Sopra Steria
Commitment to Consulting Excellence

Our annual declaration to the MCA 2023

The world is how we shape it

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About Sopra Steria

Sopra Steria, a European tech leader recognised for its consulting, digital services, and software development, helps its clients drive their digital transformation to obtain tangible and sustainable benefits. It provides end-to-end solutions to make large companies and organisations more competitive by combining in-depth knowledge of a wide range of business sectors and innovative technologies with a fully collaborative approach. Sopra Steria places people at the heart of everything it does and is committed to making the most of digital technology to build a positive future for its clients. The scale, geographical reach, and approach Sopra Steria takes is illustrated below:
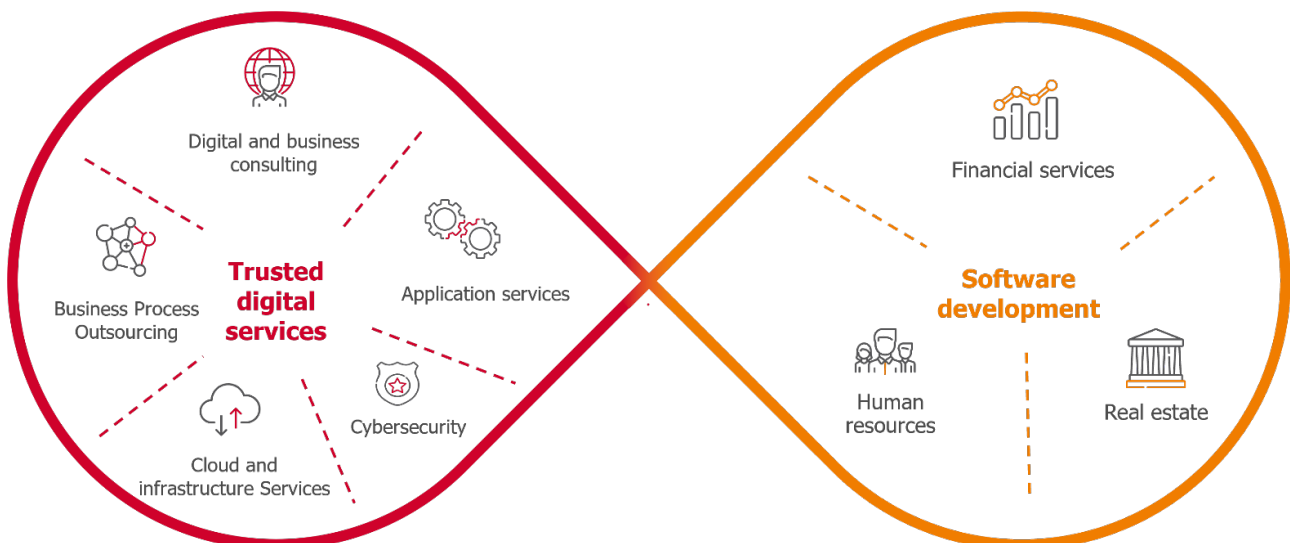
47,000	**€4.7 billion**	**In the Top 5**	**~30**
employees	2021 revenue	European digital services companies	countries

An independent model
Built on a long-term vision and on business performance

Entrepreneurial culture
Agility, manager autonomy, a sense of collective responsibility, and respect for others

Focus on human capital
HR policy based on responsibility, trust and skills development

A trusted partner
Willingness to listen, vision and close links to our customers and partners

Our digital and business consulting practice serves clients across UK public sector and includes both Central and Devolved Government.

We believe in shaping a better future for current and future generations. We believe 'The world is how we shape it' and making a difference is central to what we do and how we support our clients and citizens. We work with public sector organisations to help them define their vision and strategy; transform their operations and reshape public services, making them more efficient to deliver and more accessible for those that need them.

