



# SOPRA STERIA

COMMITTED TO A MORE  
SUSTAINABLE, RESPONSIBLE WORLD

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# SOPRA STERIA IS COMMITTED

TO A MORE SUSTAINABLE  
AND RESPONSIBLE WORLD



We believe that an evolution towards a more sustainable and responsible world cannot be achieved without the commitment and positive contribution of all stakeholders in the Company. We play a major role in meeting this challenge, placing our strengths in the service of the common good whilst meeting the economic requirements and expectations of our stakeholders.

Sopra Steria has chosen to be a “contributive” company for building a sustainable world. To this end, our policy concerning social issues, the environment, ethics and societal responsibility aims to go beyond our simple undertaking to respect the basic regulatory principles. We want to progress towards commitments to sustainability and for this we work every day on reducing our negative imprint and increasing our positive impact in the delivery of our services.

We owe it to ourselves to pursue our current efforts whilst sustaining high standards and remaining true to our values.

**Pierre Pasquier**  
President



To contribute to a more sustainable world, we continue to innovate in all areas of our business by working in close collaboration with our ecosystem. We constantly evolve our view of the world by sharing our commitments and beliefs with all of our stakeholders, for together we can create a virtuous and sustainable economic circle in the service of the common good.

In 2018, we continued to make progress on our social, environmental, ethical and societal goals with a high level of recognition in all areas. It is a shared source of pride for the entire Group and its stakeholders.

Much remains to be done and we will continue to work with all our employees, who represent the Group’s wealth and driving force.

**Vincent Paris**  
Chief Executive Officer



# CONTRIBUTING TO A MORE SUSTAINABLE AND RESPONSIBLE WORLD

Through our Corporate Responsibility programme, which is integrated into the Group's activities, we develop offers and services that are based on fair, ethical practices concerning our employees, our customers, our partners, our suppliers and civil society in general. We offer our staff a stimulating and motivating work environment and we promote diversity and equality of opportunity, both of which are sources of progress for the Group and for each of us individually.

We are working to make our organisation and the management of our operations more efficient in terms of carbon footprint and the preservation of resources by involving our entire value chain. Thanks to digital technology, we contribute to the protection of the environment and the social and professional inclusion of vulnerable groups.

We have set ambitious objectives for which we publish the results every year in the Annual Corporate Responsibility Report, included in the Sopra Steria Reference Document. We wanted to illustrate our approach and our plan of action described in this annual report by providing concrete examples of local development initiatives, along with testimonials and quotes from our stakeholders. Examples from the various entities and geographies of the Group also illustrate our contribution to the 17 Sustainable Development Goals of the United Nations Global Compact, which today constitute a major collective trajectory and the worldwide framework for Sustainable Development.

This complementary report gives an overview of the diversity of the Group's actions along with those of our stakeholders as we work towards a more sustainable and responsible world.



“ Since 2017, Sopra Steria has been a member of the group of companies that have attained the “Advanced” level of the Global Compact. This progression demonstrates its commitment over the past 15 years to the 10 principles of the Global Compact and its contribution to SDG's (Sustainable Development Goals) throughout its core business and its voluntary initiatives. ”

**Fella Imalhayene**  
General Delegate, Global Compact France



“ Since the first evaluation 10 years ago, the Corporate Responsibility performance of the Sopra Steria Group has continuously progressed to reach the highest level thanks to the Group's strong commitment to innovative policies. Today Sopra Steria is in the top 1% of the best performing companies certified by Ecovadis. ”

**Pierre-François Thaler**  
Co-founder and co-CEO, Ecovadis



“ We need to urgently scale up environmental action at all levels in order to meet the goals of the Paris Agreement and the Sustainable Development Goals. It's clear that the business world is an essential player in this transition and the A List companies are set to make a substantial contribution to those goals. ”

**Paul Simpson**  
CEO of CDP

“ Actions pertaining to Corporate Responsibility and the approach of the Sopra Steria Foundation motivated me to apply to Sopra Steria rather than another digital services company. As soon as I arrived, I was particularly interested by the resources available to employees for carrying out solidarity and environmental projects in parallel with their missions. It became clear to me that the issues surrounding social inclusion by way of digital technology are one of the Foundation's major challenges, and one which is usually addressed by projects focussing on improving the daily lives of the most deprived. It also appeared to me that environmental actions are becoming more and more integrated with the company and that the Foundation is conveying this message. ”

**Nemo**

Sopra Steria employee who joined the Group in December 2018



# INNOVATION AND DIGITAL TECHNOLOGY

## SERVING THE CORPORATE RESPONSIBILITY CHALLENGES OF OUR CUSTOMERS



Innovation and digital technology should enable companies and organisations to address their Corporate Responsibility challenges. Sopra Steria, a European leader in digital transformation, provides

a global response to the challenges of sustainability, development and competitiveness for large companies and organisations.

### HARROW COUNCIL

Sopra Steria's sustainability and social value programme in Harrow is a demonstration of their genuine commitment to having a positive impact through their business and to helping us achieve our own social value objectives. It has been a high note in our relationship. ”

**Carol Cutler**

Director of Customer Services and Business Transformation, Harrow Council

### ADIF

In Spain, ADIF (railway infrastructure administrator) has launched a digital transformation plan for railway stations with the aim of improving the service for users, optimising processes and launching the necessary initiatives for the implementation of smart stations, connected to users and equipped with new digital services based on communication and intermodality. In particular, the project will make the use of public transport more attractive and improve the energy efficiency of its infrastructures.



### NORDGEN

NordGen is a Nordic institute dedicated to the safeguarding and sustainable use of plants, farm animals and forest genetic resources. NordGen contributes to securing the broad diversity of genetic resources linked to food and agriculture. This is important for solving future challenges regarding food security, agricultural productivity, climate change and sustainable environmentally friendly agriculture. NordGen is responsible for the daily operations of the Svalbard Global Seed Vault.

Sopra Steria Denmark has collaborated with NordGen on benchmarking, cloud migration and the implementation of a new collaborative environment.



### HOLOCARE

HoloCare - Innovation Centre for Mixed Reality in Health, was established in March 2017 by The Intervention Centre at Oslo University Hospital and Sopra Steria. It was facilitated by Norway Health Tech. HoloCare is the first innovation centre for mixed reality in the world. It is a unique public-private partnership, which serves as a common resource to build and share knowledge and solutions for future healthcare solutions, using holographic computing.

[www.holocare.org](http://www.holocare.org)

### COMMUTE

“In Toulouse, commuters have become “euro-commuters” since the COMMUTE\* project is an Urban Innovative Action by the European Union. We are investigating collaborative management with stakeholders in the Toulouse-Blagnac airport area, using all modes of transport and all forms of leverage from participating companies in order to ensure that the traffic is fluid. The experience and commitment of Sopra Steria is central to the success of the initiative. The project's innovation, ambition, realism and especially “working together” around its data sharing platform are already showing promising results. The system is planned to expand and become a European reference.”

**Jean-Claude Dardelet**

Delegate Advisor to Toulouse Town Council,  
Vice President of Toulouse Metropolitan  
Coordination and Promotion of European Affairs  
and International Development

### VEOLIA

“As with any significant human activity, digital technology has an impact on the environment and we are implementing solutions and good practices to reduce this impact. With the help of our partner Sopra Steria we are striving to contribute to a more effective digital sobriety.”

**Julien Demesttre**

Cloud Platforms leader, Veolia

\*: Collaborative Mobility Management for Urban Traffic and Emission Reduction

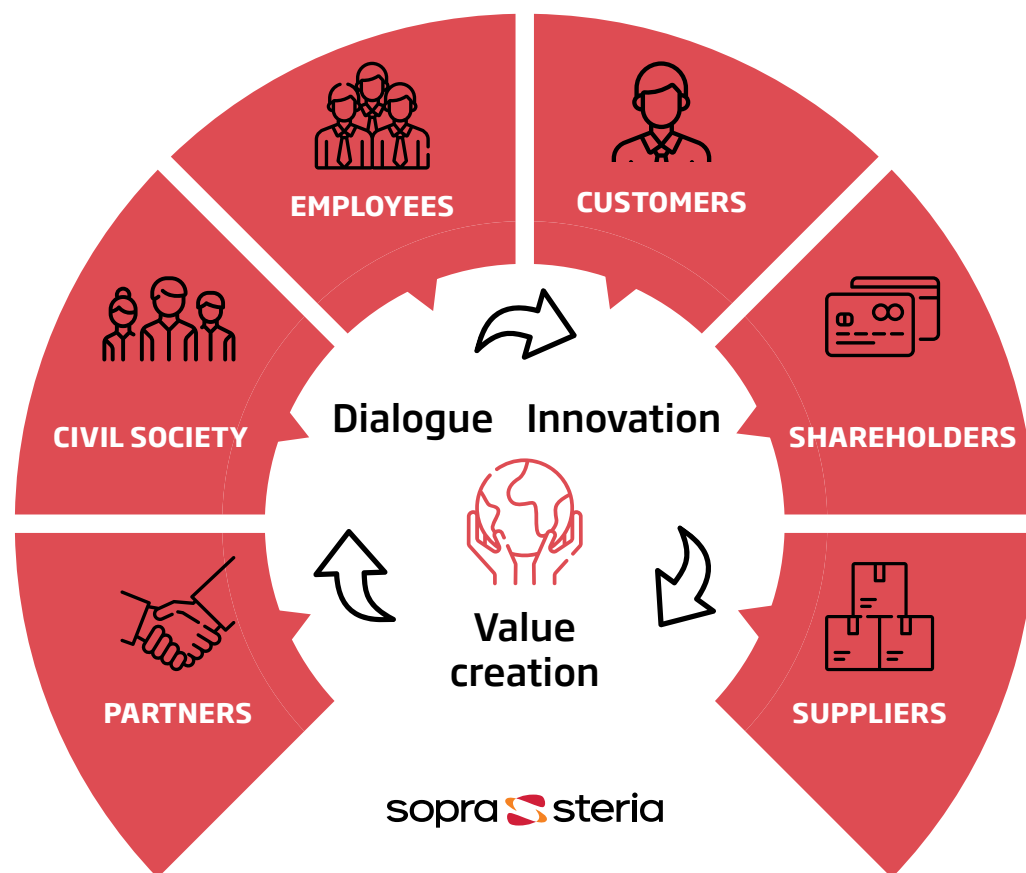
# DIALOGUE WITH OUR STAKEHOLDERS:

## 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 and value creation.



### #ENOVBREAKFAST

With #eNovBreakfast, Sopra HR Software brings together its ecosystem, partners, start-ups and customers based on feedback about the use of artificial intelligence for HR activities.



