerations, by employee category and significant locations of operation	6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work
■ Measures taken in support of the employment and professional integration of disabled individuals	2.8 Non-discrimination principles 2.8.1. Disabled employees (France)		
■ Anti-discrimination policy	2.8 Non-discrimination principles	G4 - HR3 Total number of discrimination incidents and corrective action taken	

Grenelle 2	2014 Sopra Steria CR Report	GRI 4	ISO 26000
g) Promoting and complying with the provisions of ILO conventions concerning:			
<ul style="list-style-type: none"> ■ the respect for freedom of association and right to collective bargaining 	2.9 Promoting and complying with the fundamental conventions of the International Labour Organisation (ILO) 2.9.1. Upholding the freedom of association	G4 - HR4 Sites and suppliers identified which may not uphold the freedom of association and the right to collective bargaining or where these rights are at risk, and measures taken to uphold these rights	
<ul style="list-style-type: none"> ■ the elimination of discrimination in employment and professions 	2.9 Promoting and complying with the fundamental conventions of the International Labour Organisation (ILO) 2.8.3 Older employees	G4 - HR3 Total number of discrimination incidents and corrective action taken	
<ul style="list-style-type: none"> ■ the elimination of forced or compulsory labour 	2.9 Promoting and complying with the fundamental conventions of the International Labour Organisation (ILO)		
<ul style="list-style-type: none"> ■ the effective abolition of child labour 	2.9 Promoting and complying with the fundamental conventions of the International Labour Organisation (ILO) 2.9.2 Repudiation of forced child labour		

I ENVIRONMENTAL COMPONENT

Grenelle 2	2014 Sopra Steria CR Report	GRI 4	ISO 26000
a) General environmental policy			
<ul style="list-style-type: none"> The Company's organisation to take environmental issues into consideration, and where applicable, environmental assessment or certification processes 	3.1.1 Organisation to take environmental issues into consideration 3.1.2 Initiatives in favour of the environment 3.7 Sustainable development and clients		6.2 Organisational governance
<ul style="list-style-type: none"> Employee training and information initiatives on protecting the environment 	3.1.3 Training and information provided to employees on protecting the environment		
<ul style="list-style-type: none"> Resources dedicated to preventing environmental risks and pollution 	3.1 Taking environmental impacts into consideration		
<ul style="list-style-type: none"> Amount of provisions and coverage for environmental risks, provided that such information is not liable to seriously harm the company in any ongoing litigation 	Sopra Steria is not concerned by this regulatory requirement given its business activities.		
b) Pollution and waste management			
<ul style="list-style-type: none"> Measures to prevent, reduce or remedy waste in the air, water and soil that seriously affect the environment 	3.5 Waste management 3.5.1 WEEE management 3.2.2 Carbon footprint 3.4.2 Water consumption 3.4.4 Greenhouse gas emissions - Energy		
<ul style="list-style-type: none"> Measures to prevent, recycle and eliminate waste 	3.1.2 Initiatives in favour of the environment 3.5 Waste management	G4 - EN23 Total weight of waste by type and disposal method	6.5.3 Preventing pollution
<ul style="list-style-type: none"> Consideration of noise and other forms of pollution specific to an activity 	3.1.2 Initiatives in favour of the environment 3.3 IT resource management Sopra Steria's activities do not generate noise pollution.	G4 - EN23 Total weight of waste by type and disposal method G4 - EN15 Direct greenhouse gas emissions (Scope 1) G4 - EN16 Indirect greenhouse gas emissions (Scope 2) related to energy	6.5.3 Preventing pollution

Grenelle 2	2014 Sopra Steria CR Report	GRI 4	ISO 26000
c) Sustainable use of resources			
■ Water consumption and water supply according to local constraints	3.4 Managing business premises 3.7 Sustainable development and group clients		6.5.4 Sustainable use of resources
■ Consumption of raw materials and measures taken to improve efficient use of these resources	3.3 IT resource management 3.3.1 Managing energy consumption	G4 - EN3 Energy consumption within the organisation G4 - EN6 Reducing energy consumption	
■ Energy consumption, measures taken to improve energy efficiency and renewable energy use	3.7 Sustainable development and group clients		
■ Land use	This subject does not relate to Sopra Steria's activities		
d) Climate change			
■ Greenhouse gas emissions	3.3 Sustainable use of resources 3.3.4 Carbon footprint of data centres 3.4.4 Greenhouse gas emissions - Energy	G4 - EN15 Direct greenhouse gas emissions (Scope 1) G4 - EN16 Indirect greenhouse gas emissions (Scope 2) related to energy	6.5.5 Mitigating and adapting to climate change
■ Adapting to the consequences of climate change	3.3 IT resource management 3.7 Sustainable development and clients	G4 - EN19 Reducing greenhouse gas emissions G4 - EN3 Energy consumption within the organisation G4 - EN4 Energy consumption outside of the organisation G4 - EN6 Reducing energy consumption	
e) Protecting biodiversity			
■ Measures taken to protect or develop biodiversity	This subject does not relate to Sopra Steria's activities		