Sopra Steria offer a comprehensive end-to-end portfolio of services that covers Digital. Data, Technology & Consulting services:

Digital and business consulting

Application services

Trusted digital services

Business Process Outsourcing

Cloud and infrastructure Services

Cybersecurity

Financial services

Software development

Human resources

Real estate

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Our Values

Sopra Steria's values make us who we are. They define the behaviour we want to adopt and share in our daily business. Embracing these values makes us a strong, united team. Our 6 core values are:

Openness and curiosity We encourage audacity, curiosity, and responsibility to explore new avenues and exploit innovative technologies that will enable transformations to be carried out for the benefit of all.

Team Spirit Beyond technologies, we are convinced that collective intelligence, an alliance between team spirit and everyone's talent, contributes to transforming and advancing the world in a sustainable manner, beyond technologies.

Willingness to Act Positively We want to make innovation useful to as many people as possible and propose sustainable solutions with positive impacts that integrate interactions between digital and society in a responsible and ethical manner.

Customer Focus We are committed to working with our customers over the long term to develop their performance and enable them to go even further through our in-depth knowledge of their business sector and innovative technologies.

Professional Excellence We offer our visionary, global approach, and extensive know-how to guide our customers, partners and employees towards bold choices and enable them to transform opportunities into tangible and sustainable results.

Respect for Others We are convinced that the collective is a strength that the best solutions are found together. This is why we adopt a position of listening and working closely with our customers, partners and employees.

Our Culture

Being a great place to work – where you feel proud of our company, enjoy what you do and experience our values in action – sits at the heart of our philosophy, living Sopra Steria. We are committed to making continual improvements.

The Great Place to Work survey allows us to measure whether the improvements we are continuously making are focused on the right things. The most important aspect of the survey is that employees' voices are heard and that we use the feedback to drive improvements to the way we work every day and make plans to improve those things that take time. Sopra Steria has achieved a 77% participation rate and a Trust index score of 69% in 2022. This trust index score means Sopra Steria are 9% away from our peer group benchmark (78%) so we have actions plans in place to work to close this gap over the coming year.

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Ethical Behaviour

We are responsible and good citizens

Equality, Diversity, and Inclusion

Sopra Steria is committed to equal opportunities; to non-discrimination and to the principle that employees should work in a safe environment free from intimidation or harassment; where all people can strive to be their best and, decisions are based on merit. This applies to all existing and prospective employees regardless of disability, sex, race, nationality, ethnic origin, religion or belief, sexual orientation, marital status and/or age.

We are proud to be a diverse and inclusive organisation where our culture and experiences are celebrated and demonstrated on an individual level. Our diversity represents who we are and ensures that the services we develop are representative of not only our values, but the people who will use the services as well.

We are confident that the culture and environment of our organisation and the processes, procedures, communication strategies and support provisions in place, are entirely robust in enabling us to provide a safe and secure workplace for all employees, nurturing an environment where they can grow and develop to reach their full potential.
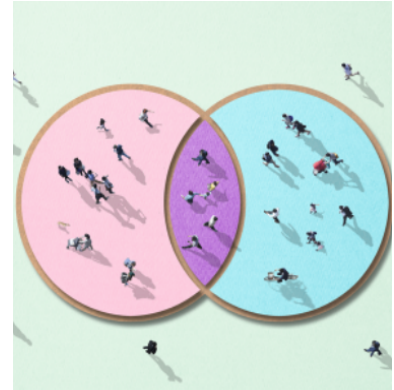
Gender Equality

We are ambassadors for gender equality , we believe that professional equality between women and men is key to enriching our corporate culture, energizing our businesses and activities, and *improving the relationships we have with our teams, customers, and partners. Sopra Steria Group is committed to increasing the proportion of women on the Executive Committee from 12% to 30% and the proportion of women in senior management from 15% to 20% by 2025. We have established a Women's Inclusive Network that not only provides a platform for women in business to help drive change in industry but also inform and shape our businesses to be more attractive to women and ensure professional equality.

In 2021, our group signed up to the "7 Women's Empowerment Principles" of the UN Women's Charter.