### CR ADVISORY BOARD

« The Corporate Responsibility Advisory Board is a dynamic body for it is where Sopra Steria teams present their actions and progress in a very transparent way as well as their new projects and the problems they are facing. The members of the Board can therefore respond with a complete knowledge of the facts and make a useful contribution to the company, which is generally taken into account. »

Frédéric Tiberghien,  
Honorary Councillor of State, President of Finansol  
and Honorary President of ORSE (Observatory  
of the Societal Responsibility of Enterprises)



### IMPACT AI

Impact AI collects together a group of Microsoft partner companies and start-ups including Sopra Steria. The objective: to address the ethical and societal issues of AI (algorithm neutrality, diversity & inclusion, etc.) by reflecting on the topics which shape the daily life of the French (health, transport, energy, environment, food, education, accessibility, etc.) and by supporting innovative projects in these areas in order to positively influence the world of tomorrow.



### HERTFORDSHIRE CHAMBER OF COMMERCE

Sopra Steria chaired the Environmental, Sustainability & Innovation Conference organised by the Hertfordshire Chamber of Commerce in England. The goal: to encourage local businesses to manage their impact on the environment.



## DIALOGUE WITH OUR STAKEHOLDERS

Maintaining a high level of transparency and interaction



### OPEN BANKING CHALLENGE

Sopra Banking Software has launched the first Open Banking Challenge, an international event. Start-ups, independent developers and employees met together under the theme of Open Banking to show demonstrations of innovative services based on the Digital eXperience Platform (DxP). The winners will be accompanied by Sopra Banking Software to promote their solution.



### EMPLOYEE AWARENESS CAMPAIGN

TOGETHER FOR A GREATER BALANCE is an international campaign to mobilise employees by means of a call for ideas on how to act together to support gender diversity on the occasion of International Women's Day. More than 450 proposals were collected.

GREEN WALL is a Group campaign for progress initiatives on the occasion of the European Week of Waste Reduction. Nearly 180 ideas were shared.



### SYNTEC CONSEIL WORKING GROUP

A consulting partner is a member of the Syntec Conseil "Purchasing" Working Group. The objective of this Working Group is to put forward the profession's recommendations regarding purchasing, and in particular responsible purchasing.



### DIGILAB

Students from partner schools discovered virtual reality in one of Sopra Steria's 21 DigiLabs!



### TOP 20

Entered the Top 20 of the Transparency Grand Prix\* for regulated information.

(\*) scientific committee of the Transparency Grand Prix organised by Labrador



### THE IMPACT OF DIGITAL TECHNOLOGY ON SOCIETY

Sponsorship of the Digital Humanism Department: a fresh perspective on the impact of digital technology on Humanity. For the last three years, the Group has been associated with the Collège des Bernardins, a recognised institution for meetings and discussions, as part of its research activities. The College has hereby created a new department, "Digital Humanism", dedicated to the societal challenges of digital technology. The Group's employees regularly participate in conferences organised by this department.



### DIGITAL GOV'2018

Sopra Steria presented the results of its Digital Gov'2018 barometer at the GovTech event during a round table that brought together several major players in the transformation of public policy: the European Commission, City of Oslo, etc.



### DIGITAL NETWORKING & COLLABORATION

The "Digital Practice" and the Sopra Steria Purchasing teams in the UK hosted the "Digital Networking & Collaboration" event that brought together small and medium-sized business partners and start-ups. The goal: to develop relationships in a collaborative and innovative way.

# BUSINESS ETHICS

## THE OVERRIDING REQUIREMENT FOR OUR DAILY ACTIONS



In the pursuit of our professional activities, ethical business is the overriding requirement for our daily actions. Above and beyond new regulatory requirements, our role is to guide our customers in their

choices and support them in their major transformation projects by basing ourselves on solid ethical principles and the values which characterise us.



Client service is the key



Professional excellence



Respect for others



Team spirit



Desire for proactivity



Openness and curiosity

Business ethics is part of an approach of transparency, fairness and loyalty with all of our stakeholders: customers, employees, shareholders, partners, suppliers and civil society.

It is in a spirit of excellence and transparency that the Group has grown over more than 50 years, and it is with this objective that the Group will continue to build relationships with all of its stakeholders.

## THE GROUP'S APPROACH IS BASED ON ITS COMMITMENT TO THE UNITED NATIONS GLOBAL COMPACT ON ETHICS AND THE FIGHT AGAINST CORRUPTION.

In view of the new regulations, Sopra Steria has strengthened its systems, in particular for preventing and fighting corruption and concerning stock market ethics. A major training programme for the prevention and fight against corruption is deployed, via an e-learning module and face-to-face sessions for all employees, in all countries and all entities of the Group.



### PREVENTION AND FIGHT AGAINST CORRUPTION



Training Session for Group Account Managers at the Group Headquarters.



Training Session for employees in Brazil.

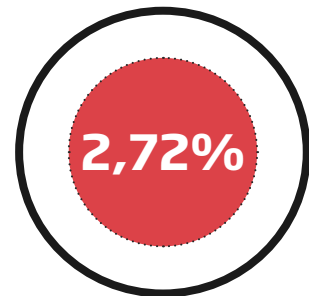


# RESPONSIBLE PURCHASING:

## ALIGNING THE SUPPLY CHAIN WITH CORPORATE RESPONSIBILITY CHALLENGES



The Group's performance in terms of the environmental commitment of its supply chain places it in the category of "Supplier Engagement Leader" of the CDP Supply Chain.



employment rate of workers with disabilities, including a number of beneficiary units resulting from subcontracting to the adapted or protected sector in 2018 (France).



of the Group's entities are committed to integrating a responsible purchasing approach.



of the Group's electricity consumption is covered by direct renewable energy purchases, I-REC certificates and Guarantees of Origin.

Over the past few years, the Group has launched a responsible purchasing programme aimed at aligning its supply chain with its challenges.

This programme has been strengthened to optimise the procurement processes, integrate new regulatory requirements (duty of care, Sapin II law) and manage the risks associated with the supply chain: reworking our purchasing procedures and the Group supplier charter, enhancement and harmonisation of practices and deployment of the programme throughout all areas.

In particular, this work has made it possible to draw up the action programmes necessary to address the following objectives:



### ORGANISE

the purchasing ecosystem around harmonised systems (purchasing departments, suppliers and subcontractors)



### STRENGTHEN

the management of the Group's Sustainable Development performance and the evaluation of that of the main suppliers and subcontractors



### CONTINUE

the policy of solidarity and inclusive purchasing in favour of diversity and the environment



*We have worked with Sopra Steria's purchasing department to optimise the evaluation of its subcontractors and suppliers: key indicators, identification of risk and opportunities in the supply chain. Sopra Steria has also set up a major awareness campaign for its purchasing ecosystem concerning its expectations in terms of performance and continuous growth. This strategy is representative of its commitment in favour of a responsible supply chain.*

**Alexandrine Borges**

Customer Success Manager, Ecovadis

# SOCIAL RESPONSIBILITY:

## A RESPONSIBLE AND COMMITTED COMMUNITY



Sopra Steria's policy of social responsibility aims to be a key influence in the digital sector to attract and retain talent, to promote equal opportunity and diversity.

This policy is part of a process of continuous improvement whose objective is to reconcile economic efficiency and social fairness.

## ATTRACTING & RETAINING OUR TALENTS

Sopra Steria aims to attract the best professionals, anticipate its future skills requirements, promote mobility within the Group and offer an innovative training programme that meets the highest technological standards. These policies contribute to retaining the loyalty of talented staff. They are developed in a work environment conducive to professional growth where everyone feels valued and plays an active role in their career.

+11,500

**NEW HIRES IN 2018 (GROUP)**

33%

**OF RECRUITS WOMEN IN 2018 (GROUP)**

+ 1M

**HOURS OF TRAINING (GROUP)**

+ 220k

**FOLLOWERS ON SOCIAL MEDIAS (GROUP)**

780

**EDUCATIONAL INITIATIVES (FRANCE)**

## PROMOTING THE WELL-BEING OF EMPLOYEES



**HAPPYINDEX® / ATWORK**

Sopra Steria is 5<sup>th</sup> in the HappyIndex®/AtWork France ranking. This classification is based on the HappyIndex®/AtWork method, which highlights companies in which employees are happy to work.



**GREAT PLACE TO WORK**

In 2019, for the third year in a row, Sopra Steria in Norway took 1st place in the Great Place To Work (GPTW) ranking. This classification is derived from the annual survey conducted among employees which allows them to express their views about the quality of their experience within the Group. This survey will be extended to all of the Group's 45,000 employees in 2019.



**INTERNATIONAL MOBILITY**

In 2018, 196 employees and students (trainees and work-study undergraduates) benefitted from a placement abroad in one of 13 destinations.



## RECOGNISED EMPLOYER ACCREDITATIONS



**POTENTIALPARK**

Sopra Steria is among the top 15 companies deploying the best digital recruitment strategies in France.



**HAPPY TRAINEES WORLD**

In 2019, Sopra Steria is participating in the Happy Trainees World seal of approval! This survey, targeted at trainees and work-study undergraduates, provides an assessment of their level of satisfaction concerning their integration and their missions. 5 participating countries: France, India, Spain, Tunisia and Morocco.



## SOCIAL RESPONSIBILITY

A responsible and committed community

### UNIVERSITY INITIATIVES SIDE BY SIDE WITH STUDENTS



#### 1<sup>ST</sup> YEAR TRAINEES

In 2018, Sopra Steria launched its first programme dedicated to first-year students in France. 14 students were selected to benefit from a made-to-measure course with an immersion in a project, the discovery of several organisations, and a "live my life" with a top manager.



#### MINES TÉLÉCOM INSTITUTE

Sopra Steria has become a partner of the chair of "Personal information values and policies" at the Mines Telecom Institute with the objective of collaborating on user data security. For the last five years, this chair has brought together a multidisciplinary team of researchers.



#### EDHEC SAILING CUP

The EDHEC Sailing Cup, a major sporting event in Europe, brings together more than 12,000 visitors from all over the world. For the past 13 years, Sopra Steria has been a partner of this race and this year it is sponsoring 19 student teams, including 6 disabled and able bodied crews, taking part in the Handi'Voile Challenge.

### RETAINING THE LOYALTY OF OUR TRAINEES



#### IMMEDIATE BOARDING

Immediate boarding for our trainees! This year, nearly 70 interns and work-study undergraduates will take part in our projects outside of France. At the beginning of February 2019, around fifty took part in the "Immediate Boarding" event, organised to help them prepare for their departure to a work placement in one of our different countries!

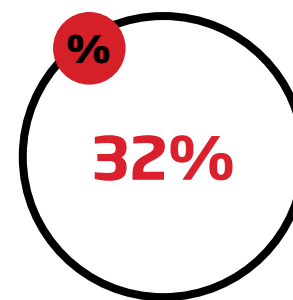


#### JUBIWEE

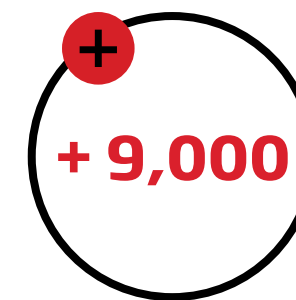
How to measure the satisfaction of our trainees in real time to optimise their internship experience? This is now possible thanks to Jubiwee, a start-up with which the Group has been associated for the second year in a row. Thanks to a fun online questionnaire system, the first steps of our trainees and work-study undergraduates within the company are made easier and ensure an optimal integration.

