

# 2013 Sustainable Development and Corporate Social Responsibility Report

**This document is an extract of the Sopra Groups' Registration Document 2013**  
*You can download the Sopras' Registration Document on the website: [www.sopra.com](http://www.sopra.com)*

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## Message from the Chairman and the Chief Executive Officer

In the past three years, our Group has taken on a new dimension, a transformation made possible through proactive and accelerated development efforts. From 11,650 employees in 2010, Sopra has grown to more than 16,000 employees in 2013.

Our size enables us to perform well on all fronts, in terms of the quality of our business lines and offerings but also in terms of client satisfaction. This performance is backed not only by our expertise but also of course by the quality of our employees and the work culture that unites the Group during its strong growth.

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



WE SUPPORT

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

Our commitment to the Global Compact and the publication of our Sustainable Development and Corporate Social Responsibility Report are part of our ongoing efforts to ensure transparency, fairness and loyalty in our dealings with all our stakeholders: clients, employees, shareholders, partners, suppliers and members of civil society.

More than ever, with the accelerated development of Sopra in a continually changing environment, our sustainable development policy and social responsibility contribute fully to the development and cohesion of the Group. It is important for us to continue to grow, while ensuring that we share our values and our Enterprise Project with our employees and all our stakeholders.

**Pierre Pasquier**  
Chairman

**Pascal Leroy**  
Chief Executive Officer

# 1. Sopra, a model corporate citizen

## 1.1. Activities and operations

Sopra is an independent European group that provides a fully-integrated IT services offering in the fields of consulting, technology services and software development. Sopra combines industrial-scale quality, high-performance services, added value and innovative solutions, and excels in guiding its clients through their major transformation projects. The Group is a vital business partner of large companies and organisations that seek the best uses of digital technologies in order to contribute to their growth and competitiveness.

*This subject is discussed in further detail in Chapter 1, Section 3 of the 2013 Registration Document.*

## 1.2. Governance

Sopra is a *société anonyme* with a Board of Directors.

The Board of Directors currently consists of 10 members, of which four are independent directors, and one Advisor. Where appropriate, its work is prepared by an Audit Committee; a Nomination, Ethics and Governance Committee; and a Compensation Committee.

The functions of Chairman and Chief Executive Officer are separate. Executive Management is led by the Chief Executive Officer, assisted by a Deputy CEO since January 2014.

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

*This subject is discussed in further detail in Chapter 1, Section 7 and Chapter 2, Section 1 of the 2013 Registration Document.*

## 1.3. Commitments

The aim that has always successfully guided Sopra is to be able to take controlled risks and promote an entrepreneurial spirit. That is what both motivates the Group's employees, and guarantees maximum quality for its clients.

Our commitment to sustainability and our approach to corporate social responsibility constitute a natural extension of Sopra's values. The concern for rigorous management and respect for these values guide the Group as we conduct our activities consistently with the three pillars of sustainable development: workforce, environmental and societal concerns.

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

Supported by the Group's management and by all the employees associated with it, Sopra's approach to sustainable development is a continuous improvement process communicated each year to our stakeholders through this annual Sustainable Development and Corporate Social Responsibility Report<sup>(1)</sup> (SD-CSR Report). This approach aims to reconcile economic efficiency, equal employment opportunities and respect for the environment.

Three key principles guide our sustainable development commitments: fairness, respect and transparency.

### Our commitments



### 1.3.1. OUR COMMITMENTS TO OUR EMPLOYEES

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

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

As a responsible employer, Sopra makes a priority of recruiting young workers and giving them the opportunity for their first job and the possibility of developing their skills. For several years, the Company has implemented a successful strategy of hiring trainees and in 2014 seeks to build on the groundwork laid for work-training opportunities.

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

(1) For the sake of simplicity, the term "SD-CSR Report" is used regularly in this Registration Document.

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

### 1.3.2. OUR COMMITMENTS TO THE ENVIRONMENT

Sopra is committed to a progress plan that involves Executive, Central and Entity Management and all of the employees who take part in this initiative in their day-to-day operations.

In 2013, monitoring the environmental impacts of the Group's activities helped pinpoint opportunities for progress in the most relevant areas. The progress plans carried out in 2013 for the departments concerned will be reinforced in 2014. Their main aims are limiting the use of the most polluting forms of transportation for business travel, streamlining information technology resources, improving the energy efficiency of the premises Sopra manages, continuing to implement paperless internal and external processes, and boosting selective sorting of waste.

Since 2013, the entities outside France have been gradually integrated into the progress plans, taking into account the actions and plans already initiated there, and by focusing on the regulations in effect in each country. In 2014 the Group will continue developing an Environmental Management System aimed at reducing its environmental impact during the performance of its daily activities. In particular, Sopra will continue its efforts to optimise travel and improve the energy efficiency of its sites.

In addition, Sopra has decided to strengthen its commitment to the environment by taking topics related to water more fully into account, and in 2014 it will step up its action regarding this key environmental issue.

### 1.3.3. OUR COMMITMENTS TO SOCIETY

Corporate social responsibility covers actions of very different kinds.

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

To meet its own requirements, the Group has introduced a programme to assess the social responsibility of its main suppliers, to ensure that they apply the standards required by Sopra. In its relations with them, Sopra respects the principles of transparency and equity and gives priority to the quality of the services and products proposed, in line with the Group's constraints regarding functional and economic efficiency.

The sponsorship and partnership policy is based on solidarity, education and the environment. In particular, in connection with its environmental and humanitarian approach, in 2012 Sopra introduced sponsorship based on water issues with Green Cross France et Territoires, the French wing of Green Cross International, created in 1993 by Mikhail Gorbachev. This commitment, based

on key themes related to water, will be strengthened in 2014. This social approach is completed by other actions at the Group level and by local solidarity initiatives at entities in France and abroad.

Finally, dialogue and transparency with stakeholders are an integral part of the Group's social approach.

In 2014 Sopra will continue its approach to achieving progress in these various areas of social action, and will progressively introduce the approach in its international entities. In a Group that has been expanding rapidly for several years and has an ambitious development plan, Sopra's social approach will contribute to the overall cohesion and engagement of teams.

## 1.4. Key events

### 1.4.1. SOPRA

#### Continuation of the Group's Enterprise Project

The "Sopra 2016" project launched in 2012 aims to make the Group one of the market leaders in France and Europe for consulting, systems integration, outsourcing and developing business solutions.

The positioning it has chosen within the market is that of a local player offering high added value, a leading partner for large companies and organisations looking for the best use of digital services to ensure their development and competitiveness.

The aim of the plan is also to achieve high economic performance, required to ensure the independent development of the Group in the long term. To meet these goals, joint action and investment are devoted primarily to:

- increasing the Group's presence in the software publishing business, with the key aims of: making Sopra Banking Software a European leader for banking solutions, and making the Group one of the leading integrator-publishers of HR solutions in Europe;
- improving its leading position and added value for chosen markets, key accounts and business sectors, by acting as a fully-integrated provider of offers based on our clients' strategic challenges, and new service models expanding the Group's commitments;
- developing Sopra in Europe in a coherent manner, based on a reinforced Group culture;
- increased industrialisation and optimising of operations, to ensure a high level of quality, competitiveness and performance in the long term.

The Sopra Project provides opportunities for everyone. It is ambitious and therefore demanding both for management and for all of the Group's teams. That is why special attention and efforts have been made to develop our human capital, focussing on recruitment, management, careers and improving the skills of employees.

This must enable each person, according to their hopes and abilities, to progress within the Group's entities and contribute as much as possible to the Group's success.

#### Value creation as a development priority

In 2013 Sopra continued its expansion strategy with two ambitious acquisitions that strengthened its position in Europe and in software publishing: HR Access and COR&FA Banking Solutions GmbH.

The acquisition of HR Access in April 2013 was intended to strengthen Sopra's position in the human resources management market. HR Access solutions meet the needs of public sector and private-sector companies in all industries. HR Access and Sopra share several strengths: quality products, a proven capacity in R&D and a deep understanding of the human resources sector. All of the activities of HR Access have been consolidated since 1 April 2013.

In October 2013, Sopra introduced a plan to acquire COR&FJA Banking Solutions GmbH in Germany (to be finalised in 2014) to enable Sopra Banking Software to further its international strategy by establishing itself in the German market. The current products of COR&FJA Banking Solutions, combined with the recognised expertise of Sopra Banking Software, will make it possible to propose a new industry-specific offering to a larger portfolio of clients.

#### First internal challenge: Innovation Awards

In 2013, Executive Management launched the first internal challenge, the Group's Innovation Awards.

Digital innovation lies at the heart of all the Group's activities. It offers tremendous performance and development opportunities for our clients. It is promoted by the expertise of each of our employees, their creativity, and the ability of Sopra to share and exchange knowledge.

The Innovation Awards are open to all Group employees in all countries, and are intended to develop creativity and promote future uses of digital technology.

They have shown the richness and ability of the Group to innovate for its clients and within its own organisation.

Of the 456 teams that took part in the challenge, 14 were nominated and presented their work and prototypes to the Innovation Awards Selection Committee. In January 2014, six teams from various Group entities in France and abroad were selected as the winners of this first challenge.

#### 1.4.2. SUSTAINABLE DEVELOPMENT AND CSR <sup>(1)</sup>

- Renewal of Sopra's commitment with respect to the United Nations Global Compact.
- Publication of the Sopra Sustainable Development and CSR Report, verified by an independent third party.

- Strengthening of Sopra's environmental and humanitarian commitment to water issues, in partnership with Green Cross France & Territoires (GCFT), and signing of the Paris Appeal for the High Seas.
- Sopra has been included in France for the fourth consecutive year on the GAIA Index for CSR, which lists the 70 companies with the best CSR ratings out of a sample group of 230 companies.



- Sopra was awarded the Ecovadis Gold Level.

Ecovadis is a platform for rating the management system put in place to deal with the social, environmental and ethical issues facing the company concerned.



- Over 4,000 new employees have joined the Group.
- Launch of the disability awareness programme "Change our Attitude". This programme concerned all employees in France.
- Distribution to all employees and externally of "Unique Attitude", the document that shares Sopra's values and principles.
- Launch of a Group Sustainable Development and CSR community in the entities outside France.

## 1.5. Organisation of Sustainable Development

Sopra's Sustainable Development and CSR programme and initiatives are spearheaded at the highest level of the Company. They are under the responsibility of Executive Management, who oversee the Group's strategy in this area.

### 1.5.1. ORGANISATION OF SUSTAINABLE DEVELOPMENT AT GROUP LEVEL AND IN FRANCE

#### Group Sustainable Development department

A dedicated department, the Sustainable Development department, was created at the end of 2010 to roll out the Sopra sustainable development policy and to coordinate the progress plan with the other departments concerned.