In addition to the Women's Inclusive Network, we have established other diversity networks that support individuals from minority groups and aim to foster an inclusive culture that embraces diversity as a source of creativity, innovation, and competitive advantage. We want every employee to feel valued, fairly treated, respected and able to do their best work.

Our networks include:

- The LGBT+ Network
- The Disability Network
- The Neurodiversity Network
- The Race and Culture Community; Ethnic Diversity Network, Black Employee network, Multi-Faith Network
- The Armed Forces Community

These networks provide a forum where relevant issues and different perspectives can be openly discussed, to promote better understanding and raise awareness across our Company. They play an important role in creating a better experience for all of our people.

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Equality and Inclusion of LGBT+ People

With operations in 25 countries, Sopra Steria is committed to fighting all forms of discrimination across geographies. We maintain a policy in favour of a more inclusive society. We guarantee our teams a work environment that is enriched by the singularities of each person to promote their personal and professional development, regardless of their sexual orientation or gender identity.

Our approach is based on the following commitments:

- Preventing all forms of discrimination related to sexual orientation or gender identity.
- Allowing employees to be themselves and not have to hide their sexual orientation or gender identity at work if they wish.
- Ensuring equal treatment of all employees regardless of their sexual orientation or gender identity.
- Supporting employees who are victims of discriminatory comments or actions.

Disability

Together, we work for the employability and professional integration of people with disabilities.

We take concrete action to promote professional integration by deploying innovative recruitment, job adaptation, training, and awareness-raising initiatives.

Regardless of the country, the Group is committed to complying with all legal provisions and local regulations and recommendations in favour of the employment of disabled people.

In 2021, the Group will reaffirm its commitment by signing the International Labour Organization (ILO) charter and joining the "Entreprises et Handicap" network.

Wellbeing at work, a Group priority

In a world where mental health and people's rights are now discussed openly, we are here to ensure our people are as happy and healthy as they can be in every regard. To this end, since 2019, we've carried an internal satisfaction study led by Great Place to Work to understand and action what our employees expect from their work, their career and their professional life.

In this way, we promote a healthy work-life balance, where greater flexibility is required, we work jointly with colleagues to resolve any issues they may have. We are always looking for new ways to listen and look after our employees. For example, our employees are offered remote office and flexible working hours, we have provided full working from home facilities and equipment together with enhanced training in managing remote teams for line managers.

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Tech For Good

Our Tech for Good programme is focused on activities that have a positive impact on communities and social good organisations, using our digital technology, innovation, and business expertise. Through pro-bono consulting, hackathons, workshops, business mentorship and new solutions, we help social entrepreneurs, charities and community groups. Here are some examples of Tech for Good projects:

1	Digital skills for everyone	Sopra Steria UK has a partnership with ELATT, a digital skills charity helping under-served and under-represented groups in London get the training and qualifications they need to get into gainful employment. We have donated consulting hours in a hackathon to help ELATT find solutions to critical business challenges; and advised on their digital curriculum to ensure their students are competitive in the jobs market; and run student CV and interview skills workshops, and Raspberry Pi innovation days.
2	Micro-Tyco: innovate for good	25 Sopra Steria volunteers worked with 100+ children, from three local schools, teaching them about sustainable business and helping them to create real-life solutions to the United Nations Sustainable Development Goals. After two months working on their proposals, students pitched their ideas to a panel of judges in the council chambers, with the winning team putting forward a solution to combat loneliness amongst elderly people in their community.
3	Tackling youth knife crime	Sopra Steria and its joint ventures have established a strategic partnership with the Ben Kinsella Trust, a charity set up to educate and engage young people about knife crime and the devastating impact it has for individuals, families, and communities across the country.

Our community programme is driven by our employees. All staff are given paid time off to volunteer, and we reward exceptional contributions to the greater good with awards and recognition. Employee fundraising is also supported through matched funding and grants, empowering people to do more for the causes they care about.