### DIVERSITY & EQUAL OPPORTUNITIES

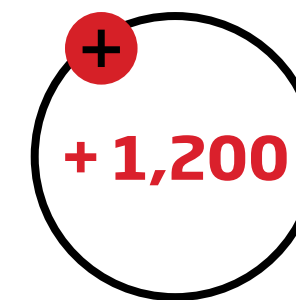
Diversity is a source of wealth for a Group such as Sopra Steria which affirms its desire to continue to fight against discrimination, based on the principle of equal opportunities. The Group strives to recruit employees from diverse backgrounds and to show fairness to all employees.



of the Group were women



employees sensitised to disability and gender diversity



Group employees involved in mixed networks



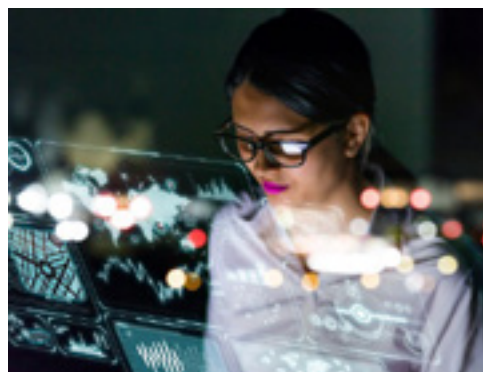
#### THE LEVERS FOR TRANSFORMATION TO DECONSTRUCT STEREOTYPES

Training and awareness campaigns are effective internal tools to mobilise employees and deconstruct stereotypes.

## SOCIAL RESPONSIBILITY

A responsible and committed community

### PROGRAMMES IN SUPPORT OF PROFESSIONAL EQUALITY



#### FEMMES@NUMÉRIQUE (WOMEN@DIGITAL)

The French national initiative led by AFMD, CGE, Cigref, Digital Talents, Social Builder and Syntec Numérique is supported by a community of more than thirty associations, the government and many companies including Sopra Steria, working together as a foundation.



#### THE PASSER'ELLES PROGRAMME

This network of Sopra Steria female employees aimed at attracting more women into the digital world is the winner of the Monster Innovation Prize with more than 5,600 votes. Passer'Elles designed a tailor-made training plan based on nudge method along with interactive workshops to promote the sharing of experiences.

### PUTTING THE GROUP'S MIXED NETWORKS INTO ACTION TO PUSH BACK THE BOUNDARIES



**+ 1,000 MALE AND FEMALE AMBASSADORS  
+ 30 EVENTS**

Simultaneous events organised throughout the Group on the occasion of International Women's Day on 8<sup>th</sup> March 2019.

#### PASSER'ELLES PROGRAMME

“ I believe in audacity; we must seize the professional opportunities available to us. “We must have confidence in ourselves” is the advice that I give as sponsor of Passer'Elles. ”

**Caroline**  
Employee, Sopra Steria

### HONOURING THE GROUP'S INFLUENTIAL WOMEN



**SPOTLIGHT ON LEADERSHIP AND AWARDS IN THE DIGITAL SECTOR FOR OUR FEMALE EMPLOYEES**

Gayathri Mohan (India), winner of the International Inspirational Award; Melba Foggo (UK), IT leader of the year; Lilian Rostad (Norway), eminent member of Tech-women.





## SOCIAL OPENNESS, AN IMPORTANT LEVER FOR DEVELOPMENT AND INTEGRATION



### MENTORING, AN EFFICIENT TOOL FOR PROFESSIONAL INSERTION

Sopra Steria employees accompany young students from disadvantaged backgrounds as part of a mentoring programme to help them build their career plan and discover the world of business.



Dedicated to women who are attracted by the digital sector and want to work there, the Etincelles (Sparks) programme offers an accompaniment based on social networking and mutual assistance. This 4-month programme was developed by the Social Builder association, to which the Group contributes.



### PROFESSIONAL CONVERSION, A LEVER FOR INTEGRATION

In several countries the Group has joined forces with major players in the field of professional integration to help young people to find their place in the world of work.



*A year ago, I saw a call for applications for a training course in digital technology aimed at women from all walks of life. In my case it was a background in marketing. There were 15 women in my Group, aged between 21 and 57, all highly competent, and with a desire to learn, to retrain and join the digital world. And today, thanks to Etincelles, I am happy to be a member of the Sopra Steria Group.*

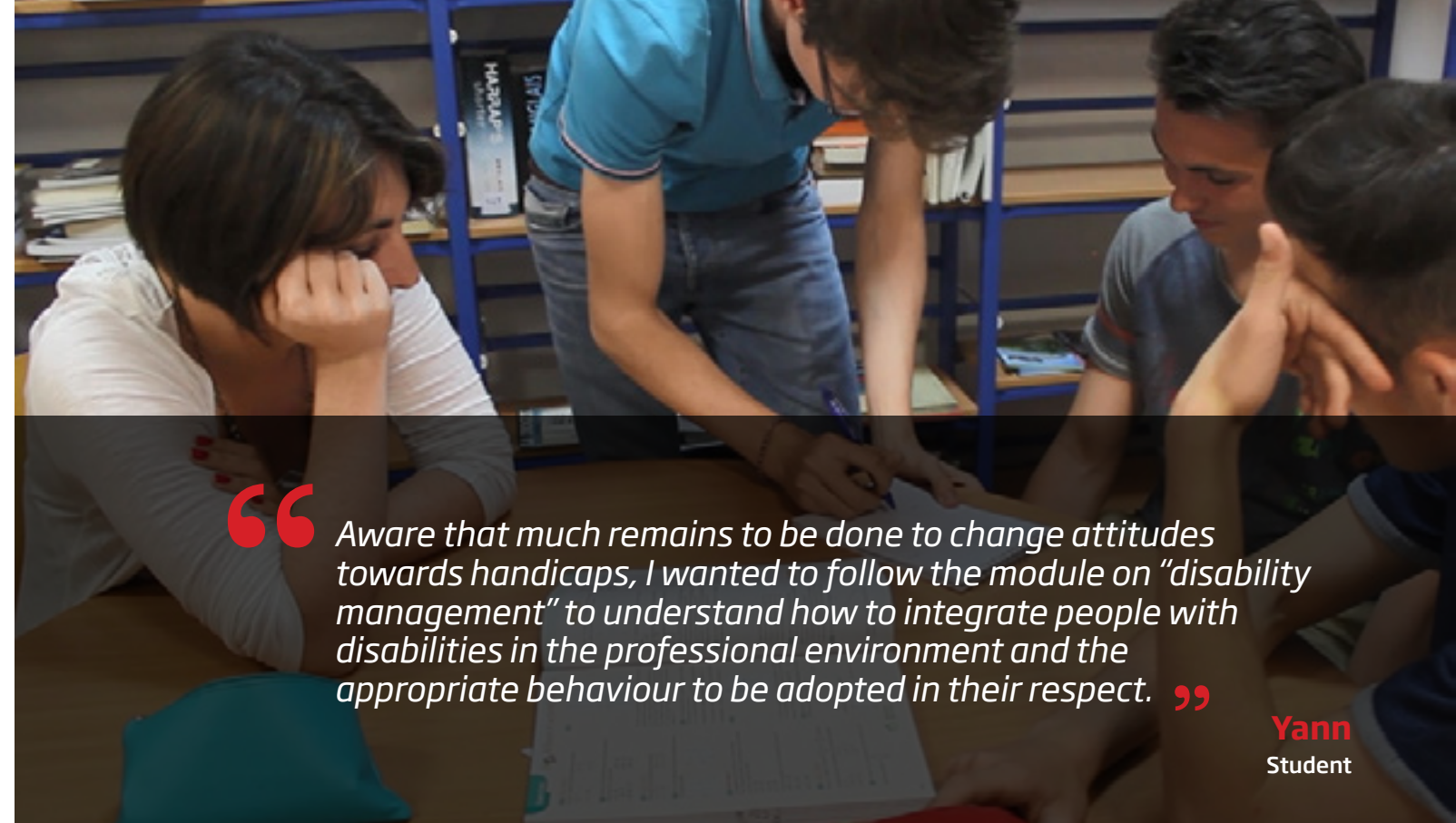
**Beatriz**

Employee, Sopra Steria

*I myself was mentored during my years of study, and I decided to sponsor a student in turn. Apart from providing advice for questions of orientation and learning, this type of individualised system allows you to be part of a close-knit community through regular events, all for the benefit of students with limited means.*

**Pierrick**

Employee, Sopra Steria



*“Aware that much remains to be done to change attitudes towards handicaps, I wanted to follow the module on “disability management” to understand how to integrate people with disabilities in the professional environment and the appropriate behaviour to be adopted in their respect.”*

**Yann**  
Student

## INITIATIVES FOR PEOPLE WITH DISABILITIES



### SOPRA STERIA HANDITUTORAT

Created in 2013, the support programme for high school students with disabilities is run by engineering students who are trained and supervised by Sopra Steria managers. Partnerships have been set up with Centrale Supelec, Telecom ParisTech, CPE Lyon, etc.



### SOPRA STERIA INNOVATION AWARDS

Sopra Steria makes use of the collective brainpower of its employees. As part of an international internal challenge, two projects for making life easier for disabled people have been selected: Phantom Limbs and HoloLearn.



# INNOVATION IN ENVIRONMENTAL PROTECTION

## FOR THE BENEFIT OF OUR CUSTOMERS

### THE FIGHT AGAINST CLIMATE CHANGE IS A MAJOR CHALLENGE



Sopra Steria's commitment to the environment goes well beyond mere legislative compliance and contributes to the fulfilment of the Paris Agreement. This ambitious commitment by Sopra Steria positions it among

the leading companies that are working to combat climate change. In this way, the Group delivers CarbonNeutral® services for the benefit of all customers.



In 2017 Sopra Steria became the first digital services company to obtain certification of its greenhouse gas emissions reductions targets from the Science Based Targets Initiative (SBTi).



**A-LIST CDP CLIMATE CHANGE:**  
For the second consecutive year Sopra Steria obtained the highest score for its performance in managing its greenhouse gas emissions  
**ECOVADIS :**  
Sopra Steria scored Outstanding for the environmental component, and was awarded Gold overall.



One of the first companies to adopt the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) by declaring its risks related to climate change.



Forward thinking companies such as Sopra Steria are taking action on climate change now. They are reducing their emissions and supporting the move to a zero-carbon economy. They are also engaging their stakeholders, building resilience in their supply chains, and delivering low carbon solutions and services to their clients.