(1) CSR: Corporate Social Responsibility, including 3 components: Workforce, Environmental and Societal. CSR is the Company's contribution to the challenges of sustainable development.

The role of Sopra's Sustainable Development department is to lead and coordinate all of the Group's actions in the three areas of workforce, environmental and societal issues. It spearheads and directly manages matters across all areas of the Company, in particular regulatory reporting, including the annual Sustainable Development and Corporate Social Responsibility Report, the assessment of greenhouse gas emissions, the Corporate Social Responsibility assessment of suppliers and service providers, the Company's main corporate patronage and solidarity partnerships, and actions to raise employee awareness about sustainable development.

Until 2012, its role and activities were focused in France in order to firmly structure and anchor Sopra in its approach to sustainable development over the long term. In 2013, the Sustainable Development department together with the Group's central departments introduced a programme to deploy the sustainable development and CSR approach at its international entities. The sustainable development and CSR community launched in 2013 will gradually be extended to all entities abroad.

#### **Sustainable Development Committee**

In 2011, a specific body, the Sustainable Development Committee, was created in France to define areas for improvement with the relevant managers and to track the development of the action plans associated with these areas. This Committee brings together the managers of the key central departments involved in the Group's approach (Sustainable Development, Human Resources, Real Estate and Purchasing, IT Resources and Security, Legal, Subcontracting, Corporate Communications, Financial Communications, etc.) to work in full coordination to implement their respective programmes. The Committee meets every two months and interim meetings are scheduled depending on the requirements of the action programmes.

In order to coordinate sustainable development and CSR-related issues with the entities outside France, the committee will focus more specifically on these entities' progress plans in 2014.

#### **Social Responsibility unit, Human Resources Department**

The workforce component of Sustainable Development is a major subject in the consulting and information technology services businesses. A manager from the Group Human Resources Department was appointed in 2012 to head up and coordinate the action programme and key issues of the workforce component, including disabled workers, gender equality, seniors, diversity and work-training opportunities. This manager works with the entities outside France to ensure that the different countries' social responsibility approaches reflect that of the Group.

#### **Environment unit**

Oversight of environmental issues is shared among the Real Estate and Purchasing department (site management and responsible purchasing), the IT Resources and Security department (management of IT purchases and energy efficiency of IT equipment) and the Sustainable Development department (carbon footprint, carpooling, Group environmental management system, eco-friendly behaviour policy).

#### **1.5.2. ORGANISATION OF SUSTAINABLE DEVELOPMENT IN SPAIN**

A CSR Manager, supervised by Executive Management, was appointed in 2013. In particular, this manager is responsible for implementing a solidarity and sponsorship programme. Workforce-related measures are managed by Sopra's Human Resources Department in Spain, in coordination with the Group Human Resources Department.

Environmental initiatives are managed by the Logistics Manager.

#### **1.5.3. ORGANISATION OF SUSTAINABLE DEVELOPMENT IN INDIA**

The Yogdaan platform, set up in India in 2009, is intended to bring together all activities falling within the remit of sustainable development and corporate social responsibility for Sopra Group India (SGI).

In 2012, a new recognised body was formed: Sopra Group India Yogdaan Trust. Sopra Group India Yogdaan Trust is led by members of SGI's Executive Management.

SGI's Human Resources Department leads workforce-related initiatives in coordination with the Group Human Resources Department.

### **1.6. SD-CSR reporting**

#### **1.6.1. SOPRA'S ORGANISATION (ORGANISATIONAL CHART OF THE GROUP'S COMPANIES)**

*This subject is discussed in Chapter 1, Section 6 of the Registration Document.*

#### **1.6.2. APPROACH**

The method of collecting the information required to draw up this report is based on a reporting procedure introduced in 2011. This procedure is reviewed each year and includes the changes in the Group's reporting approach. Based on current regulations and taking into account the distinctive nature of its activities, Sopra has identified 36 themes from the Grenelle Environment Forum applicable to organising its reporting. Monitoring these themes provides a suitable measure of the Group's progress in the three aspects of sustainable development: workforce, environmental and societal concerns.

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

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

## a. List of main indicators subject to tests of details

## Workforce component

Grenelle 2 theme	Grenelle 2 sub-theme	Indicator	Test scope	Publication scope
Employment	Total workforce and distribution of employees by gender, age and geographic area	Average age of employees on permanent contracts	France India Spain	Group International (excluding France) France India Spain
		Average length of service of employees on permanent contracts	France India Spain	Group International (excluding France) France India Spain
		Total workforce	France India Spain	Group International (excluding France) France India Spain
		Total workforce by type of contract	France India Spain	Group International (excluding France) France India Spain
		Workforce in average FTE	France: Sopra, Sopra Banking Software	France: Sopra, Sopra Banking Software
		Proportion of management-level employees in total workforce	France	Group France
		Hires and dismissals	Hires	France India Spain
	Staff turnover rate for <i>permanent</i> contracts		France India Spain	Group International France India Spain
	Absenteeism rate		France: Sopra, Sopra Banking Software	France: Sopra, Sopra Banking Software
	Work organisation	Absenteeism	Absenteeism rate	France: Sopra, Sopra Banking Software
Health and safety	Workplace accidents, in particular their frequency and severity as well as occupational illnesses	Frequency rate of workplace accidents	France: Sopra, Sopra Banking Software	France: Sopra, Sopra Banking Software
		Severity rate of workplace accidents	France: Sopra, Sopra Banking Software	France: Sopra, Sopra Banking Software
Training	Total number of training hours	Number of training hours provided during the financial year	France: Sopra, Sopra Banking Software India Spain	France: Sopra, Sopra Banking Software India Spain
		Average number of days of training per employee	France: Sopra, Sopra Banking Software India Spain	France: Sopra, Sopra Banking Software India Spain
Equal treatment	Measures taken in support of the employment and professional integration of the disabled	Percentage of disabled employees	France: Sopra	France: Sopra

**Environmental component**

<b>Grenelle 2 theme</b>	<b>Grenelle 2 sub-theme</b>	<b>Indicator</b>	<b>Test scope</b>	<b>Publication scope</b>
Pollution and waste management	Waste prevention, recycling and elimination measures	Quantities of WEEE	France	France India Spain
Sustainable use of resources	Energy consumption and measures taken to improve energy efficiency and renewable energy use	Number of new physical and virtual machines installed	France India Spain	France India Spain
		"Green" paper purchases	France Spain	France Spain
Climate change	Adaptation to the consequences of climate change	Number of videoconferencing systems put in place during the financial year	France India Spain	Group France India Spain
	Greenhouse gas emissions	CO <sub>2</sub> emissions from work-related travel	France India Spain	France India Spain

**Societal component**

<b>Grenelle 2 theme</b>	<b>Grenelle 2 sub-theme</b>	<b>Indicator</b>	<b>Test scope</b>	<b>Publication scope</b>
Impact of the Group's business activities on economic, social and territorial disparities	Employment and regional development matters	Number of work-study contracts per region	France	France
		Regional distribution of recruitments	France Spain	France Spain
Stakeholder relations	Partnership or sponsorship action	Partnership or sponsorship action	France India Spain	France India Spain
Subcontractors and suppliers	Significance of subcontracting and taking into account the social and environmental responsibility of suppliers and subcontractors in relationships with them	Taking into account the social and environmental responsibility of suppliers in relationships with them	France	France
		CSR assessment rate for tier 1 suppliers	France	France

## List of other reporting indicators

## Workforce component

Grenelle 2 theme	Grenelle 2 sub-theme	Indicator	Publication scope
Employment	Remuneration and trends	Ratio of highest to lowest salary	France: Sopra, Sopra Banking Software
	Other employment indicators published	Skill management (GRI and ISO 26000)	France: Sopra, Sopra Banking Software
	Hires and dismissals	Recruitment policy Leavers	France: Sopra Group France India Spain
Work organisation	Organisation of the work schedule	Organisation of the work schedule	France: Sopra, Sopra Banking Software
		% part-time (permanent contracts)	Group France International (excluding France)
Employee relations	Overview of collective bargaining agreements	Overview of collective bargaining agreements	France: Sopra, Sopra Banking Software
	Organisation of dialogue between employees and management, in particular procedures for informing and consulting with the staff and negotiating with employees	Organisation of dialogue between employees and management	France: Sopra, Sopra Banking Software
Health and safety	Overview of agreements signed with labour organisations or employee representatives with regard to workplace health and safety	Overview of health and safety agreements	France: Sopra, Sopra Banking Software
	Health and safety conditions	Health and safety conditions	France: Sopra, Sopra Banking Software
Training	Policies implemented with respect to training	Training policies	France International (excluding France)
	Other training indicators published	Number of employees trained	France: Sopra, Sopra Banking Software
		Number of trainers	France: Sopra, Sopra Banking Software
Equal treatment	Measures taken in support of the employment and professional integration of the disabled	Measures in favour of the employment of people with disabilities	France: Sopra, Sopra Banking Software
	Measures taken in favour of gender equality	Gender pay gap	France: Sopra, Sopra Banking Software
		Measures promoting gender equality	France International (excluding France)
Promoting and complying with the fundamental conventions of the ILO	Anti-discrimination policy	Anti-discrimination policy	France
	Eliminating discrimination in respect of employment and occupation	Eliminating discrimination in respect of employment and occupation	France
	Upholding the freedom of association and the right to collective bargaining	Upholding the freedom of association and the right to collective bargaining	France

**Environmental component**

<b>Grenelle 2 theme</b>	<b>Grenelle 2 sub-theme</b>	<b>Indicator</b>	<b>Publication scope</b>
General environmental policy	Training and information on protecting the environment offered to employees	Environmental information action	Group France India Spain
	The Company's organisation to take environmental issues into consideration, and where applicable, environmental assessment or certification processes	Organisation of Sustainable Development	France India Spain
Pollution and waste management	Measures to prevent, recycle and eliminate wastes	Waste management policy	France India Spain
		Quantities of non-WEEE waste sorted	France India Spain
		Waste paper recycling rate	France
Sustainable use of resources	Water consumption and supply according to local requirements	Consumption of clean water per sq.m	France
	Energy consumption and measures taken to improve energy efficiency and renewable energy use	Measures taken to optimise energy consumption	France
		Electricity consumption per sq.m	France
		Lifespan of IT equipment	Group France India Spain
		Energy consumption of business computers (kWh)	Group France India Spain
		Purchases of refilled recycled cartridges	France
Climate change	Adaptation to the consequences of climate change	General travel and commuting policy	France

**Societal component**

<b>Grenelle 2 theme</b>	<b>Grenelle 2 sub-theme</b>	<b>Indicator</b>	<b>Publication scope</b>
Impact of the Group's business activities on economic, social and territorial disparities	With regard to resident or local populations	Local development action	France India Spain
Stakeholder relations	Conditions of dialogue with persons or organisations with a stake in the Company's business	Educational partnership policy	France
		Stakeholder dialogue	France
Subcontractors and suppliers	Extent of subcontracting and communication of social and environmental responsibility commitments in the context of relations with suppliers and subcontractors	Subcontractor CSR assessment rates	France
		Lessor CSR assessment rates	France
	Taking into account social and environmental challenges in the purchasing policy	Responsible purchasing policy	France
Fair operating practices	Anti-corruption action	Fair operating practices	Group
Other indicators	Quality and client satisfaction: GRI (PR5) and ISO 26000 (6.6.6)	Quality and client satisfaction	Group France India Spain

### 1.6.3. SCOPE

Sopra is gradually introducing reports for each country in its Annual Report. In 2013, special attention was given to India and Spain each time information was available. The scope of reporting for each theme of the Grenelle Environment Forum is specified in the tables shown above. The acquisitions that took place in 2013, HR Access (HRA) and Altime, were not taken into account for some of the indicators. However, when data concerning these acquisitions is included in the reports, this is specified if necessary.