We conduct our business ethically

We provide and monitor Anti-Collusion and Bribery Policy and training for all our staff

Dialogue with stakeholders: maintaining a high level of transparency and interaction

The dialogue with stakeholders is part of a process of transparency and willingness to interact with all of our main stakeholders: customers, employees, shareholders, partners, suppliers and civil society.

It is based on three key elements:

- Dialogue
- Innovation
- Value creation

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We foster an ethical culture

Ensuring our staff's commitment to sustainability and the public interest

To help its clients successfully deliver their digital transformation, Sopra Steria draws on its ethical values and principles. All of our staff and consulting teams are required to demonstrate ethical behaviour and respect our commitment to sustainability and working in the public interest as set out in our:

- Code of Ethics
- Insider Trading Rules
- Code of conduct for the prevention of corruption
- Group Rules and Group specific Policies and Procedures

Digital Ethics

Our 7 categories of Digital Ethics considerations provide a lens to identify risks and opportunities in digital programmes and services, examining implications for users, data and technology.

- Societal Impact
- Displacement skills & work
- Fairness, equality, diversity & accessibility
- Privacy
- Transparency
- Environmental sustainability
- Safety

Digital Ethics is a systematic way of defining principles of right and wrong with regards to the impacts of digital technology on society. By establishing Digital Ethics strategies, organisations can:

- De-risk digital programmes
- Increase user engagement
- Meet regulatory and non-regulatory standards for data and technology
- Build trust amongst stakeholders

Sustainability Policy

Sustainability is at the core of all we do. We aim to have a positive impact on the economy, society, and the environment.

We use our digital innovation skills to drive a sustainable present and future for all – and we want to showcase the positive effects that businesses can have on people and the planet. Here's how we set ourselves apart:

- Create more value for our customers
- Contribute to the sustainability of the economy
- Sustain our communities
- Engage our employees

How are we leading the way?

UN Sustainable Development Goals

We align our work with the UN Sustainable Development Goals. This means we adopt the seventeen global goals that define a sustainable future for all, ensuring that our business addresses wider sustainability issues to create the biggest positive difference.

United Nations Global Compact: Advanced

We have an Advanced United Nations Global Compact rating, positioning us amongst the top 9% globally for our commitment to human rights, labour standards, protection of the environment and anti-corruption.

EcoVadis: Platinum

We have achieved the advanced Sustainability Platinum Medal against 21 social, ethical, environmental, and supply-chain criteria, putting us in the top 1% globally.

Greenhouse gas emissions Reductions Targets: SBTi approved

The Science Based Targets initiative (SBTi) has approved our targets for reducing our greenhouse gas emissions. By 2040 we aim to reduce our greenhouse gas emissions per employee by 85% of their 2015 levels. So far, we have reduced our greenhouse gas emissions per employee by 29% since 2015, and now get 78% of our electricity from renewable sources

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Client Service and Value

At Sopra Steria, we focus on delivering value driven outcomes. We begin every piece of work by first understanding the client's business and context for what is required. We work collaboratively with our clients to co-create solutions to meet their business and users' needs, bringing together people, process, data, systems and technology.

We have a broad range of expert capabilities which we use to deliver and help clients track performance against their vision and strategic objectives.

Our Consulting Approach

Strategic Partner Customers perceive Sopra Steria as a strategic advisory partner.

Embedded Consultancy Culture Consultancy is embedded within all our account planning activity across our sectors & JVs.

Customer Focus A portfolio of Consulting capabilities that are aligned to our Customers' needs, as well as Sopra Steria's strategic market offers.

Key Market Component Consulting sits at the heart of our primary market offers.

Integrated Business Operations Our Consultants are key to delivering integrated services to our clients by bringing together core components from across our business operations to create compelling market propositions; solutions and/or tailored services by drawing on diverse expertise.