**Mark Maslin**  
Professor of Climatology, UCL



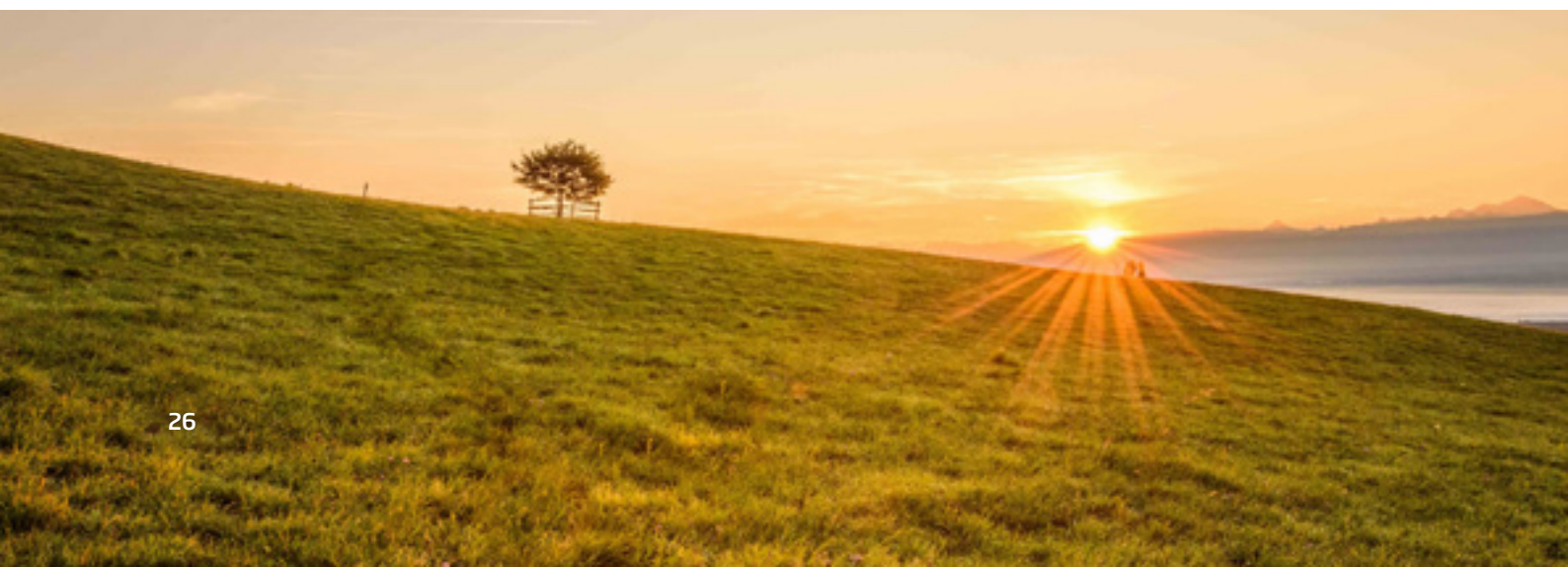
We congratulate Sopra Steria on having its target approved and demonstrating that it takes a forward-thinking approach to business. It joins some of the world's leading companies in recognising that taking action now to cut emissions is the best way to future-proof growth in the transition to the low-carbon economy.

**Alberto Carrillo Pineda**  
Senior Advisor on Climate and Business for WWF and Leader of the Science Based Targets initiative added



Sopra Steria continues to impress with its forward thinking approach and willingness to lead on new advances in sustainability management and reporting. This appetite for innovation combined with Sopra Steria's expectations of rigour and detail have made them an ideal client to drive and trial advances in our solutions. These innovations have in turn benefitted all clients and the wider sustainability reporting community. It's no surprise to see them consistently singled out and at the top of leader boards.

**Matthew de Villiers**  
CEO of Greenstone





## INNOVATION

in environmental protection for the benefit of our customers



### REDUCTION OF EMISSIONS

Over the past several years, the Group has set targets for reducing its greenhouse gas emissions and has put in place a major programme to ensure their reduction (Scopes 1, 2 and 3; namely GHG emissions related to business travel, energy consumption in offices, on-site and off-site data centres and fugitive emissions).



### RENEWABLE ENERGY

The Group's policy aims to increase the proportion of renewables in the energy that it consumes, particularly electricity.

#### Objectives to be achieved by 2025 (baseline 2015)

REDUCTION OF ABSOLUTE EMISSIONS **-21%**  
REDUCTION OF EMISSIONS BY EMPLOYEE **-43%**

#### 2018 Results

REDUCTION OF ABSOLUTE EMISSIONS **-14,9%**  
REDUCTION OF EMISSIONS BY EMPLOYEE **-29%**

#### Objectives to be achieved by 2020 (baseline 2015)

SHARE OF RENEWABLE ENERGY IN OVERALL ENERGY CONSUMPTION **85%**

#### 2018 Results

SHARE OF RENEWABLE ENERGY IN OVERALL ENERGY CONSUMPTION **78%**

### INTERNAL CARBON PRICE

To raise awareness of the environmental impact of business travel within the operational divisions, Sopra Steria has set up an internal carbon price in the United Kingdom, France and Spain with the aim of rolling this out to the majority of Group entities by 2020.

### CARBON NEUTRALITY

Business travels, Sopra Steria offices and Data Centres have been certified CarbonNeutral® since 2015.



*The Sopra Steria Group has developed a sophisticated renewable energy supply strategy by focussing on actions that have a real impact. The purchase of guarantees of origin makes it possible to support the production of renewable energy where it is still scarce and to cover an ever greater share of the Group's electricity consumption requirements. This strategy makes it possible to meet the renewable energy development objectives throughout the entire Group by following its roadmap.*

**Ivan Debay**  
CEO, Origo



## INNOVATION

in environmental protection for the benefit of our customers



Sopra Steria has chosen to work with the most innovative and internationally recognised organisations and companies in the field of climate change.

“Over the past 10 years, Sopra Steria has demonstrated a relentless drive to innovate, going beyond its own carbon footprint to support new low carbon systems and technologies. We appreciate our partnership with Sopra Steria because of its commitment to sustainability as an integral part of how it does business.”

**Jonathan Shopley**

Managing Director, External Affairs,  
Natural Capital Partners



Sopra Steria supports the circular economy by giving a second life to its waste electrical and electronic equipment (WEEE).

### SUPPORTING THE CIRCULAR ECONOMY



“

I have been working at Sopra Steria for a year and a half and I wanted to give meaning to my work and contribute to causes that are close to my heart. For this reason, I joined the “environmental team” of the Conseil 2019 project. We are working on the creation of an eco-responsible charter and this is just one of many fascinating topics which we want to share because many actions are underway.”

**Hélène**

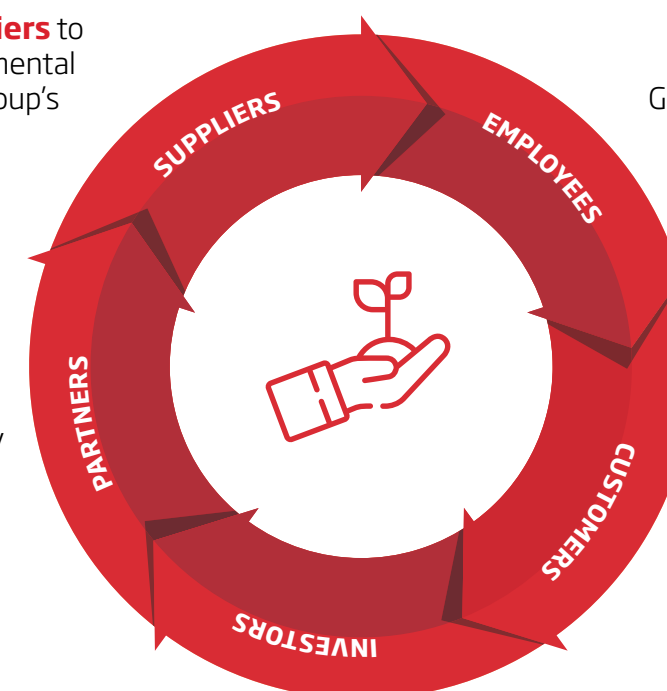
Employee, Sopra Steria



Sopra Steria contributes to the fight against climate change by involving its entire value chain.

Working with **suppliers** to reduce the environmental footprint of the Group’s activities

Co-innovating with our major technology **partners**



Involving **employees** in the Group’s commitments

Integrating the challenges of sustainable development into the value proposition for our **customers**

Encouraging **investment** in listed European companies that are high performers in terms of Sustainable Development



# 7 | COMMITTING THE COMPANY

## TO BEING AN INCLUSIVE AND SUPPORTIVE DIGITAL ENTERPRISE



The rapid changes in society due to digital technologies affect many societal and environmental domains that are often linked

and pose many challenges, particularly for vulnerable communities.



As a major digital player operating in many countries, the Sopra Steria Group is aware of the importance of education and the acquisition of digital skills for the social and professional integration of vulnerable groups. Digital technology is also a great lever for creating innovative solutions that make their life easier and benefit everyone.

### **An active policy involving the company, employees and local organisations**

The Group pursues an active policy aimed at facilitating access to education, training and the digital environment for vulnerable groups in all countries where it operates. To implement this policy, which mobilises hundreds of employees throughout the Group, Sopra Steria relies on two foundations in France and India and on sponsorships established with public interest organisations.

Local solidarity initiatives complete these arrangements, notably through a major educational and support programme in India.



# “ A SHARED BELIEF ”

The partnership between the Sopra Steria-Institut de France Foundation and the Agence Nouvelle des Solidarités Actives (ANSA, Agency for Active Solidarity) is an alchemy between two “catalysts”: the first setting up encounters between potential partners and the second contributing to social innovation!



“As an activator of encounters between social project creators and digital solution providers, it is quite natural that in 2016 the Sopra Steria-Institut de France Foundation accepted to take an active part in the ANSA conference “Towards a fully inclusive digital society”. Its objective: to enable social and digital players, the private and public sectors, along with all persons concerned, to review the progress of digital inclusion, the road ahead and new solutions to be deployed in order to contribute.

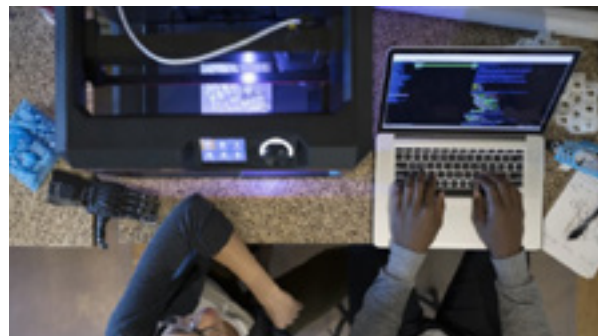
A shared conviction emerged from this moment of sharing; a digital solution of a social nature can only be fully deployed by means of a close partnership between a social player and a company. This alliance deepens progressively and with a reciprocal understanding of each other's realities, by virtue of being constantly attentive to vulnerable people and the organisations which accompany them.”