The number of HRA employees included in the Group's workforce at the end of 2013 was 803, including 304 in France and 106 in Spain.

The number of Altime employees included in the Group's workforce at the end of 2013 was 24 in France.

### 1.6.4. REPORTING

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

- identifying the data and preparing to collect them;
- collecting and consolidating the data, controlling for consistency in order to produce the indicators;
- using the indicators for publication in Sopra's CSR Report.

The reporting tools include the following:

- **the reporting protocol** contains the information needed for contributors to collect indicators. It is primarily intended for internal communication within Sopra;
- **indicator definition sheets** specifically describe the characteristics of the indicators communicated as part of the SD-CSR report;
- **indicator collection sheets** allow contributors to supply the qualitative information and quantitative data;

- **the SD/CSR database**, which is consolidated by the Sustainable Development department from the collection sheets provided by the various contributors.

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

Other information on the reporting protocol is available on request from the Sopra Sustainable Development department.

Each year in early December, the Sustainable Development department schedules a meeting to prepare the plan for the CSR Report with the managers of the various functions concerned and the contributors. This meeting takes place during a Sustainable Development Committee meeting.

#### Specific calculations for certain indicators

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

Furthermore, if certain prior data have been adjusted, these adjustments are identified and explained to the reader.

#### Exclusions

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

## 2. Our responsibility to our employees

Sopra is a company that offers over 16,000 employees a dynamic work environment and stimulating career prospects. These opportunities are made possible within a Group whose businesses involve a wide variety of professions, with operations in France and abroad, and a strong company culture. In addition to our major actions with respect to recruitment, since the Company was created, Sopra has always put an emphasis on retaining our employees.

Sopra's labour responsibility policy is in line with its continuous improvement process, which aims to reconcile economic efficiency with social fairness.

Sopra is committed to fostering equal opportunities with regard to current employee-related issues and has established a permanent

structure to put into practice the signed agreements and action plans (for young people, seniors, gender equality, disabled workers and diversity). The aim is to move beyond a purely legal vision of these subjects and to harmoniously integrate them into the corporate environment.

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

This Enterprise Project, updated every five years, provides the Group's strategic vision and is based on a system of shared values. These values are communicated on a day-to-day basis across all levels of Sopra's organisation, guiding the Group's managers and contributing to our operational performance.

## 2.1. Sopra's Corporate Culture

### 2.1.1. SHARING OF FUNDAMENTAL PRECEPTS

The Group's system of values and fundamental precepts are shared by our entire workforce. Day-to-day support from the Company's managers and a comprehensive training programme organised by Sopra Academy, the Group's internal training structure, help employees grasp and adopt the Sopra culture and fundamental precepts. This knowledge is shared in particular during Integration, Management, Sales, Methods and Behaviour seminars.

### 2.1.2. INTEGRATION OF NEW EMPLOYEES

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

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

A three-day training and integration seminar is held for all new employees. The purpose of the seminar is to share the history, plans, values and offerings of the Group as well as our fundamental precepts with regard to Sopra's focus on service and quality.

Sopra is mindful of integrating our new employees and does so by bringing them together in special sessions after they have worked for the Company for eighteen to twenty-four months. For companies that are acquired, a dedicated integration plan supplements the training programme.

## 2.2. Employment policy

Sopra's growth is based on a policy of proactive talent recruitment and skills development for our employees.

### 2.2.1. WORKFORCE AND TRENDS

In 2013, Sopra maintained a robust level of workforce growth amidst an economic environment that remained strained.

A total of 3,198 new employees joined the Group's workforce, including 1,418 new employees outside France (figures excluding acquisitions).

At the same time, transactions to expand the Group's growth from outside the company integrated over 900 new employees in France and abroad.

At 31 December 2013, Sopra had 16,284 employees (up 50% compared with 2009), including 6,065 outside France (up 32% compared with 2009).

There was also a steady increase in the workforce in Spain and India in 2013 (up 21% in Spain and 18% in India compared with 2012).

At 31 December 2013, over 98% of Sopra's employees had permanent contracts <sup>(1)</sup>. This high proportion of permanent contracts, which has not changed for several years, shows the Group's commitment to offering stable jobs. Temporary contracts <sup>(2)</sup> are mainly work-linked training contracts in France. These are proposed to young future engineers who thereby benefit from a tutorship system within the company, financing of their studies and recruitment opportunities.

## I SOPRA WORKFORCE AND PROPORTION OF MANAGEMENT-LEVEL EMPLOYEES

	2013	2012	2011	2010	2009
France	10,219	9,386	8,920	8,223	7,742
International (excluding France)	6,065	4,917	3,690	3,426	3,094
o/w Spain	2,042	1,689	1,569	1,525	-
o/w India	1,181	999	932	725	-
<b>TOTAL</b>	<b>16,284</b>	<b>14,303</b>	<b>12,610</b>	<b>11,649</b>	<b>10,836</b>
<b>o/w Management-level*</b>	<b>15,474</b>	<b>13,572</b>	<b>12,106</b>	<b>11,171</b>	<b>10,348</b>

\* The notion of management-level staff (cadres) is specific to France. The number of management-level employees of the Group's international operations is extrapolated on the basis of the figures for France (9,747 management-level employees in France).

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

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

## I DISTRIBUTION OF THE WORKFORCE BY TYPE OF CONTRACT

	2013			2012		
	Permanent contracts*	Fixed-term contracts**	Interns	Permanent contracts*	Fixed-term contracts**	Interns
France	98.4%	1.5%	0.1%	98.5%	1.3%	0.2%
International (excluding France)	95.5%	1.9%	0.7%	98.1%	1.5%	0.3%
o/w Spain	95.4%	4.4%	0.2%	96.4%	3.6%	0%
o/w India	99.7%	0%	0.3%	99.6%	0%	0.4%
<b>TOTAL</b>	<b>98.1%</b>	<b>1.6%</b>	<b>0.3%</b>	<b>98.4%</b>	<b>1.3%</b>	<b>0.2%</b>

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

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

## I FTE WORKFORCE IN FRANCE

	2013*	2012**	2011
Average FTE in France	9,460	8,932	8,257

\* Excluding companies acquired in 2013.

\*\* Excluding Adeuza and Callatay & Wouters France.

Calculation method: total FTE workforce at each month-end of the year divided by 12 months. The number of full-time equivalent employees is calculated on the basis of their participation rate.

## Length of service, age and gender

For the Group as a whole, the average age and length of service of employees on permanent contracts has risen noticeably since 2012. This increase is the result of the acquisitions completed during the period and a lower staff turnover rate.

	2013		2012	
	Average length of service of employees on permanent contracts	Average age of employees on permanent contracts	Average length of service of employees on permanent contracts	Average age of employees on permanent contracts
France	7.5	35.6	7.3	35.4
International (excluding France)	5.4	35.3	5.4	35.3
o/w Spain	6.0	37.1	6.1	37
o/w India	2.7	28.6	2.7	28.6
<b>TOTAL</b>	<b>6.7</b>	<b>35.4</b>	<b>6.6</b>	<b>35.3</b>

In France, the average age for newly recruited staff is 27.3 years (Group: 28.4 years).

In terms of the gender breakdown of employees, men represented 73.5% of the workforce in France (Group: 73.4%) and women accounted for 26.6% in France (Group: 26.6%) at 31 December 2013. This gender breakdown is nearly stable compared to 2012 (France: 26% women, 74% men).

## 2.2.2. JOINERS AND LEAVERS

The Group's recruitment policy places a deliberate priority on the hiring of young people who have completed at least five years of higher education, whether they are graduates of engineering schools, business schools or universities. The vast majority of newly

recruited staff are offered permanent employment contracts. The recruitment of experienced professionals is subject to prior analysis to ensure that the requirements in question may not be covered using internal human resources, with skills and expertise developed through practical workshops and training courses.

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

- **the recruitment plan** defines staffing requirements by subsidiary, level of experience and operating entity. As part of the annual budget process, each entity evaluates its recruitment needs, in accordance with its objectives as assigned by the Group. In preparing the year's recruitment plan, medium-term staffing requirements are categorised by business line. Each entity's recruitment plan is coordinated with its training programme and its practical workshops;

- **the communications plan** includes all actions carried out to ensure CV sourcing capacities. This plan enables the selection of the best applicants, proposing targeted applications to entities corresponding to their needs. It also seeks to raise the profile and increase the attractiveness of Sopra's employer brand;
- **the educational partnership plan** intends to promote the recruitment of graduates from preferred institutions and the selection of promising interns (mostly those able to pre-qualify for permanent positions with the Group) as well as work-study personnel. For many years, Sopra has been nurturing partnerships with engineering schools, business schools and universities whose degree programmes correspond to the requirements of its business lines. This plan serves as a guide for all operational units to engage local operational structures;
- **the internship and work-study plan** sets quotas for the number of interns and work-study personnel to be recruited, organises the listing of offers and their dissemination to educational institutions. This plan is directly tied to each operating entity's budget preparation process. It targets those schools, universities and training programmes where Sopra is interested in recruiting interns and work-study personnel.

In 2013, to serve the ambition of growing and upscaling its businesses, Sopra strengthened its involvement in social and workforce-related issues along three main lines:

- increasing its attractiveness with respect to employer branding;
- developing partnerships with schools targeted by the Group;
- contributing to regional development.

Net recruitment was well into positive figures for the Group as a whole, with almost 1,000 appointments (including over 450 in France, over 200 in Spain and almost 200 in India).