I SOCIETAL COMPONENT

Grenelle 2	2014 Sopra Steria CR Report	GRI 4	ISO 26000
a) Territorial, economic and social impact of the activity			
■ Employment and regional development matters	4.1.1 and 4.1.2 Employment and regional development 4.1.3 Educational partnership policy	G4 - EC7 Development and impact of infrastructure investments and support for services G4 - EC8 Substantial indirect economic impacts, including the significance of these impacts	6.8 Community involvement and development
■ With regard to resident and local populations	4.1.4 Relations with local populations		
b) Relations with persons or organisations having interests in the company's activities			
■ Conditions for dialogue with these persons or organisations	4.3 Stakeholder dialogue		
	4.6 Client satisfaction	G4 - PR5 Results of surveys measuring client satisfaction	6.7 Consumer issues
■ Partnerships or sponsorship actions	4.2 Sponsorship		
c) Subcontracting and suppliers			
■ Taking into account social and environmental challenges in the purchasing policy	4.5 Responsible purchasing and supplier CSR assessment	G4 - EC9 Proportion of spending on locally based suppliers at significant locations of operation	
■ Extent of subcontracting and communication of social and environmental responsibility commitments in the context of relations with suppliers and subcontractors	4.5 Responsible purchasing and supplier CSR assessment	G4 - EN32 Percentage of new suppliers checked using environmental criteria (see assessment of suppliers under CDP Supply Chain)	6.6.6 Promoting social responsibility in the value chain
d) Fair operating practices			
■ Actions carried out to prevent corruption	4.4 Fair operating practices - Ethics	G4 - 56 to G4 - 58 G4 - SO4 Communication and training on anti-corruption policies and procedures	6.6 Fair operating practices
■ Measures taken to promote consumer health and safety	This subject does not relate to Sopra Steria's activities		
e) Other action taken in favour of human rights			
	1. Sopra Steria, a committed group 4.2 Sponsorship (promoting access to education for all)		

Appendix: CSR information considered to be the most important with regard to Sopra Steria's business

	Information verified	Entity	
Workforce-related	<ul style="list-style-type: none"> ■ Total workforce by age and type of employment contract ■ Average workforce (FTE) ■ Average age of management-level employees in the workforce ■ Average length of service of employees on permanent contracts ■ Hires ■ Staff turnover rate for permanent contracts 	Sopra France Sopra India Sopra Spain Steria France Steria India Steria Spain	
	<ul style="list-style-type: none"> ■ Proportion of management-level employees in total workforce 	Sopra France	
	<ul style="list-style-type: none"> ■ Number of training hours and days ■ Average number of days of training per employee 	Sopra France Sopra India Sopra Spain Steria France Steria India HR France HR Spain	
	<ul style="list-style-type: none"> ■ Recruitments per region 	Sopra France Steria France Steria Spain	
	<ul style="list-style-type: none"> ■ Proportion of disabled employees ■ Absence rate ■ Workplace accidents 	Sopra France Steria France	
	Environmental	<ul style="list-style-type: none"> ■ Data centre energy consumption (includes the verification of the number of servers installed at Sopra's data centre equivalents; includes on-site and off-site data centres) ■ Energy consumption (includes on-site data centre) 	Sopra France Sopra India Sopra UK Steria France Steria Norway
		<ul style="list-style-type: none"> ■ CO₂ emissions related to work-related travel 	Sopra France Sopra India Sopra Spain Steria France Steria Norway
		<ul style="list-style-type: none"> ■ CO₂ emissions related to energy consumption ■ Energy emissions related to data centres 	Sopra France Sopra India Steria France Steria Norway
		<ul style="list-style-type: none"> ■ Number of new videoconferencing systems put in place during the year 	Sopra France Sopra India Steria Norway Steria Denmark
		<ul style="list-style-type: none"> ■ Quantity of WEEE (waste electrical and electronic equipment) 	Sopra France Steria UK
Societal		<ul style="list-style-type: none"> ■ Sponsorship activities and partnerships 	Sopra France Steria France Steria India, Steria UK
		<ul style="list-style-type: none"> ■ Supplier assessment system ■ Proportion of suppliers who have undergone a CSR assessment 	Sopra France