**Michèle Pasteur**

General Manager of the Agence Nouvelle des Solidarités Actives (ANSA)



## COMMITTING THE COMPANY for an inclusive and supportive digital society



“The Benelux fundraising event organised for the Sopra Steria Scholarship Programme is a unique opportunity to help young, bright and talented Indian students to succeed and thrive via a series of scholarships. We raised an impressive amount of cash in a highly worthwhile event and I certainly intend to participate again this year!”

**Daniel**

Employee, Sopra Steria Benelux

“We are working with Sopra Steria team to develop a digital learning programme that helps our students become confident in themselves.”

**Anthony Harmer**

CEO of ELATT, a leading educational charity in London

“I got qualified through NEET and pursuing my BDS (Bachelor of Dental Surgery) now. Sopra Steria helped me a lot with my academic tuition fee. I hope to work more in the future to justify their contribution.”

**Keerthana Priya**

Sopra Steria scholar from BKM School, Chennai, a school supported by Sopra Steria. NEET - National Eligibility & Entrance Test is an entrance exam in India for students who wish to study medicine or follow dental courses to become doctors or dentists.



“Sopra Steria developed for CdO the project “The wall of life”, by creating a pleasant and motivating video game on Functional Living Skills. These skills are particularly relevant in enhancing independence and social participation of children with autism and intellectual disability. So, many thanks to Sopra Steria for helping us in achieving our social goals!”

**Simonetta Panerai**

President of Soc. Coop. Soc. I Corrieri dell’Oasi-ONLUS



“Since 2009, I am a contact person for the Sopra Steria-Institut de France Foundation and I consider it to be an opportunity. Giving one’s time to qualify, sponsor, accompany and find volunteers to participate in the Foundation’s projects is a source of personal satisfaction.”

**Auguste**

Employee, Sopra Banking Software



“I am involved with coding classes at the hospital because I want to give the kids and the parents a positive break in challenging times. The kids spend time doing simple and fun coding exercises. For me it is a great feeling to see how they thrive with coding.”

**Morten**

Employee, Sopra Steria Norway

### Partnership with the Balia Foundation

Sopra Steria is a partner of the Balia Foundation for Children in Spain, which works to support the development of children and young people in vulnerable situations. Sopra Steria sponsors a computer science classroom to train young people who are in danger of social exclusion, to help them reintegrate socially and professionally.

“Every day we are aware of the impact of digital technology on our lives. It is uplifting to see young people involved in solidarity projects based on digital technology. For example, one of the 2018 prize winners at the Sopra Steria-Institut de France Foundation, 6th sense, aims to offer blind people a solution to replace vision by the sense of touch. As with other projects, students place the technical skills they are in the process of acquiring at the service of the common good.”

**Serge Abiteboul**

President of the jury for the Students Prize of the Sopra Steria-Institut de France Foundation, Member of the Academy of Sciences, and Director of Research at INRIA



# THE SDGs

## Sustainable Development Goals

EXAMPLES OF OUR CONTRIBUTION TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

### 1 NO POVERTY



Solidarity programme led by two foundations in France and India and local initiatives throughout the Group.

### 2 ZERO HUNGER



Annual collection of foodstuffs for the benefit of a food bank in Spain.

### 3 GOOD HEALTH AND WELL-BEING



Establishment of psychological listening units, introduction of the right to disconnect, development of teleworking.

### 4 QUALITY EDUCATION



Educational programmes in the majority of the countries in which the Group operates for children and young people from disadvantaged backgrounds. In India, 70,000 children in 60 schools benefit from these programmes.

### 5 GENDER EQUALITY



Awareness Campaigns throughout the Group for women's employment, especially in the digital sector.

### 6 CLEAN WATER AND SANITATION



25,000 people benefit from the Group's initiatives to provide access to drinking water, thanks in particular to actions in India (with the Planet Water Foundation) and Madagascar (with the NGO 1001fontaines).

### 7 AFFORDABLE AND CLEAN ENERGY



20 computer labs created by Sopra Steria for schools in India make use of solar panels for their power supply.

### 8 DECENT WORK AND ECONOMIC GROWTH



Sopra Steria International Scholarship Programme, allowing more than 540 Indian students to pursue higher education.

### 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Design and development of a new application related to packaging, sorting and recycling for use by a European Food Group. The project is undertaken by Sopra Steria teams in Switzerland and Spain.

### 10 REDUCED INEQUALITIES



Diversity and equal opportunity programmes implemented in most of the Group's countries.

### 11 SUSTAINABLE CITIES AND COMMUNITIES



Smartcities projects, particularly in France, Norway and Spain, focusing on mobility and energy issues.

### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Contributions to the circular economy: selective waste sorting in offices, purchase of PC's labelled EPEAT Gold, recycling of WEEE (Waste Electrical and Electronic Equipment).

### 13 CLIMATE ACTION



Ambitious targets to reduce greenhouse gas emissions, certified by SBTi (Science-Based Targets initiative).

### 14 LIFE BELOW WATER



Raising awareness among employees, students and customers about the challenges of protecting the oceans.

### 15 LIFE ON LAND



Setting up hives for the preservation of bees in Belgium, Germany, United Kingdom and especially in France, with the development of a connected hive solution in collaboration with a banking customer.

### 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Contributions over many years to the modernisation of institutions (Ministries of Justice and Interior) throughout the Group. The Foundation in France also supports associations that work to prevent violence against women and trafficking in human beings.

### 17 PARTNERSHIPS FOR THE GOALS



Collaborations with more than 100 major associations and NGOs to implement the Group's social, societal and environmental commitments.

# A POLICY AND A PROGRESSIVE APPROACH

## THAT IS MONITORED BY PERFORMANCE INDICATORS



This report has been audited by an Independent Third Party Organisation. The extent of their work (nature, methodology, scope and conclusion) is detailed in a verification report which is available upon request at the Company's registered office.

## SCOPE OF REPORTING

Sopra Steria's Corporate Responsibility policy applies to all entities within the Group. The headcount published in the social section and which is used for certain environmental indicators in this report includes the employees of Delta Development Systems in Algeria (3 persons), a subsidiary whose accounts are not consolidated by the Group. Depending on the indicators, the geographical scope covers:

- the totality of Sopra Steria Group's global operations (Sopra Steria Group);
- the activities of Sopra Steria Group by country (for example: Sopra Steria France, Sopra Steria UK, Sopra Steria Spain...). For each country, all Sopra Steria Group subsidiaries are included, in particular Sopra Banking Software, Sopra HR Software, I2S, CIMPA, Kentor, Beamap, Cassiopae ...;

- the Corporate Responsibility report covers the calendar year from 1st January to 31st December 2018. Any exceptions to calendar reporting are specified for the data concerned.

In order to verify the consistency between the financial and non-financial reports, some structural indicators common to both domains are compared and the different levels of detail are checked. The processes and tools used to generate this report are presented in the reporting protocol available on request from the Sopra Steria Sustainable Development - Corporate Responsibility Department.

## 9.1. SUMMARY OF SOCIAL INDICATORS

Unless otherwise stated, the indicators are calculated on the basis of the headcount for permanent contracts, temporary contracts and internships. The definitions used are the following:

- permanent contract (or indefinite term contract): full-time or part-time employment contract signed with the employee for an indefinite period;
- temporary contract (or fixed-term contract): a full-time or part-time employment contract signed with the employee which ends at the end of a defined period or upon completion of a specific task for which the deadline had been estimated;
- frequency rate of accidents at work in France: the rate is calculated in working days, according to the following calculation (Number of accidents at work with sick leave \* 1,000,000) / Total number of hours worked by the workforce during the year;
- rate of absenteeism: The rates for 2016, 2017 and 2018 are calculated in working days and no longer in calendar days as they were in 2015 and 2014. The rate is calculated on the basis of the average full-time equivalent workforce.

It takes into account absences related to illnesses, accidents at work and commuting accidents. It is the ratio between the number of working days of absence and the theoretical number of contractual working days.

- employment rate of people with disabilities: number of employees with disabilities declared by the company (Disabled Worker Unit) increased by 50% according to the rules defined by Agephip + the number of beneficiary units resulting from subcontracting to the adapted or protected sector divided by the total number of declared personnel. The number of declared personnel is calculated according to the rules specified by Agephip.
- in 2018, the headcount due to acquisitions is taken into account in the calculation of the indicators as follows:

The employees from the BLUECARAT, It-Economics and OR System acquisitions were included in the calculation of all indicators. The Sword Apak acquisition and the Galitt and 2MoRO acquisitions were only included in the calculation of the "Headcount by geographical area" indicator.



# SUMMARY OF THE SOCIAL INDICATORS

## WORKFORCE

WORKFORCE BY GEOGRAPHICAL REGION (INCLUDING ACQUISITIONS)				
SCOPE / TOPIC	2018	2017	2016	NOTE
<b>GROUP</b>	44,114	41,661	39,813	
France	19,013	18,649	18,227	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	24,849	23,012	21,586	
o/w United Kingdom	6,407	6,181	6,508	
o/w India	5,348	5,200	4,909	
o/w Spain	4,060	3,562	3,100	
o/w Germany	2,842	2,370	2,141	
<b>WORKFORCE: MANAGEMENT-LEVEL STAFF (CADRES)</b>	40,001	38,626	36,628	The notion of management-level staff (cadres) is specific to France. The number of management-level employees outside France is extrapolated based on figures for France.

AVERAGE LENGTH OF SERVICE OF EMPLOYEES ON PERMANENT CONTRACTS				
SCOPE / TOPIC	2018	2017	2016	
<b>GROUP</b>	7.1	7.3	7.5	
France	8.0	8.0	8.0	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	6.42	6.8	7.1	
o/w United Kingdom	10.7	10.8	11.1	
o/w India	4.3	4.3	4.2	
o/w Spain	5.0	5.2	5.4	
o/w Germany	7.3	8.2	8.6	

FULL-TIME EQUIVALENT WORKFORCE - (EXCLUDING INTERNS)				
SCOPE / TOPIC	2018	2017	2016	
<b>GROUP</b>	42,614	40,241	38,404	
France	18,439	18,086	17,633	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	24,175	22,155	20,771	
o/w United Kingdom	5,903	5,956	6,245	
o/w India	5,347	5,199	4,835	
o/w Spain	4,005	3,511	3,057	
o/w Germany	2,655	2,217	1,981	

AVERAGE AGE OF EMPLOYEES ON PERMANENT CONTRACTS				
SCOPE / TOPIC	2018	2017	2016	
<b>GROUP</b>	37.8	37.8	37.9	
France	37.5	37.5	37.4	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	38.0	38.0	38.3	
o/w United Kingdom	44.2	44.1	44	
o/w India	31.3	31.2	31.0	
o/w Spain	37.4	37.4	37.3	
o/w Germany	41.7	42.7	43.4	