There was a 22% increase in appointments between 2012 and 2013. International appointments contributed greatly (up 50% compared with 2012). Spain and India alone accounted for over 60% of international appointments.

Sopra increased its presence on professional social networks (Work With Us on LinkedIn, Social Job Sharing on Facebook, etc.) and continued to be heavily involved in schools, enabling it to increase the number of work-linked training contracts and trainees.

In addition, in France Sopra was awarded the Happy Trainees label. This involves a survey of over 14,000 students, and rewards the most outstanding companies in terms of the conditions for welcoming students and conducting placements.

In 2014 Sopra will continue its determined approach in favour of integrating young people into the world of work, in particular for its target schools. Its aim is to gradually extend its best practices regarding recruitment, help with job seeking for young people and promoting diversity to all countries and human resources teams.

## I HIRES

	2013*	2012**	2011
France	1,780	1,676	1,814
International (excluding France)	1,418	941	-
o/w Spain	458	302	-
o/w India	420	254	-
<b>TOTAL</b>	<b>3,198</b>	<b>2,617</b>	

\* Excluding companies acquired in 2013.

\*\* Excluding Delta Informatique, acquired in 2011.

## I LEAVERS

	2013	2012	2011*
France	1,310	1,236	1,371
International (excluding France)	839	664	-
o/w Spain	224	188	-
o/w India	237	182	-
<b>TOTAL</b>	<b>2,149</b>	<b>1,900</b>	-

\* Excluding Delta Informatique, acquired in 2011.

Dismissals represent less than 5% of separations in France.

### Change in the turnover of permanent contracts

For the Group as a whole, turnover fell by 0.5% during the year (1% in France). This was due to employee loyalty and the effects of a quiet market.

	2013	2012	2011
France	8.3%	9.2%	12%
International (excluding France)	11.1%	10.6%	-
o/w Spain	7.6%	8.4%	-
o/w India	17.8%	15.2%	-
<b>TOTAL</b>	<b>9.4%</b>	<b>9.7%</b>	<b>12.5%</b>

## 2.2.3. TRAINING POLICY

### Sopra Academy, Sopra's internal training organisation

One of Sopra's major objectives in the area of human resources management is to continually enhance the expertise of its employees and give them a head start on their professional development.

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

To meet its major challenges, the Group relies on its internal training organisation, Sopra Academy, and on its Knowledge Management system.

These mechanisms support Sopra's advancement through skills development and knowledge-sharing plans. The objectives of this approach are to:

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

Through its training programmes and knowledge sharing system, Sopra Academy contributes to guaranteeing the level of excellence and adaptability of the Group's employees.

#### Training offerings and Knowledge Management

Through a broad network of over 480 trainers and speakers, Sopra Academy disseminates a comprehensive offering of training sessions: orientation and integration seminars, training in management, the Group's business areas and offerings, personal development, training in methods and tools, technologies and solutions, among others.

In addition, Knowledge Management supports and supplements these training programmes. It covers the areas of the training plan, facilitates sharing of the Group's fundamentals and capitalising on best practices through its communities organised by business lines, offerings and expertise. With all of the divisions and Community Managers, Sopra Academy coordinates the Group Knowledge Portal, a platform for knowledge sharing, available to all Group employees.

#### Training programme and talent development

In an effort to support the development of employee talent, Sopra Academy offers training programmes by business line. In 2013, Sopra Academy expanded the programmes dedicated to managers and salespeople to help them acquire critical knowledge when they take on their duties. Programmes are also offered to consultants to help them grasp and adopt the Group's internal methods and tools.

New training modules have been created to meet the challenges of upscaling with respect to technological innovation and new practices.

#### Development of managerial skills

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

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

Within its programmes, in 2013 Sopra Academy conducted a residential seminar for all of the Group's managers covering the cultural fundamentals of Sopra with respect to management.

In 2014 the training courses will be enhanced to support the Enterprise Project, for all managers responsible for deploying it. In particular, the aims are to continually increase the value of our services for our clients, share the Group's culture and best practices, and develop skills in all our sectors for the business lines, technologies and innovation required.

#### NUMBER OF TRAINING HOURS AND DAYS IN FRANCE

	2013*	2012**	2011***
Number of training hours provided during the financial year			
France	229,887	231,784	225,400
Spain	33,977		
India	68,066		
Number of training days <sup>(1)</sup> provided during the financial year			
France	32,841	33,112	32,200
Spain	4,247		
India	8,368		
Average number of training days per person			
France	3.5	3.8	3.9
Spain	2.4		
India	7.8		

\* Excluding companies acquired in 2013.

\*\* Excluding Adeuza and Callataj & Wouters France.

\*\*\* Excluding Delta Informatique, acquired in 2011.

(1) In France, one day of training = 7 hours.

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

#### 2.2.4. TALENT DEVELOPMENT

Anticipating Group needs and adapting human resources are critical to the success of the Sopra Enterprise Project, while maintaining employee motivation at a high level.

Sopra's dynamic Enterprise Project and the diversity of its business segments provides a motivating work environment conducive to the development of a variety of professional careers.

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

### Core Competency Reference Guide

The Core Competency Reference Guide describes all of the Group's business lines (consulting, technology services, software publishing, application outsourcing, management, project management, sales, support functions). The Guide helps employees grasp the demands of their positions as well as the possible career paths within the different business areas.

The Core Competency Reference Guide is an essential tool that helps managers guide the professional development of their employees based on their aptitudes, their motivations and the Group's priorities. It also provides necessary material to attract new talent in line with Sopra's business strategy and to make it easier to integrate employees from acquired companies.

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

In order to consistently add value in support of the development of the Group's services, the Core Competency Reference Guide is updated on a regular basis to take into account changes in areas regardless of the business line.

#### A continuous assessment system

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

Sopra uses an assessment and career tracking system that enables the Group to know its staff and regularly monitor their development. This system is based on assignment reviews and annual appraisals.

Employees actively participate in these assessments, which are shared in the human resources committee meetings led jointly by management, the Human Resources Department and the Transformation, Supply and Marketing department.

In response to the Group's growth and internationalisation, the role of local managers is essential for monitoring the careers of employees and reinforcing the advancement of their skills. For 2014, Sopra will maintain its training effort and active leadership of local managers.

### 2.2.5. REMUNERATION AND TRENDS

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

Backed by the employee assessment system, the remuneration policy is individualised and is based on objective criteria.

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

### I RATIO OF HIGHEST TO LOWEST SALARY IN FRANCE (PERMANENT EMPLOYMENT CONTRACTS)

	2013***	2012**
Ratio of highest to lowest gross annual base salaries	13.0	13.0
Ratio of highest to lowest annual base salaries plus variable compensation	16.7	16.1
Number of employees whose gross annual salary is less than or equal to €20,000	0	2
Number of employees whose gross annual salary is less than or equal to €26,000, i.e. €2,000 x 13 months	41	54
Average gross annual base salary in €	€44,243	€43,929

\* The lowest gross annual salary amounted to €19,266 in 2012 and €20,251 in 2013 and only concerned one person.

\*\* Excluding Adeuza and Callataj & Wouters France.

\*\*\* Excluding companies acquired in 2013.

In 2012, the data was recalculated excluding company officers and the same workforce basis was applied for all the indicators above (employees on permanent contracts present the entire year).

## 2.3. Work organisation

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

In France, Sopra approves employee requests for part-time work when they are compatible with the requirements of the departments or projects concerned. Such requests are generally authorised for renewable terms of between six and twelve months. Part-time employees accounted for 6% of Sopra's workforce in France at 31 December 2013.

Specific work organisation mechanisms are put in place for employees under contractual commitments entered into with clients.

### I PERCENTAGE OF SOPRA'S STAFF WORKING PART-TIME IN FRANCE

	2013	2012	2011
% part-time (permanent contracts)	6%	6%	6%

## I ABSENTEEISM RATE IN FRANCE

The absenteeism rate has increased since 2011.

	2013**	2012	2011*
% absenteeism	2.24%	2.14%	2.08%

Calculation method: ratio between the number of actual calendar days of absence / number of theoretical workdays required. This ratio was calculated on the basis of an average full-time equivalent, taking into account absences for illness, work accidents and travel accidents.

\* For 2011, the indicator was recalculated following the calculation rule applied in 2012.

\*\* Excluding companies acquired in 2013.

- an agreement regarding the profit-sharing bonus within Sopra;
- an agreement in favour of jobs for young people and over-fifties, and support for the transmission of knowledge and skills relating to the cross-generational contract (*contrat de génération*) and an agreement on gender equality at work within Sopra Banking Software.

As part of a Group-wide agreement, trade unions have the option to send monthly and quarterly notices to all staff via the Sopra intranet. Similarly, under a provision of the internal rules of the Sopra Group Works Council, the elected members of this committee may issue monthly information.

In 2014, Sopra Group and Sopra Banking will continue to take part in the labour-management dialogue, with a considerable number of negotiations scheduled.

## 2.4. Employee relations

The information presented in this section relates exclusively to Sopra's operations in France (excluding HRA and Altime).

The organisation of Sopra's employee representative bodies is structured around a central Works Council in the context of the existing UES <sup>(1)</sup> with its former subsidiary Axway Software (in which Sopra has a 25.72% equity interest) and its wholly owned subsidiary Sopra Banking Software.

Sopra Banking Software has a Works Council, employee representatives at 6 sites and 6 health, safety and working conditions committees.

Sopra has a Works Council, employee representatives at 20 sites and 16 health, safety and working conditions committees.

In 2013, the central Works Council met 5 times and the Sopra Works Council was convened for 12 ordinary meetings and 6 extraordinary meetings. The health, safety and working conditions committees met 4 times in the year to discuss ordinary business and occasionally for extraordinary discussions relating in particular to the layout of work areas, changes to internal regulations and the IT charter.

Sopra Banking Software's Works Council and employee representatives were named for the first time in April 2013, and the health, safety and working conditions committees were named in June 2013. Sopra Banking Software's Works Council was convened for 9 ordinary meetings and 4 extraordinary meetings.

Mandatory annual negotiations were held with the employee representative bodies.

In 2013 collective bargaining resulted in the signing of:

- an amendment to the incentive agreement covering Sopra and Sopra Banking Software;
- an amendment to the profit-sharing agreement and an agreement regarding the early release of profit-sharing both within Sopra and within Sopra Banking Software;

## I OVERVIEW OF COLLECTIVE BARGAINING AGREEMENTS IN FRANCE

	2013	2012	2011
Number of agreements signed during the year with union organisations and/or the Works Council	4 (Sopra) 5 (Sopra Banking Software)	16	4
Number of collective bargaining agreements active	15 (Sopra) 15 (Sopra Banking Software)	20	13

## 2.5. Health and safety

The information presented in this section relates to Sopra's operations in France.