Diverse Expertise Our Consultants have domain expertise and the ability to join-up with wider technology and outsourcing capabilities such as architecture, applications development, and project management. Within this approach, we ensure that our Consultants consistently draw upon Core Consulting Methodologies to determine how we can deliver the best consulting services to our clients and maximise value for them.

Project Management The Consultant must plan the assignment to ensure that it is fully resourced, runs according to the agreed timeline, achieves the objectives and is completed within the agreed budget.

Basic Tools Excellence Consultants use digital tools to deliver our work every day and must know which tools are available and how to work more efficiently with these.

Collective Intelligence & Solution Design The mobilization of a group or network of people to achieve a common objective can be facilitated by the use of digital technologies. This requires specific know-how that the Consultant can use to generate ideas and hypothesis to achieve the objectives of the assignment.

Analysis & Assessment Consultants are likely to be faced with a variety of challenges at the outset, or during, the course of an assignment. The Consultant needs to understand, and be able to utilise, a number of different analysis techniques that can be applied at various levels of complexity.

Thought Structure Thought structure and problem solving are at the core of what we do as consultants. Consultants need to quickly understand clients' situations, form a point of view, and understand how to proceed. Moreover, our consultants need to be skilled at sharing and visualising their thoughts in a clear and digestible manner as clients otherwise will struggle to buy-in to recommended solutions.

Process Efficiency The search for better Operational performance and efficiency is an almost constant concern for companies. Consultants bring an external perspective and a wide set of techniques, which include Lean Management practices.

Data Driven Excellence Our consultants use data to help shape their thinking and make informed decisions when defining solutions and services for our clients.

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Simple By Design We're here to decode problems, not add new layers of jargon and complexity, working hard our end to keep things simple for our customers.

Human Centred Putting users at the heart of our thinking helps us design tight, empathetic experiences, tailored to unique user motivations ensuring a high uptake.

Value Driven By making incremental improvements starting with the most urgent challenges (not our shiniest tech) we can deliver big change in manageable steps.

Proven at Pace All our solutions and services are rapidly created and tested, failing fast to deliver proven outcomes and speed and a successful delivery.

Evolving with Agility Real impact nearly always takes refinement. We keep measuring, testing, and tweaking until we get the outcomes our client's really need.

Engaged and Accountable We never hit a figure and walk away. Rather, we stay open, accessible, and responsive for the term of the project, and beyond.

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Professional Development

We undertake training and professional development planning each year

Every consultant has a Personal Development Plan (PDP) which is updated a minimum of twice a year

Personal Development Plan

Consulting Capabilities
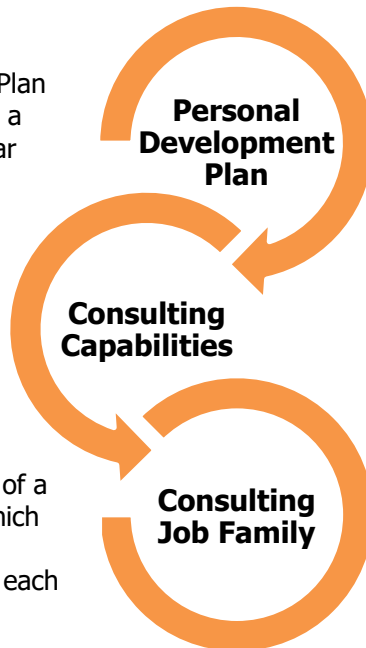
Each PDP should address both the personal ambition of the consultant and how stated development supports the needs of the consulting business.

Our consultants are part of a *Consulting Job Family* which set out expectations of consulting capabilities at each level of our organisation.

Consulting Job Family

We promote strong core consulting capabilities and specialisms in our consultants and teams

In addition to job families, our consultants are part of Communities of Practice where they are encourages to develop specialist skills and areas of interest – becoming ever more specialised as their personal practice matures.

We support our employees' career progression, professional development, and welfare

Continuing professional development is strongly encouraged and consultants are renumerated for membership of professional institutions and attendance at appropriate seminars and conferences.

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