WORKFORCE BY CONTRACT TYPE				
SCOPE / TOPIC	2018	2017	2016	
<b>PERMANENT CONTRACTS</b>				
<b>GROUP</b>	95.7 %	96.1 %	96.5 %	
France	95.6 %	96.3 %	96.8 %	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	95.7 %	96.0 %	96.3 %	
o/w United Kingdom	94.1 %	96.4 %	96.8 %	
o/w India	99.0 %	98.6 %	98.2 %	
o/w Spain	93.8 %	91.8 %	93.3 %	
o/w Germany	94.8 %	95.1 %	95.8 %	
<b>FIXED-TERMS CONTRACTS</b>				
<b>GROUP</b>	3.6 %	3.3 %	2.9 %	
France	4.06 %	3.4 %	3.0 %	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	3.3 %	3.3 %	2.8 %	
o/w United Kingdom	5.9 %	3.6 %	3.2 %	
o/w India	1.0 %	1.4 %	1.8 %	
o/w Spain	5.8 %	7.9 %	6.6 %	
o/w Germany	1.7 %	1.6 %	0.9 %	
<b>INTERNSHIPS</b>				
<b>GROUP</b>	0.7%	0.6 %	0.6 %	
France	0.3 %	0.3 %	0.2 %	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	1.0 %	0.7 %	0.9 %	
o/w United Kingdom	0 %	0 %	0 %	
o/w India	0 %	0 %	0.02 %	
o/w Spain	0.4 %	0.3 %	0.2 %	
o/w Germany	3.6 %	3.3 %	3.4 %	

TURNOVER: EMPLOYEES ON PERMANENT CONTRACTS				
SCOPE / TOPIC	2018	2017	2016	NOTES
<b>GROUP</b>	16.9 %	15.6 %	15.5 %	Turnover = [Permanent contract staff leaving - Permanent contract staff leaving after less than six months]/Permanent contract workforce in service on last day of baseline period (excluding suspended staff).
France	16.2 %	14.5 %	12.9 %	82 dismissals in 2018, vs. 114 in 2017 (employees on permanent contracts).
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	17.4 %	16 %	17.7 %	
o/w United Kingdom	19.4 %	20 %	18.9 %	
o/w India	21.6 %	18 %	23.6 %	
o/w Spain	16.6 %	15 %	14.8 %	
o/w Germany	12.4 %	11 %	13.4 %	

## ATTRACTIVENESS

RECRUITMENT: ALL CONTRACT TYPES				
SCOPE / TOPIC	2018	2017	2016	
<b>GROUP</b>	11,662	9,500	8,498	
France	4,356	3,645	3,414	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	7,306	5,855	5,084	
o/w United Kingdom	1,083	998	994	
o/w India	1,636	1,595	1,656	
o/w Spain	1,414	1,151	936	
o/w Germany	770	586	353	

RECRUITMENT UNDER PERMANENT CONTRACTS				
SCOPE / TOPIC	2018	2017	2016	
<b>GROUP</b>	9,225	7,366		
France	3,135	2,616		
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	6,090	4,750		
o/w United Kingdom	784	811		
o/w India	1,533	1,356		
o/w Spain	1,193	895		
o/w Germany	623	466		

## TALENT DEVELOPMENT

TRAINING (EXCLUDING INTERNS AND WORK-LINKED STUDENTS)				
SCOPE / TOPIC	2018	2017	2016	NOTES
<b>NUMBER OF HOURS' TRAINING DELIVERED DURING THE FINANCIAL YEAR</b>				
France	596,557	546,090	589,952	
India	180,105	161,578	141,677	
Spain	136,201	126,882	95,133	
Germany	36,972	35,678	28,950	
Norway	115,820	94,358	79,187	The number of hours' training in 2016 has been amended following a data collection error.
Morocco	19,651	11,476	7,256	
<b>NUMBER OF DAYS' TRAINING DELIVERED DURING THE FINANCIAL YEAR</b>				
France	85,222	78,013	84,279	
India	25,729	23,083	20,240	In 2016, to harmonise the way in which training hours are counted, the total number of hours was divided by 7, as opposed to 8 in 2015 - i.e. 156,563/7 = 23,795 hours.
Spain	19,457	18,126	13,590	In 2016, to harmonise the way in which training hours are counted, the total number of hours was divided by 7, as opposed to 8 in 2015 - i.e. 74,759/7 = 10,680 hours.
Germany	5,282	5,097	4,136	
Norway	16,546	13,480	11,312	The number of days' training in 2016 has been amended following a data collection error.
Morocco	2,807	1,639	1,037	
<b>AVERAGE NUMBER OF DAY'S TRAINING PER PERSON</b>				
France	4.6	4.3	4.8	
India	4.8	4.4	4.2	
Spain	4.9	5.2	4.4	
Germany	2.0	2.3	2.2	
Norway	10.3	10.3	9.6	The average number of days' training per person in 2016 has been amended following a data collection error.
Morocco	9.3	5.8	4.6	

## LABOUR RELATIONS

NUMBER OF COLLECTIVE BARGAINING AGREEMENTS SIGNED IN THE YEAR				
SCOPE / TOPIC	2018	2017	2016	NOTES
<b>FRANCE</b>				
UES	4	1	4	
SOPRA STERIA	2	2	2	
SOPRA BANKING SOFTWARE	4	1	4	
I2S	3	1	2	
SOPRA HR SOFTWARE	3	0	2	
CIMPA	5	2	5	
CASSIOPAE	-	2	-	In 2018, the SBS perimeter includes the Cassiopae perimeter, the France Cassiopae entity having been absorbed by SBS on 1st April, 2018.
<b>GERMANY</b>				
SOPRA STERIA	10	17	27	
SOPRA BANKING SOFTWARE	1	1	4	
SOPRA HR SOFTWARE	0	1	1	
CIMPA	3	3	5	
<b>BELGIUM</b>				
SOPRA STERIA	0	2	1	
SOPRA BANKING SOFTWARE	0	0	0	
<b>UNITED KINGDOM</b>				
SOPRA STERIA	0	0	1	
<b>ITALY</b>				
SOPRA STERIA	1	0	2	
<b>NUMBER OF COLLECTIVE BARGAINING AGREEMENTS IN FORCE</b>				
<b>FRANCE</b>				
UES	16	15	11	
SOPRA STERIA	23	21	19	
SOPRA BANKING SOFTWARE	21	20	16	
I2S	2	3	0	
SOPRA HR SOFTWARE	13	13	10	
CIMPA	16	12	15	
CASSIOPAE		0		In 2018, the SBS perimeter includes the Cassiopae perimeter, the France Cassiopae entity having been absorbed by SBS on 1st April, 2018.

## HEALTH AND SAFETY

WORKING CONDITIONS AND ORGANISATION				
SCOPE / TOPIC	2018	2017	2016	NOTES
<b>FRANCE</b>				
Frequency rate of workplace accidents in France	1.91 %	1.68 %	2.29 %	Rates are calculated in business days. Method used to calculate frequency rate: (Number of lost-time work-related accidents x 1,000,000) / Total number of hours worked by total workforce in the year.
Severity rate of workplace accidents in France	0.056 %	0.035 %	0.030 %	Rates are calculated in business days. Method used to calculate severity rate: (Number of calendar days' of lost time following a work-related accident x 1,000) / Total number of hours worked by total workforce in the year. Extensions of leave for work-related accidents that took place during Year Y-1 are not counted.
Absences	2.5 %	2.1 %	2.7 %	The 2016, 2017 and 2018 rates are now calculated in business days rather than calendar days (calendar days were used for 2014 and 2015). This rate is calculated based on the average full-time equivalent workforce. It takes into account absences for illness, workplace accidents and accidents while travelling. It is the ratio of the number of actual calendar days' absence and the number of work days theoretically available.

ORGANISATION OF WORK/PART-TIME - PERMANENT CONTRACT STAFF IN SERVICE FROM 1ST JANUARY TO 31 ST DECEMBER				
GROUP	2018	2017	2016	
<b>GROUP</b>	<b>6.1 %</b>	<b>6.3 %</b>	<b>6.6 %</b>	
France	6 %	6.2 %	6.3 %	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	<b>6.2 %</b>	<b>6.3 %</b>	<b>6.8 %</b>	
o/w United Kingdom	14.1 %	13.0 %	13.1 %	
o/w India	0.2 %	0.2 %	0.04 %	
o/w Spain	5.9 %	6.9 %	7 %	
o/w Germany	9 %	9.4 %	9.9 %	

## DIVERSITY AND EQUAL OPPORTUNITY

PROPORTION OF EMPLOYEES WITH DISABILITIES				
SCOPE/TOPIC	2018	2017	2016	NOTES
France	2.72 %	2.46 %	2.30 %	Calculation method: Number of employees with disabilities recognised within the company (Disabled Worker Unit) plus 50%, in accordance with rules established by AGEFIPH + number of qualifying units from subcontracting to supported employment companies, divided by the relevant workforce. The workforce numbers used are calculated in accordance with rules established by AGEFIPH, an organisation that promotes employment for people with disabilities.

PROPORTION OF WOMEN IN THE WORKFORCE				
SCOPE/TOPIC	2018	2017	2016	
<b>GROUP</b>	<b>32 %</b>	<b>31 %</b>	<b>31 %</b>	
France	28 %	27 %	27 %	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	<b>34 %</b>	<b>34 %</b>	<b>34 %</b>	
o/w United Kingdom	45 %	43 %	44 %	
o/w India	34 %	33 %	35 %	
o/w Spain	27 %	27 %	26 %	
o/w Germany	24 %	24 %	23 %	
<b>RECRUITMENTS: PROPORTION OF WOMEN</b>				
<b>GROUP</b>	<b>33 %</b>	<b>31 %</b>	<b>30 %</b>	
France	30 %	27 %	26 %	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>	<b>35 %</b>	<b>33 %</b>	<b>33 %</b>	
o/w United Kingdom	48 %	46 %	44 %	
o/w India	38 %	34 %	38 %	
o/w Spain	23 %	26 %	17 %	
o/w Germany	30 %	27 %	22 %	

## INTERGENERATIONAL APPROACH

PROPORTION OF YOUNG AND OLDER EMPLOYEES (INCLUDING INTERNS) / WORKFORCE BY AGE BRACKET				
SCOPE/TOPIC	2018	2017	2016	
<b>GROUP</b>				
Under 25	9 %	9 %	9 %	
Over 55	8 %	8 %	8 %	
France				
Under 25	10 %	9 %	9 %	
Over 55	8 %	7 %	7 %	
<b>INTERNATIONAL (EXCLUDING FRANCE)</b>				
Under 25	9 %	9 %	8 %	
Over 55	9 %	9 %	9 %	
o/w United Kingdom				
Under 25	7 %	6 %	6 %	
Over 55	20 %	20 %	19 %	
o/w India				
Under 25	17 %	18 %	19 %	
Over 55	0.3 %	0.3 %	0.2 %	
o/w Spain				
Under 25	6 %	5 %	4 %	
Over 55	3 %	2 %	2 %	
o/w Germany				
Under 25	4 %	3 %	2 %	
Over 55	15 %	15 %	15 %	
<b>FRANCE</b>				
Number of employees ages 45 and over	4,919	4,666	4,277	
Employees aged 45 and over as % of workforce at 31 December	26 %	25.4 %	23.9 %	
Number of employees aged 55 and over	1,499	1,338	1,168	
Employees aged 55 and over as % of workforce at 31 December	8 %	7.3 %	6.5 %	



## 9.2. SUMMARY OF ENVIRONMENTAL INDICATORS

The scope of environmental reporting in 2018 covers all entities over which the Group has both financial and operational control (including the NHS SBS and SSCL joint venture sites), but does not take into account Apak, BLUECARAT, It-Economics or O.R. System for all indicators. The inclusion of Galitt and 2MoRO is specified on a case-by-case basis depending on the indicators.