In 2013, Sopra continued its rescue and first-aid training programme for all of its operating sites. To this end, both refresher courses and initial training programmes were offered. All sites are equipped with defibrillators.

Employees have access to a carpooling platform. Sopra pursued its policy with regard to providing quality layout of its work areas.

For 2014, as part of the action plan in favour of employment for young workers and seniors and in support of the transfer of knowledge and skills, Sopra will implement awareness-raising sessions on topics such as "movements and postures" and "working with display screen equipment", with the help of occupational health specialists.

(1) UES or *Unité économique et sociale* (economic and social unit).

## I RATES OF FREQUENCY AND SEVERITY OF WORKPLACE ACCIDENTS IN FRANCE

	2013**	2012	2011
Frequency rate of workplace accidents	0.81	0.64	0.59
Severity rate of workplace accidents*	0.01	0.007	0.055

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

Calculation method for severity rate: (Number of calendar days on leave from work (following a work-related accident) \*1000) / Total number of hours worked by total workforce over the year.

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

\*\* Excluding companies acquired in 2013.

## OCCUPATIONAL ILLNESSES IN FRANCE

Since 2011, no occupational illnesses have been recognised.

## 2.6. Non-discrimination principles

Sopra's policy with regard to fighting discrimination is consistent with its proactive approach to promoting diversity.

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

### 2.6.1. DISABLED EMPLOYEES (FRANCE)

The main aim of the "Handicap Mission" is to promote long-term employment for disabled workers.

In line with 2012 (when the Handicap Mission was launched), in 2013 it was possible to step up the initiatives introduced in the five main areas of disability policy (recruitment, continuation in employment, training and awareness, relations with special-needs employers, support for technical development).

Achieving our recruitment targets is partly linked to our ability to innovate and offer high quality meetings in a friendly setting. For that purpose, specific recruitment days were organised in seven large catchment areas. These events made it possible firstly to raise the awareness of managers, as well as to recruit experienced candidates and young graduates who are disabled, unemployed or seeking vocational retraining. These young people were offered a programme of specific training courses suited to our businesses.

A large-scale training programme regarding disability was introduced for all human resources teams. Furthermore, to meet the aim of raising the awareness of all employees, and in particular those on assignments at client premises, original and varied content (viral videos, accounts by experts and employees, quizzes etc.) have been featured on the company's portal. This has had a big impact on employees and led to almost 10,000 views during the week of the event.

The awareness campaigns made it possible to encourage disabled employees to apply for Recognition of Handicapped Worker Status (RQTH) and to adapt their workstation to the needs of their disability.

Moreover, the partnership with UNEA <sup>(1)</sup> and improvements in the process for finding special-needs employers made it possible to revitalise purchasing policy within the Group. One consequence was the signing of contracts that made it possible to create 10 subcontracted positions for disabled people with special-needs employers.

The AUREVI project was launched in partnership with the Ecole des Mines d'Ales engineering school and an ophthalmology school. The objective was to develop a system to increase the mobility of partially sighted people. In addition, support was maintained for the technical development of the TADEO project (services platform for hearing-impaired people).

The employment rate of disabled people by Sopra in France was 1.23% at 31 December 2013. The improvement in the employment rate is due both to the increase in the rate of direct employment of disabled people, and the increase in subcontracting to special-needs employers.

## I PERCENTAGE OF DISABLED EMPLOYEES IN FRANCE

	2013***	2012*	2011**
Percentage of disabled workers in the Company's workforce	1.23%	0.87%	0.94%

Calculation method: Number of employees with disabilities recognised within the company (Disabled Worker unit) increased by 50% on the basis of rules determined by AGEFIPH + number of qualifying units from subcontracting to firms employing disabled persons in specially adapted and protected work environments, divided by the relevant workforce.

\* Excluding Adeuza and Callatay & Wouters France.

\*\* Excluding Delta Informatique, acquired in 2011.

The workforce numbers used are calculated according to the rules defined by AGEFIPH, an organisation that promotes professional integration of the disabled. Not all people benefiting from the employment obligation are accounted for in this calculation.

\*\*\* Excluding companies acquired in 2013 and Sopra Banking Software.

In 2014, Sopra will continue working to achieve all its targets related to the 2012-2014 triennial company-wide agreement, while focusing on social commitments and innovative projects.

(1) UNEA: Union Nationale des Entreprises Adaptées, a French association that represents disabled workers and adapted companies.

### 2.6.2. GENDER EQUALITY

With regard to professional equality between women and men, the Group remains committed to three priority areas: promoting gender diversity in scientific career paths, attracting more female employees from engineering schools and being mindful of non-discrimination in women's careers.

In 2013, in connection with the EDHEC Boat Cup, sponsorship of all-female crews was renewed for EDHEC and Centrale Paris. A pilot project was also launched with a local association in the Rhône-Alpes region to promote IT careers among female schoolchildren and secondary school students through accounts by female employees at Sopra. Furthermore, for International Women's Day an awareness campaign was organised by involving a female co-optation campaign.

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

Sopra offers identical starting salaries to both male and female applicants with identical qualifications, degrees, skills and experience. In 2013, the differences in remuneration reported by employee category between women and men remained within a 3% range. These differences are carefully analysed during salary assessment and job review cycles.

In addition, Sopra ensures that people who have taken maternity or adoption leave benefit from the same conditions for salary increases as all company employees. A parenting guide is available to all staff members on the employee intranet.

In 2014, the Group will launch an overall review of the issue of female leadership in order to understand and remove any possible obstacles linked to the promotion of women.

Lastly, the Group will maintain its internal awareness-raising initiatives and expand its operations promoting the engineering profession among female high school students to other regions in France.

The International Human Resources community's goal is to share and enrich best practices and experiences with regard to this issue.

### 2.6.3. SENIORS

In 2013, Sopra promoted the transfer of knowledge and skills, which is a major component of our policy in favour of older employees for the success of intergenerational management.

In 2014, Sopra intends to roll out the programmes resulting from its action plan in favour of employment for young workers and seniors and in support of the transfer of knowledge and skills. This programme is aimed at promoting the hiring of young workers while retaining working seniors in jobs. The Group also plans to

pursue initiatives to anticipate requirements for career development and provide information to employees affected by end-of-career adjustments and the transition from working life to retirement.

### I PROPORTION OF OLDER EMPLOYEES IN FRANCE

	2013	2012	2011
Number of seniors (45 years and older)	1,828	1,590	1,445
Percentage of employed seniors (45 years and older) in relation to the workforce at 31 December	17.9%	16.9%	16.6%
Number of seniors (55 years and older)	450	386	326
Percentage of employed seniors (55 years and older) in relation to the workforce at 31 December	4.4%	4.1%	3.8%

### 2.6.4. YOUTH DIVERSITY AND ASSISTING YOUNG WORKERS SEEKING EMPLOYMENT (FRANCE)

Access to education for all and integrating young graduates into the world of work is central to the Sopra CSR policy.

In 2013, campaigns were carried out among engineering and university students to promote social diversity (regarding disability, gender equality etc.). As a result, Sopra renewed its commitment to the association "Nos Quartiers ont des Talents". A dozen young graduates from problem areas are sponsored by volunteer employees of the company to help them find a job. Furthermore, to favour integration into the world of work of young graduates from sectors other than IT, an IT Careers Open Day was organised for the first time and proved a real success, resulting in new appointments.

In addition, the Group helped disabled students choose the right sector and financed the adapting of equipment to the requirements of their disability in an educational environment. It also promoted an original programme of educational support for young disabled secondary school students (the Sopra Group Handitutorat programme).

In 2014, Sopra will continue the initiatives carried out for students and strengthen its partnership with "Nos Quartiers ont des Talents", launching with it the first VIP Sponsors Club (to increase the effectiveness of job seeking support for young graduates from difficult areas).

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

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

The Group is committed to:

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

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

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

### 2.7.1. UPHOLDING THE FREEDOM OF ASSOCIATION

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

Sopra implements non-discrimination policies and procedures with regard to employee representatives.

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

### 2.7.2. REPUDIATION OF FORCED CHILD LABOUR

Sopra has formally committed to fight against child labour and the exploitation of children, forced labour and all other forms of compulsory labour, particularly through its participation in the United Nations Global Compact.

This commitment is reiterated in the Sopra Ethics Charter.

## 3. Our environmental responsibility commitments

Compared with heavy industry, Sopra's software development, service and consultancy activities have a limited impact on the environment. However, with their international locations the Group's businesses involve travel to a considerable extent, require significant infrastructure and IT equipment, and produce many documents. In order to provide its major clients with a relevant local presence, the Group also has a number of sites both in France and abroad, which requires its business premises to be managed according to environmental constraints.

The need to control our environmental impact has therefore become a key factor in our management and production methods, and is covered by a continuous improvement programme involving the relevant functional departments and their staff.

In addition, in 2013 Sopra decided to reinforce its commitment to the environment by taking more fully into account themes related to water in its broadest sense: access to water, sanitation, prevention and fight against pollution. Together with food, water is essential for daily life. Almost a billion people do not have access to drinking water. Over 2.6 billion people do not have access to sanitation services. Lastly, water has no borders. Sharing it leads to tension and conflicts between states. As such, in 2013 Sopra increased its support for the NGO Green Cross, which it has sponsored in France since 2012. More details regarding this point are provided in Section 4.1.4 of this report.

In 2014, the two main lines of the Group's continuous improvement process are therefore to reduce the environmental impact of its activities and to contribute more to improving access to and protection of water.

This environmental approach will gradually be extended to international entities and the companies acquired recently.

## 3.1. Taking environmental impacts into consideration

In France, an eco-responsibility programme involving the active participation of each and every Sopra employee ensures that all staff members understand the important role they play in reducing the environmental impact of our operations. At Sopra we encourage employee initiatives in the area of environmental protection and promote the avoidance of excess consumption of non-renewable energy resources in our working methods. A guide to eco-friendly behaviours was published and distributed in 2009 and updated in 2013 to raise awareness and help employees in their day-to-day activities. Staff are regularly reminded of the existence of this guide as well as the full set of complementary Group initiatives under way. Correspondents at all sites are tasked with ensuring the proper application of the relevant measures.

### 3.1.1. ORGANISATION TO TAKE ENVIRONMENTAL ISSUES INTO CONSIDERATION

As part of the Group's Sustainable Development programme, a number of functional departments have adopted the Group's approach to environmental issues and, along with the Sustainable

Development department and under the responsibility of Executive Management, are defining the Group's environmental policy. This policy is defined each year and summarised in a memorandum that covers all of the major relevant fields of action for Sopra. Each department involved in the environmental policy spearheads its own action. The environmental programme as a whole is coordinated during meetings of the Sustainable Development Committee.

The following two departments are more particularly involved in the Group's environmental policy and have coordinated to manage their plans for ongoing progress:

#### Real Estate and Purchasing

The main participants directly involved in the Group's environmental programme are:

- the Director of Real Estate and Purchasing;
- a manager in charge of the real estate policy and choice of buildings (complying with environmental standards);
- an environmental coordination and monitoring manager for sites in France;
- a central purchasing manager, in charge of monitoring the Sopra Responsible Purchasing policy in France;
- a travel management officer for each entity/country;
- a purchasing manager for office supplies and computer consumables for each entity/country;
- site managers (excluding France, under the authority of country management).

#### IT Resources and Security

The IT Resources and Security department manages all the Group's IT resources.

The main participants involved in the Group's environmental programme are:

- the Director of IT Resources and Security;
- an environmental coordination manager for ITR&S. It also handles relations with the Real Estate and Purchasing department (computer rooms, site extensions and renovation);
- a workstations services manager, who is responsible for:
  - the equipment policy (PCs, printers, photocopiers, among others),
  - management of the equipment inventory,
  - handling of WEEE <sup>(1)</sup>.

Regarding deployment in different countries, and for aspects such as selective sorting except for WEEE, management of travel and purchasing, management is carried out by the local entities.

In India and Spain, an SD-CSR manager for each country coordinates the environmental initiatives of the entities concerned.

### 3.1.2. INITIATIVES IN FAVOUR OF THE ENVIRONMENT

Throughout the Group, initiatives in favour of the environment are on the increase.

Moving to new premises or renovating existing sites always provides a good opportunity for revitalising our environmental policy and rethinking eco-friendly behaviours. Offices that comply with the latest standards, where lighting, heating and air-conditioning are programmed to turn off at the weekend, bike parking facilities, development of selective sorting, and new-generation coffee machines that reduce waste from cups, all help to limit the Group's environmental footprint.

Many employees support the Group's environmental approach and are involved in introducing local initiatives: orders for eco-friendly paper, collection of used bulbs and batteries introduced at Group sites and even for clients etc.

In France, the company's environmental approach is mainly based at central level on initiatives by the Real Estate and Purchasing department, the IT Resources and Security department and the Sustainable Development department. At the local level, the approach is also based on initiatives by site managements.

The initiatives in place or introduced in France in 2013 include: the introduction of bike courier systems between nearby sites, development of car sharing, distribution of the eco-friendly behaviour guide and printing and PC charters, improvement of selective sorting of paper by providing special containers in each office at several sites, reducing printing by default printing on both sides.

An environmental programme has been progressively introduced in France since 2011. It groups together the specific initiatives introduced by the departments involved in reducing the Group's environmental impact. In 2014 the creation of an Environmental Management System (EMS) will be continued in France to reinforce our action in favour of the environment.

In 2013 an initiative to obtain ISO 14001 certification was introduced at one of the sites in the Aquitaine region (Colomiers). Other certification procedures for sites will be studied in 2014 based on this pilot project.

In Spain, Sopra introduced a continuous improvement programme in 2013 involving the functional departments concerned as well as all of the employees.

The CSR Manager, supervised by Executive Management, defines an environmental policy in coordination with the Real Estate and Purchasing department, the IT Resources and Security department and the Communications department.

This continuous improvement programme is based on an Environmental Management System (EMS) drawn up in accordance with UNE-EN ISO 14001. The main aims of the EMS concern:

- training of employees in connection with energy efficiency measures;
- better waste management by introducing a system of selective sorting;
- involvement of suppliers in the Group's environmental approach.

As a result, Sopra Group Spain has ISO 14001 certification for two sites: Seville and part of the Manoteras site.

As a responsible company, Sopra Group India (SGI) which has over 1,200 employees in India (Noida and Bangalore) introduced

(1) WEEE: Waste Electrical and Electronic Equipment.

a programme of initiatives for better environmental management several years ago. This programme managed by Yogdaan (the approved body Sopra Group India Yogdaan Trust) concerns:

- managing IT resources: this point is explained in Section 3.3.1;
- raising awareness and the involvement of employees in environmental issues and eco-friendly behaviours;
- introduction of selective sorting of paper.

One of the initiatives introduced by SGI in 2013 was to support an association that manufactures and sells products using recycled materials.

### 3.1.3. TRAINING AND INFORMATION ON PROTECTING THE ENVIRONMENT OFFERED TO EMPLOYEES

In 2013, Sopra organised an awareness programme for all employees in France, Spain and India on managing the Group's environmental impact.

The Group's employees take part in the company's approach to eco-responsibility. An informative guide to eco-friendly behaviours is regularly published and distributed to all employees in France, Spain and India to raise awareness of the major environmental challenges in the Group's various business lines. Sopra uses all its internal communication tools (Group newsletter, intranet) and on-site communications to promote this awareness campaign. Each country has put in place its own information and awareness-raising arrangements via memos, the intranet and dedicated newsletters.

For example, in France, a dedicated e-mail address enables employees to send their questions and suggestions to the Sustainable Development department, which passes on the information to the relevant departments.

Information on Sopra's environmental programme is disseminated through the eco-friendly behaviour guide as well as the orientation guide and information given to all new employees who join the Group in France.

In 2014, induction seminars for new recruits in France will include an awareness-raising component.

Finally, all employees are made aware of environmental issues through partnership and humanitarian activities carried out by the entities to which they belong.

In France, Sopra sponsors Green Cross France et Territoires (GCFT) and works with this international environmental association on water-related issues.

In 2013, the Group began a programme to raise awareness within key international entities by targeting the relevant business unit heads, with the aim of gradually rolling out to the entire Group the environmental approach initiated in France.

The main progress targets for 2014 relate to the Group-wide distribution of materials on sustainable development and awareness of environmental issues relating to the Group's activities. Access to Group tools and employee awareness-raising will be delivered through the Corporate Collaborative Network and, at country level, through induction seminars.

Work to build a Group Environmental Management System is set to continue in 2014. The priority focus will be on France, gradually extending to international entities in line with progress on their own programmes (Spain).

## 3.2. Waste management

Two types of waste are mainly sorted and processed by specialised companies:

- waste electrical and electronic equipment (WEEE);
- other waste, which covers paper, used ink cartridges and batteries.

At several sites, cans are also recycled but the quantities concerned are not recognised in the tables presented in this document.

### 3.2.1. WEEE MANAGEMENT

#### France

In 2013, Sopra worked with two specialised companies to handle the Group's waste electrical and electronic equipment: ATF Gaia for the Group's sites in the French provinces and Tricycle Environnement for its sites in the Paris region and in Tours.

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

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

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

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

#### Spain

In 2013, Sopra worked with Cuadrado to handle its IT-related waste. Cuadrado offers the same level of traceability and recycling as the providers used in France.

#### India

Sopra Group India launched the "Go green" initiative to improve the sustainability of its IT infrastructure and the efficiency of its equipment. In 2013, SGI worked with New Delhi-based company Greenscape to handle its IT-related waste (particularly PCs). Meanwhile, used but reusable IT equipment was donated to associations and schools.

For 2014, the Group's main objective is to continue its IT-related waste management programme.

To ensure that the handling of IT-related waste for the Group's various entities is managed effectively, the programme is managed and coordinated centrally in conjunction with entities in each country.

### I QUANTITIES OF WEEE

(in kg)	2013	2012	2011
France	11,809	4,510	n.a.
Spain	653	n.a. <sup>(1)</sup>	n.a.
India	368	n.a.	n.a.

(1) n.a.: not available.

France: excluding companies acquired in 2013.

Spain: including HRA.

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

For India, the figure stated in this table relates to PCs.

WEEE volumes may vary substantially from one year to the next depending on whether IT hardware within acquired companies is replaced. For example, in 2013, almost six tonnes of WEEE were collected from the Tours site (belonging to Delta Informatique, which was acquired in 2012).

### 3.2.2. MANAGEMENT OF PAPER WASTE AND CONSUMABLES

#### France

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

- by specialist companies managed directly by the Group, which closely monitor quantities disposed of;
- by local councils or service providers not managed by the Group (for multi-tenant properties).

In 2013, a policy of in-office selective sorting of paper waste was introduced at a number of sites in France. This policy, which should significantly increase the volume of paper waste collected, will be rolled out to more sites in 2014.

The 2014 progress plan aims to accurately monitor sorted quantities and extend the system of in-office selective sorting to more sites in the Paris region and the provinces. To this end, Sopra has a policy of directly managing selective sorting by working with specialist companies who ensure better traceability by providing waste tracking documents.

#### India

As part of its approach to corporate social responsibility, Sopra Group India has introduced an aggressive policy of recycling paper waste. Eighty-five percent of the company's paper waste is recycled, representing almost two tonnes of paper in 2013.

In 2013, SGI worked with New Delhi-based company Green O Tech to handle its paper waste.

The policy will continue to apply under the 2014 progress plan.

#### Spain

For the management of its paper waste, Sopra Group Spain works with specialist provider DCD (Destrucción Confidencial de Documentación). Bins for used paper are installed close to printers. Empty printer and toner cartridges are also recycled by specialist provider Grupo Colombia. Organic waste, plastic and packaging is also sorted and processed by local councils.

Progress will focus on two areas in 2014:

- an internal communication campaign on selective sorting (including posters in canteens and the distribution of a recycling guide);
- gradual introduction of selective sorting in all offices.

### I WASTE QUANTITIES EXCLUDING WEEE (PAPER, USED CARTRIDGES, BATTERIES, ETC.)

(in kg)	2013			2012			2011		
	Paper	Cartridges	Batteries	Paper	Cartridges	Batteries	Paper	Cartridges	Batteries
France	27,001	4,112	89	19,920	4,403	181	18,090	4,089	15
Spain	11,090	170	n.a.	20,490	145	n.a.	n.a.	n.a.	n.a.
India	1,982	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

France: excluding companies acquired in 2013

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

The data for France only concerns data provided by service providers directly managed by the Group. In 2012, the quantities for France only concerned the Paris region. In 2013, the data concerned the Paris region and the rest of France.

In Spain, moving to the Manoteras site enabled a large quantity of old papers to be sorted.

### 3.3. Sustainable use of resources

#### 3.3.1. MANAGEMENT OF IT RESOURCES

IT resources are managed centrally by the IT Resources and Security Department. This ensures that hardware is standardised and shared, leading to energy savings.