For previous years, the scope of the calculated indicators covers all the entities over which the Group has operational control (which thus include joint-venture sites), but does not take into account Kentor, Galitt, Beamap, Cassiopae and 2MoRO.

### TOTAL GREENHOUSE GAS EMISSIONS

TOTAL GREENHOUSE GAS EMISSIONS / (BUSINESS TRAVELS, ENERGY, FUGITIVE EMISSIONS)																	
Total greenhouse gas emissions (tonnes of CO <sub>2</sub> eq.) - Market-based	Scope 1				Scope 2				Scope 3				Scopes 1,2,3				
	YEAR	2018	2017	2016	2015	2018	2017	2016	2015	2018	2017	2016	2015	2018	2017	2016	2015
<b>BUSINESS TRAVELS**</b>										35,922	36,653	35,316	32,005				
<b>ENERGY</b>																	
Fuel oil, gas, biodiesel		1,685	1,821	2,430	2,237												
Electricity (mains), district heating	Offices and on-site datacentres					4,658	6,191	7,190	15,723								
Electricity (mains)	Off-site datacentres									1,321	1,142	1,603	1,227				
<b>FUGITIVE EMISSIONS*</b>		1,633	1,725														
<b>Total (including fugitives emissions)*</b>		3,318	3,546			4,658	6,191			37,243	37,795			45,219	47,532	N/A	N/A
<b>Total (excluding fugitive emissions)*</b>		1,685	1,821	2,430	2,237	4,658	6,191	7,190	15,723	37,243	37,795	36,919	33,232	43,586	45,807	46,539	51,192
<b>Total emissions per employee (excluding fugitive emissions)</b>														1.00	1.13	1.27	1.47
<b>Total emissions per employee (including fugitive emissions)</b>														1.04	1.18		
<b>CHANGE in emissions per employee in 2018 relative to 2017</b> (including fugitive emissions; joint ventures included)													<b>Reduction of 11 %</b>				
<b>CHANGE in emissions per employee in 2018 relative to 2015</b> Fugitive emissions included in 2018, overnight hotel stays not included in 2015; joint ventures not included in 2015 but included in 2018.													<b>Reduction of 29 %</b>				
<p>For energy, emissions are calculated using the Market-based method, under which a nil emissions factor is applied if the energy source is "green"; otherwise, "residual mix" emissions factors issued by the Association of Issuing Bodies or Location-based emissions factors issued by the International Energy Agency are applied.</p> <p>For business travel, the emissions factors used are those arising from the GHG Protocol.</p> <p>Concerning 2018, the scope of calculated indicators includes all entities over which the Group has operational control (and therefore includes NHS SBS and SSCL joint venture sites) but does not include BLUECARAT, It-Economics, O.R. System, Galitt, 2MoRO and Apak.</p> <p>Concerning the others years the scope of calculated indicators includes all entities over which the Group has operational control (and therefore includes NHS SBS and SSCL joint venture sites) but does not include Kentor, Galitt, Beamap, Cassiopae and 2MoRO.</p> <p>* Fugitive emissions where available (not available for off-site datacentres).</p> <p>** These figures take into account the reduction in emissions arising from "green" travel undertaken in Germany, totalling 38 176 t.CO<sub>2</sub>eq. in 2018.</p>																	

## PROTECTION OF ENERGY RESOURCES AND GREENHOUSE GAS EMISSIONS BY COUNTRY

	PROTECTING RESOURCES								GREENHOUSE GAS EMISSIONS					
	Offices and on-site datacentres				On-site and off-site datacentres				Offices and on-site datacentres		On-site and off-site datacentres		Business travels	Fugitive emissions
	Energy consumption			Renewable energy as % of total electricity consumption***	Energy consumption			Renewable energy as % of total electricity consumption	Greenhouse gas emissions: Market-based		Greenhouse gas emissions: Market-based		Air + Road + Rail + Hotel**	
Total	Scope 1	Scope 2	Scope 2	Scope 1	Scopes 2,3	Scopes 1,2,3	Scopes 2,3	Scope 1	Scope 2	Scope 1	Scopes 2,3	Scope 3	Scope 1	
	Unit	MWh	MWh		MWh	MWh	MWh	t.CO <sub>2</sub> eq.	t.CO <sub>2</sub> eq.	t.CO <sub>2</sub> eq.	t.CO <sub>2</sub> eq.	t.CO <sub>2</sub> eq.	t.CO <sub>2</sub> eq.	
2018	13,742	67,448	78 %	254	32,827	33,081	60 %	1,685	4,658	58	2,084	38,176	1,633	
2017	13,643	66,540	76 %	314	33,769	34,083	61 %	1,821	6,391	68	1,854	38,133	1,725	
2016	12,987	63,043	69 %	367	35,403	35,770	63 %	2,430	7,190	88	2,578	36,555		
2015	12,623	63,563	20 %	555	35,208	35,763		2,237	15,723	132	3,829			
Africa*	2018	0	821	0 %	0	53	53	0	416	0	35.9	547.1	5	
	2017	0	606	0 %	0	0	0	0	377	0	0	461	4.4	
	2016	0	1,612	0 %	0	0	0	0	959	0	0	412	0	
	2015	0	445	0 %	0	0	0	0	259	0	0		0	
Germany Austria	2018	0	1,564	87 %	0	141	141	0 %	0	308	0	103	9,164	5
	2017	0	1,987	86 %	0	422	422	63 %	0	324	0	114	9,046	6.2
	2016	0	2,177	96 %	0	792	792		0	251	0	221	8,183	
	2015	0	2,337	93 %	0	1,007	1,007		0	358	0	0		
Benelux	2018	1,308	2,162	19 %	74	829	902	72 %	241	275	14	29	1,900	13
	2017	2,196	2,394	38 %	145	2,218	2,364	64 %	404	293	27	145	1,208	21
	2016	1,129	2,275	51 %	69	1,234	1,302		228.5	487	13.9	0	2,548	0
	2015	1,029	2,333	51 %	64	1,122	1,186		190	0	0	0		0
Brasil	2018	0	208	0 %	0	0	0	0	25	0	0	45	1	
China	2018	0	0	0 %	0	0	0	0	0	0	0	6.6		
Spain	2018	0	4,107	84 %	0	0	0	0	293	0	0	1,694	13	
	2017	0	2,853	0 %	0	0	0	0	1,140	0	0	2,182	10.9	
	2016	0	3,184	0 %	0	0	0	0	1,397	0	0	1,733		
	2015	0	1,673	0 %	0	0	0	0	484	0	0			
United States	2018	17	78	0 %	0	0	0	4	34	0	0	17	0	
France	2018	2,812	30,510	86 %	0	13,442	13,442	28 %	260	782	0	554	15,262.5	427
	2017	1,938	26,434	80 %	0	13,511	13,511	31 %	112	757	0	434	16,342	144
	2016	5,390	26,489	75 %	0	12,684	12,684		739	822	0	332	15,267	
	2015	2,935	28,318	1 %	0	10,974	10,974		284	2,195	0	644		
India	2018	753	10,223	100 %	164	2,173	2,337	100 %	189	0	41	0	3,302.5	1,132
	2017	1,015	12,763	100 %	144	1,995	2,139	100 %	256	0	36	0	2,582	1,355
	2016	1,655	12,244	100 %	277	1,792	2,070		417	0	70	0	2,687	
	2015	2,900	11,684	0 %	467	2,206	2,673		653	9,581	115***	1,696		

	PROTECTING RESOURCES								GREENHOUSE GAS EMISSIONS					
	Offices and on-site datacentres				On-site and off-site datacentres				Offices and on-site datacentres		On-site and off-site datacentres		Business travels	Fugitive emissions
	Energy consumption			Renewable energy as % of total electricity consumption****	Energy consumption			Renewable energy as % of total electricity consumption	Greenhouse gas emissions: Market-based		Greenhouse gas emissions: Market-based		Air + Road + Rail + Hotel**	
Italy	Scope 1	Scope 2	Scope 2	Scope 1	Scopes 2,3	Scopes 1,2,3	Scopes 2,3	Scope 1	Scope 2	Scope 1	Scopes 2,3	Scope 3	Scope 1	
	Unit	MWh	MWh		MWh	MWh	MWh	t.CO <sub>2</sub> eq.	t.CO <sub>2</sub> eq.	t.CO <sub>2</sub> eq.	t.CO <sub>2</sub> eq.	t.CO <sub>2</sub> eq.	t.CO <sub>2</sub> eq.	
2018	159	578	0 %	0	0	0		29	276	0	0	665.9	3	
2017	131	606	0 %	0	0	0		24	282	0	0	580	4.8	
2016	132	802	0 %	0	0	0		27	348	0	0	508		
2015	157	723	0 %	0	0	0		29	288	0	0			
Poland	2018	16	481	100 %	16	99	115	9 %	3	27	3	75	217.6	0
	2017	24	804	0 %	24	27	51		4	619	4	3	226	0
	2016	21	657	0 %	21	567	588		4	509	4	493	151	
	2015	24	780	0 %	24	361	385		5	502	5***	282		
United Kingdom	2018	8,565	13,712	60 %	0	10,130	10,130	78 %	933	2,016	0	929	3,907.3	32
	2017	8,177	14,844	60 %	0	11,412	11,412	79 %	981	2,317	0	957	4,443	172.6
	2016	4,563	10,840	72 %	0	14,298	14,298		992	1,450	0	832	4,195	
	2015	5,462	12,176	70 %	0	14,595	14,595		1,067	1,844	0	1,037		
Singapore	2018	0	242	0 %	0	0	0		0	96	0	0	99.4	0
	2017	0	463	0 %	0	0	0		0	202	0	0	89	0
	2016	0	243	0 %	0	0	0		0	111	0	0	91	
	2015	0	79	0 %	0	0	0		0	40	0	0		
Scandinavia	2018	0	2,407	100 %	0	4,032	4,032	82 %	0	103	0	359	1,067.3	0
	2017	0	2,451	100 %	0	3,753	3,753	88 %	0	74	0	201	704	0
	2016	0	2,182	10 %	0	3,598	3,598		0	849	0	699	496	0
	2015	0	2,362	20 %	0	3,841	3,841		0	90	0	26		
Switzerland	2018	111	355	100 %	0	1,928	1,928	100 %	25	7	0	0	278.3	2
	2017	163	335	100 %	0	431	431	100 %	39	6	0	0	270	5.8
	2016	97	339	100 %	0	433	433		23	6	0	0	283	
	2015	116	653	99 %	0	1,103	1,103		9	23	0	144		

\* Africa includes Algeria, Cameroon, Côte d'Ivoire, Gabon, Morocco and Tunisia.  
\*\* These figures do not take into account the reduction in emissions arising from "green" travel undertaken in Germany, totalling 35,922 t.CO<sub>2</sub>eq. in 2018, 36,653 t.CO<sub>2</sub>eq. in 2017 and 35,316 t.CO<sub>2</sub>eq. in 2016.  
\*\*\* Data not disclosed in 2015 and 2016 reports.  
\*\*\*\* Joint Ventures sites only included in 2018.  
The scope of Business Travels covers all entities where the group has an operational control except BLUECARAT, It-Economics, O.R. System, Galitt, 2MoRO and Apak. The scope of Energy covers all entities where the group has an operational control except BLUECARAT, It-Economics, O.R. System and China.