By virtue of its activity of developing software and managing IT projects on behalf of its clients, Sopra has a large number of servers. These servers account for a large proportion of the company's environmental footprint (in terms of materials, energy consumption and air-conditioning requirements). With the aim of controlling economic and ecological costs, Sopra has for a long time tightly managed its stock of servers by pooling hardware and implementing solutions for reducing the amount of energy consumed by workstations.

##### Management of energy consumption

For several years, Sopra has relied on an optimised energy management model and standardised its IT equipment in favour of more energy-efficient models. A number of initiatives have also been taken, such as programming monitors to switch off after fifteen minutes and activating hibernation mode. This programme has been renewed by the Group and deployed to all subsidiaries. It limits Sopra's energy consumption when employees are not using their computers for extended periods during the day. The Group also raises awareness on a regular basis via the intranet to encourage employees to shut down their computers or activate sleep mode when not using their computers for long periods.

In addition, the desktop computers, laptops and servers selected by Sopra comply with manufacturer standards (Energy Star 5.0) and favour low energy consumption. Laptops are also equipped with three-cell batteries, which recharge quickly.

With regard to photocopiers and printers, Sopra has developed a process to streamline the number of devices and promote sensible use of consumable supplies. In this regard, networking is considered as a way of reducing the number of devices, since photocopiers can also function as both printers and scanners (scan to email). In 2013, nearly 90% of the Group's photocopiers were networked and offered double-sided printing.

The year 2014 will witness the implementation of a plan for better printing management, notably featuring black-and-white, double-sided printing by default.

##### Virtualisation of IT infrastructure

For several years, Sopra has opted for the virtualisation of its IT infrastructure. This technology allows IT centres to pool and optimise the use of their equipment resources.

The aims of this approach are reflected in:

- an increase in processing capacity by reducing the number of physical machines and thereby energy consumption;
- the acquisition of more compact machines using less energy;
- significant space savings in IT centres by limiting the need to build extensions;
- extensions to the life cycles of IT equipment.

In 2014, the Group will maintain its server virtualisation policy in all the countries where it operates, which helps reduce the impact of its businesses on the environment.

##### Management of the installed base of IT equipment

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

All IT equipment used by Sopra is listed in a database managed using HP's AssetCenter product. Technical, financial and usage information is continually updated over the equipment's life cycle, allowing the Group both to optimise equipment lifespans and to ensure proper recycling when equipment reaches its end of life.

The quality of information collected ensures effective management of Sopra's installed base of equipment, and enables the identification and replacement of equipment that becomes obsolete or whose use no longer corresponds to Sopra's business standards.

Even once an item of equipment has been removed and recycled, Sopra maintains information relating to its final destination in its database. In order to ensure that electrical and electronic equipment reaching the end of its useful life is managed in an ecologically friendly manner, Sopra sells most of its equipment to a certified organisation. In addition, 15% of PCs coming to the end of their useful lives are donated to educational institutions or charitable associations.

##### Lifespan of IT equipment

Since 2009, Sopra has replaced a major portion of its business computer equipment in favour of more energy-efficient models. Manufacturers continue to develop their offerings, featuring computer product ranges with enhanced environmental performance, which gives the Group further room for progress the next time it replaces its equipment.

At the same time, one of the key principles implemented over the last several years has been to extend the life of the equipment as much as possible while taking into consideration the technology required to carry out our businesses.

Consequently, regularly replacing the IT equipment with more energy-efficient computers and a policy of extending the life of this equipment help to significantly reduce the Group's environmental impact.

IT equipment is inventoried on a regular basis both physically by the Group's technical teams and remotely by data collection from the network, ensuring the company's ability to track the equipment.

The objective for 2014 is to switch to a range of Hewlett-Packard laptop models equipped with more energy-efficient new generation Intel processors. These models meet the Energy Star 5.2 standard. Plans are also in place to complete the mass migration of desktop and laptop computers from Windows XP, for which support is to be withdrawn, to Windows 7, which has more efficient power management functionality. This migration will entail the replacement of part of the PC portfolio, thus helping reduce its average age.

### LIFESPAN OF IT EQUIPMENT

(number of years)	2013		2012		2011	
	LPT	PC	LPT	PC	LPT	PC
France	2.37	3.38	2.89	3.82	4.25	
Spain	2.15	2.95	n.a.		n.a.	
India	2.05	3.35	n.a.		n.a.	
Group	2.29	3.27	2.91	3.83	n.a.	

France and Spain: including companies acquired in 2013.

LPT: laptop computer.

PC: desktop personal computer.

The gradual replacement of material as part of the migration toward Windows 7 explains the renewal of the Group's desktop and laptop computers observed in 2013.

### ANNUAL ELECTRICITY CONSUMPTION OF BUSINESS COMPUTERS

(in kWh)	2013		2012		2011	
	LPT	PC	LPT	PC	LPT	PC
France			54	152	57	178
Spain	54	152	n.a.		n.a.	
India			n.a.		n.a.	
Group			n.a.		n.a.	

France and Spain: including companies acquired in 2013.

LPT: laptop computer.

PC: desktop personal computer.

The annual consumption of business computers (both laptops and desktops) did not change compared to 2012 since the range of computers was not changed in 2013.

### NUMBER OF PHYSICAL AND VIRTUAL SERVERS INSTALLED

(number of servers)	2013		2012		2011	
	Physical servers	Virtual servers	Physical servers	Virtual servers	Physical servers	Virtual servers
<b>France</b>						
New servers	143	1,101	144	916	204	562
<b>Spain</b>						
New servers	4	21	n.a.		n.a.	
<b>India</b>						
New servers	7	46	n.a.		n.a.	

France and Spain: Excluding companies acquired in 2013 for physical servers.

The servers accounted for are those installed on the Group's premises.

### 3.3.2. PAPERLESS PROCESSES

The Group implements concrete measures to encourage the use of paperless processes and raises awareness among employees to reduce the use of paper and the energy consumed by printing. In addition, paperless processes help to limit the physical delivery of documents. Last but not least, less paper used for printing means less waste to be processed.

The Group's paperless processes involve the various internal newsletters published by Sopra (Group newsletter and newsletters of the functional and operational divisions distributed via the intranet), monthly activity reports produced by each employee; the management of paid leave and absences, IT requests, purchases and travel invoices.

In France, new projects in this area were rolled out in 2013, including offering paperless pay statements and expense accounts.

Regarding pay statements, employees who wish to receive a paperless version of their pay statements may do so via a secure Digiposte digital lockbox managed in partnership with the French postal service.

Concerning the management of expenses claims, the Expense application has been rolled out to all employees in France. Given the size of the Group in France, this new application, accessed via the intranet, generates substantial savings on the costs incurred by printing expense claims, transferring documents between Group sites in France and archiving documents.

The Group plans to extend this paperless expense claims process to other countries in 2014.

Sopra has also begun to introduce e-invoicing in France for certain clients. Following a successful pilot project with a major client, this approach will gradually be extended to other clients from 2014 onwards.

### 3.3.3. MANAGEMENT OF COMMUTER JOURNEYS AND BUSINESS TRAVEL

#### Travel and commuting policy

Sopra has locations both in France and abroad. In France, the Group has many sites located throughout the country. Its clients are themselves located all over France and abroad. Sopra has also developed offshore Service Centres in Spain, Morocco and India, and managing their businesses requires travel. These locations thus generate business travel by air, train and automobile, which have an impact on the environment.

Consequently, several years ago the Group introduced an initiative to reduce the amount of travel and its environmental impact by adopting the use of a videoconferencing system and promoting the most environmentally-friendly means of transport (train) whenever possible.

In this regard, and in order to reduce the amount of travel, Sopra implemented an action plan on several fronts:

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

In 2013, Executive Management renewed the guidelines for business travel with management for the whole Group.

#### I NUMBER OF NEW VIDEOCONFERENCING SYSTEMS IN PLACE

(number of videoconferences)	2013		2012		2011	
	New	All	New	All	New	All
France	6	40	7	34	7	27
Spain	1	6	0	5	1	5
India	0	9	5	9	1	4
Group	9	74	16	65	10	49

Excluding companies acquired in 2013.

For 2014, the aim is to have at least one videoconferencing system at each of the Group's French sites.

In Spain, plans are in place to install a new videoconferencing system at the Madrid Manoteras site.

In India, two new videoconferencing systems are planned for the second Noida site.

#### Monitoring the Group's carbon footprint from business travel

In order to identify areas in need of improvement, for over three years Sopra has been monitoring its carbon footprint from employee commuting and business travel by air, train and automobile. This carbon footprint assessment helps to identify ways the Group can limit the use of means of transport that cause the most pollution. This is particularly relevant in France, where train travel to the Group's multiple sites can help to reduce CO<sub>2</sub> emissions.

The carbon footprint related to business travel, notably by air and train, will be gradually integrated into each Group country's monitoring system.

#### Centralised travel management

##### France

To better manage and centralise the Group's business travel, most business trips in France are managed by two service providers: a travel agency for air and train travel, and a car rental company.

The use of personal vehicles for long-distance business travel in France is limited to the requirements of the department and when train and air travel are not appropriate.

With respect to work-related travel over short distances, the use of taxis and personal vehicles is discouraged when public transport is easily accessible.

Group guidelines for work-related travel are disseminated via the Group intranet and apply to all staff.

##### Spain

In Spain, trips by air and by rail are managed by a single travel agency.

##### India

Business trips only concern air travel. They are managed by three travel agencies.

In 2014, the Group will continue its policy of limiting business travel and will make an effort to optimise the use of videoconferencing systems by all entities in France and abroad.

## I CO<sub>2</sub> EMISSIONS FROM WORK-RELATED TRAVEL

(in metric tons of CO <sub>2</sub> equivalent)	2013		2012	
	Air and rail	Passenger and hire cars	Air and rail	Passenger and hire cars
France	6,487	2,272	5,629	2,251
Spain	332	94		n.a.
India	961 (air travel)	n.a.		n.a.

France: Excluding companies acquired in 2013.

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

CO<sub>2</sub> emissions from passenger cars only concerned business travel. Company cars are not taken into account in the calculations.

### 3.3.4. MANAGEMENT OF BUSINESS PREMISES

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

- furnishing of premises with ergonomic workstations enhancing the quality of working conditions for its staff;
- installation of energy-efficient and environmentally friendly heating and air-conditioning systems whenever these systems require replacement;
- preventive maintenance of installations to conserve energy;
- use of non-toxic and non-hazardous products by the cleaning services;
- installation of water fountains, directly connected to the drinking water distribution network, with the aim of reducing plastic bottle use;
- efforts to raise the awareness of employees as to the importance of applying the best practices contained in the Group's guide to eco-friendly behaviours;
- commitment by site managers to observe and encourage respect for the environment and best practices on a day-to-day basis. In assuming direct day-to-day responsibility for waste separation at sites, these managers promote best practices and communicate information to staff members as necessary. They also verify the gradual installation of low-energy devices as equipment is replaced.