## PRESERVING RESOURCES

ENERGY CONSUMPTION																		
(in MWh)		Scope 1				Scope 2				Scope 3				Scopes 1,2,3				
Year		2018	2017	2016	2015	2018	2017	2016	2015	2018	2017	2016	2015	2018	2017	2016	2015	
Offices	Fuel oil, gas, biodiesel	13,488	13,330	12,620	12,623													
	District heating					3,705	3,803											
	Electricity (grid)					48,976	45,707	47,091										
On-site datacenters	Fuel oil, gas, biodiesel	254	314	367														
	Electricity (grid)					14,768	17,035	15,952										
Off-site datacenters	Electricity (grid)									18,059	16,421	19,451						
Total energy (in MWh)		13,742	13,644	12,987	12,623	67,488	66,545	63,043	63,563	18,059	16,421	19,451	N/A	99,249	96,610	95,481	N/A	
Total energy per employee (in MWh/employee)														2.3	2.4	2.6	N/A	
2018/2017 CHANGE																		Reduction of -5.3%

Scope 1: combustion of fossil fuels (oil, fuel oil and gas) and biodiesel or coolants escaping from air conditioning systems.  
 Scope 2: consumption of electricity and district heating in offices and on-site datacenters.  
 Scope 3: electricity consumption in off-site datacenters.  
 The scope of calculated indicators includes all entities over which the Group has operational control (and therefore includes NHS SSCL and NHS SBS joint venture sites) but does not include China and Apak. Joint venture sites are only included in 2017 and 2018 data.

PAPER AND CARDBOARD WASTE BY COUNTRY												
Year	Quantity (In kg)				o/w recycled				o/w incinerated			
	2018	2017	2016	2015	2018	2017	2016	2015	2018	2017	2016	2015
Germany/ Austria	67,076	47,530	43,565	45,214	100 %	100 %	98 %	98 %	0 %	0 %	2 %	2 %
Benelux	78,079	58,745	80,569		100 %	100 %	75 %		0 %	0 %	25 %	
Denmark	814	1,580	1,580	827	100 %	100 %	100 %	100 %	0 %	0 %	0 %	
Spain	11,192	11,440	9,938		100 %	100 %	100 %		0 %	0 %	0 %	
France	94,192	71,804	60,342	96,269	84.9 %	87 %	83.9 %	89 %	15.1 %	13 %	16.1 %	13 %
India	13,415	14,025	28,410	27,217	100 %	100 %	100 %	100 %	0 %	0 %	0 %	0 %
Italy	2,668	2,730			100 %	97 %			0 %	3 %		
Norway	21,058	19,168	5,782	7,670	100 %	100 %	100 %	100 %	0 %	0 %	0 %	
Poland	2,440	2,553			97 %	97 %			3 %	3 %		
United Kingdom	159,746	200,382	131,839	146,900	100 %	100 %	100 %	100 %	0 %	0 %	0 %	
Sweden	5,064	4,679		802	100 %	97 %		100 %	0 %	3 %		
Switzerland	530	560	3,700	3,549	100 %	100 %	100 %	99 %	0 %	0 %	0 %	
<b>Total (en kg)</b>	<b>456,274</b>	<b>435,196</b>	<b>365,725*</b>	<b>328,448*</b>	<b>97 %</b>	<b>97 %</b>	<b>92 %</b>		<b>3 %</b>	<b>3 %</b>	<b>8 %</b>	
<b>Total/ collaborateur (kg/collaborateur)</b>	<b>10.5</b>	<b>10.8</b>	<b>10.0</b>	<b>9.4</b>								

The scope of calculated indicators includes all entities over which the Group has operational control (and therefore includes NHS SBS and SSCL joint venture sites) but does not include It-Economics, O.R. system, Apak. Joint venture sites are only included in 2017 and 2018 data.  
 \* Total of available data.

WASTE OF ELECTRICAL AND ELECTRONIC EQUIPMENT (WEEE) BY COUNTRY																				
Year	Quantity (in kg)				o/w reused				o/w recycled				o/w incinerated				o/w sent to landfill			
	2018	2017	2016	2015	2018	2017	2016	2015	2018	2017	2016	2015	2018	2017	2016	2015	2018	2017	2016	2015
Germany/Austria	7,562	6,226	8,832	2,605	11.8 %	19.1 %	9.7 %	98 %	84.3 %	79.8 %	90.3 %		3.7 %	1.1 %	0 %		0.23 %	0 %	0 %	
Benelux***	4,735	4,741	1**		79.6 %	74.7 %			17.6 %	18.6 %	100 %		1.41 %	5.1 %	0 %		1.36 %	1.6 %	0 %	
Spain	7,315	5,953	1,603	454	55.7 %	22.4 %	66.7 %		9.3 %	66.5 %	24.7 %		0 %	11 %	8.4 %		35 %	0 %	0.2 %	
France	15,412	26,863	24,612	20,939	68.8 %	66.1 %	55.9 %	43 %	27.5 %	27.6 %	38 %	56 %	2.1 %	4.8 %	5.8 %		1.65 %	1.6 %	0 %	
India	36,558	21,732	28,316	107,181	0 %	0 %	16 %	75 %	99.7 %	100 %	84 %	25 %	0.3 %	0 %	0 %		0 %	0 %	0 %	
Italy	1,126	**	838	627	76.4 %	0 %	84.2 %	80 %	19.7 %	0 %	15.8 %		2.1 %	0 %	0 %		1.71 %	0 %	0 %	
Norway+Denmark	985	1,048	3,501	143,317	25.2 %	69.1 %	55.1 %		69.5 %	30.9 %	52.5 %		0 %	0 %	0 %		5.3 %	0 %	0 %	
Poland	423	673	**	53	12 %	100 %		100 %	86.7 %	0 %			1.3 %	0 %			0 %	0 %		
United Kingdom	19,990	15,066	7,327	25,674	13 %	39.2 %	36.3 %	100 %	82.4 %	60.4 %	62.8 %		4.6 %	0 %	0.3 %		0 %	0.4 %	0.7 %	
Sweden	750	16	**	566	68 %	100 %			32 %	0 %			0 %	0 %			0 %	0 %		
Switzerland	286	291	681	688	0 %	99.6 %	0 %	0 %	100 %	0.4 %	100 %		0 %	0 %	0 %		0 %	0 %	0 %	
<b>Total</b>	<b>95,242</b>	<b>82,609</b>	<b>75,712</b>	<b>160,246*</b>	<b>24.9 %</b>	<b>38 %</b>	<b>33.7 %</b>		<b>70.2 %</b>	<b>58.2 %</b>	<b>64.2 %</b>		<b>1.8 %</b>	<b>2.7 %</b>	<b>2.1 %</b>		<b>3.1 %</b>	<b>0.7 %</b>	<b>0.1 %</b>	
<b>Total per employee (kg/employee)</b>	<b>2.2</b>	<b>2.1</b>	<b>2.1</b>	<b>4.6</b>																

The scope of calculated indicators includes all entities over which the Group has operational control (and therefore includes NHS SBS and SSCL joint venture sites) but does not include It-Economics, O.R. System, Apak. Joint venture sites are only included in 2017 and 2018 data.  
 \* Total of available data.  
 \*\* WEEE stored on site.  
 \*\*\* Benelux includes Belgium, Luxembourg and Netherlands.

WATER CONSUMPTION BY COUNTRY		
Year	Quantity (in m <sup>3</sup> )	
	2018	2017
Africa*	4,795	2,829
Germany	5,495	6,054
Benelux**	4,933	2,717
Brasil	341	N/A
Spain	14,239	8,349
France	86,855	55,760
India	63,903	136,948
Italy	3,666	2,585
Poland	3,465	3,106
United Kingdom	32,905	21,272
Scandinavia***	7,776	4,246
Singapore	511	356
Switzerland	285	258
<b>Total</b>	<b>227,938</b>	<b>244,480</b>
<b>Total (m<sup>3</sup> / employee)</b>	<b>5.2</b>	<b>6.0</b>

\* Africa includes Algeria, Cameroon, Côte d'Ivoire, Gabon, Morocco and Tunisia.  
 \*\* Benelux includes Belgium, Luxembourg and Netherlands.  
 The scope of calculated indicators includes all entities over which the Group has operational control but does not include O.R. System, BLUECARAT, It-Economics and Apak.  
 Joint venture sites are only included in 2018 and 2017 data.  
 \*\*\* Scandinavia includes Sweden, Norway and Denmark.

PURCHASE OF ENVIRONMENTALLY ACCREDITED PAPER BY COUNTRY						
Year	Quantity of paper purchased (in kg)		% of environmentally accredited paper		Quantity purchased per employee (kg/employee)	
	2018	2017	2018	2017	2018	2017
Germany/Austria	3,771	4,946	93 %	81 %	1.40	2.11
Benelux*	3,505	2,941	95 %	100 %	3.44	2.81
Spain	5,875	8,208	70 %	70 %	1.45	2.30
France	57,077	66,747	26 %	70 %	3.05	3.69
India	8,429	7,897	71 %	100 %	1.62	1.55
Italy	3,119	3,443	100 %	100 %	3.22	4.05
Poland	903	646	92 %	100 %	1.02	0.81
United Kingdom	13,835	13,942	85 %	84 %	3.81	3.61
Scandinavia**	2,163	1,685	68 %	68 %	1.05	1.23
Singapore	694	881	70 %	70 %	5.14	7.53
Switzerland	1,127	1,073	88 %	89 %	4.53	4.19
<b>Total</b>	<b>100,498</b>	<b>112,407</b>	<b>50 %</b>	<b>76 %</b>	<b>2.54</b>	<b>3.01</b>

\* Benelux includes Belgium, Luxembourg and Netherlands.  
 \*\* Scandinavia includes Sweden, Norway and Denmark.  
 The scope of calculated indicators includes all entities over which the Group has operational control but does not include Galitt, Cassiopae, 2Moro, O.R. System, It-Economics, Apak or the NHS SBS or SSCL joint venture sites.