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

#### New sites built to new environmental standards

In June 2013, Sopra opened its new Rhône-Alpes regional headquarters in Limonest near Lyon. The site, covering more than 8,000 square metres, can house more than 800 workers, and brings together all Group employees in the Lyon region. It was designed with a desire to provide employees with a high-quality working environment meeting the most stringent environmental standards. It is certified both BBC (low energy consumption) and HQE® (high environmental quality).

In 2013, Sopra began construction on a new building in Colomiers near Toulouse. The site, covering almost 4,000 square metres, will be able to house around 400 workers. It is scheduled to open in the fourth quarter of 2014. The site meets the new RT 2012 (2012 thermal regulations) standards and will be certified HQE® (high environmental quality), with regulatory energy consumption 30% below the maximum level stipulated in the RT 2012 regulations.

### Water consumption

With regard to water consumption, Sopra only uses water from the municipal water system and mainly for sanitary use. The precise assessment of water consumption for all of the Group's operations is difficult to obtain, since it depends on the utility management system readings made available by the Group's various lessors. However, Sopra intends to step up its efforts to obtain this information.

### I ANNUAL CONSUMPTION OF CLEAN WATER PER SQ.M IN FRANCE

(in cubic meters per sq.m)	2013	2012	2011
France	0.30	0.29	n.a.

Average water consumption calculated on the basis of five sites representative of the Group's business in France.

### Energy consumption and action taken

As regards the sensible use of resources in France more generally, action is regularly taken to raise employee awareness via the guide to eco-friendly behaviours and Group communication tools. Campaigns will continue in 2014 to encourage employees to limit energy consumption in the course of their day-to-day activities.

Actions were taken in 2013 to optimise operations at Sopra's locations in Spain:

- installation of water fountains, directly connected to the drinking water distribution network, with the aim of reducing plastic bottle use;
- installation of faucets equipped with motion sensors in order to avoid wasting water at the Madrid Manoteras site;
- installation of automatic, fast-drying hand dryers at the Madrid Alcalá site.

### ANNUAL ELECTRICITY CONSUMPTION PER SQ.M IN FRANCE

(in kWh per sq.m)	2013	2012	2011
France	167.6	178.23	170

Breakdown of actual consumption at 23 out of a total of 38 sites in France.

### 3.3.5. RESPONSIBLE PURCHASING AND THE ENVIRONMENT

#### France

From 2011, Sopra began to use SFI-certified photocopy paper across all its French sites. In 2012, purchases of paper were supplemented by other FSC/PEFC/Blue Angel-certified paper.

Since 2012, all paper used within the company in France is certified paper produced from sustainably managed forests.

In 2013, regular awareness campaigns to limit printing combined with the gradual shift toward double-sided printing at sites enabled the Group to continue its reduction of paper consumption begun in 2011.

#### Spain

Since 2012, Sopra Group Spain has operated an environmentally friendly paper purchasing policy. Under this policy, Sopra uses "green" paper produced using environmentally friendly processes (compliant with ISO 14001). In 2013, Sopra supplemented its range of "green" paper, adding a new paper with the European "Blauer Engel" (Blue Angel) eco-label.

#### India

Sopra Group India is considering the possibility of using "green" paper for printing. Sopra Group India uses recycled paper for non-printing purposes.

For 2014, SGI is looking into the possibility of using "green" printer paper compatible with its hardware.

The Group's entities in France and Spain use "green" paper with the following eco-labels:

- SFI (Sustainable Forestry Initiative), PEFC (Programme for the Endorsement of Forest Certification) and FSC (Forest Stewardship Council): certified paper produced from sustainably managed forests;
- Blue Angel label: paper produced using environmentally friendly processes;
- ISO 14001 paper (chlorine-free).

### CERTIFIED "GREEN" PAPER PURCHASES

(in kg)	2013	2012	2011
France	60,716	61,187	70,167
Spain	4,378	5,401	n.a.

France and Spain: Excluding companies acquired in 2013.

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

### Number of refilled recycled cartridges purchased in the year

As regards used printer cartridges, for several years the Company has opted to purchase recycled cartridges for its operations in France. This policy continued to apply in 2013. Purchases of refilled recycled cartridges were down in 2013, due to the gradual replacement of printers (which use this type of recycled cartridge) with networked multi-function photocopiers, for which the ink cartridges are handled directly by the service provider.

### PURCHASES OF REFILLED RECYCLED CARTRIDGES IN FRANCE

(number of cartridges)	2013	2012	2011
France	1,366	1,674	1,541

Excluding companies acquired in 2013.

## 4. Our responsibility to society

### 4.1. Territorial, economic and social impact of the activity

#### 4.1.1. EMPLOYMENT AND REGIONAL DEVELOPMENT IN FRANCE

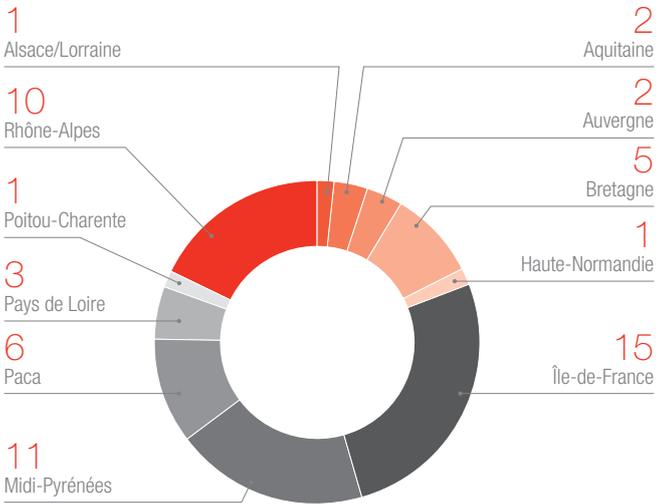
Sopra continued to be a major driver of growth in regional employment in 2013, recruiting 1,780 new employees in France, with nearly 70% of these in the provinces.

Sopra has 10,219 employees in France, two thirds of whom are based at the company's provincial sites.

To serve its clients and meet their needs as effectively as possible, Sopra has developed regional service centres and boosted its workforce at its regional sites. This policy has led to the creation of a large number of new positions and the recruitment of significant numbers of new staff into the Group's regional entities.

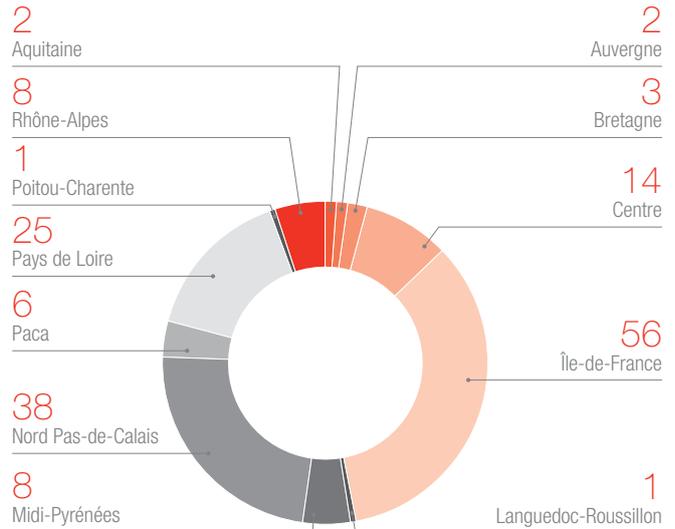
#### NUMBER OF WORK-STUDY PERSONNEL RECRUITED PER REGION: APPRENTICESHIPS

57 recruits in 2013

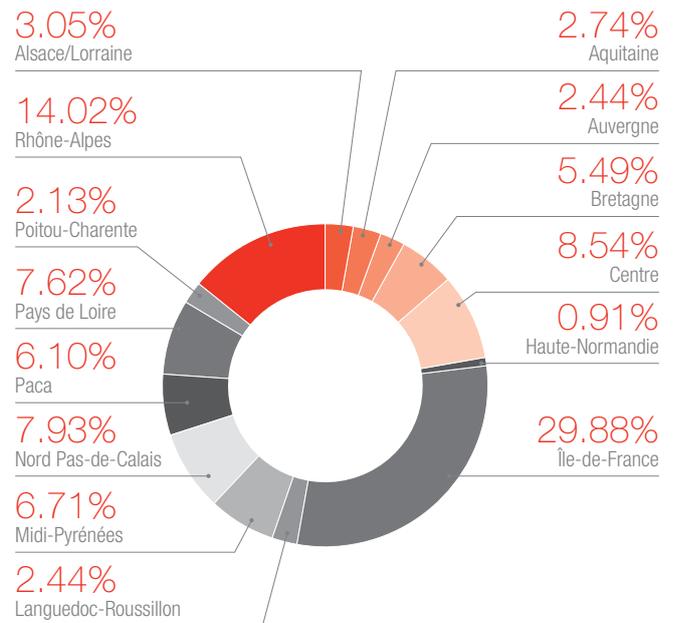


#### NUMBER OF WORK-STUDY PERSONNEL RECRUITED PER REGION: PROFESSIONALISATION CONTRACTS

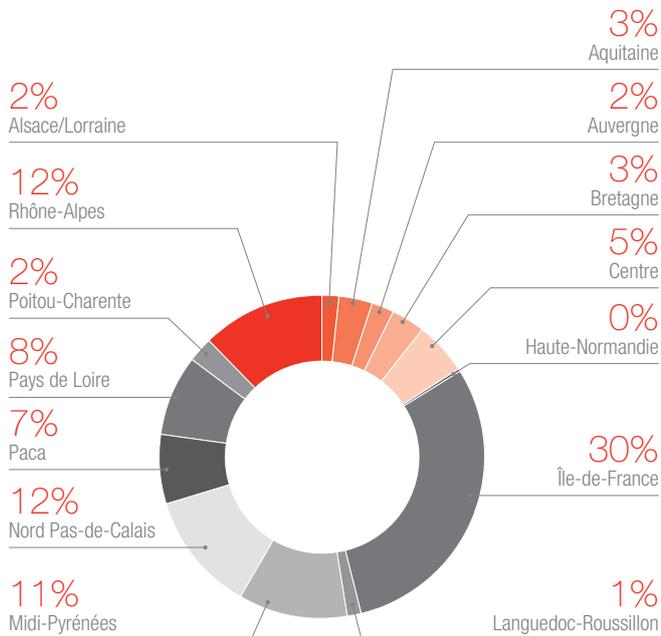
164 recruitments in 2013, same as in 2012



#### PERCENTAGE OF RECRUITMENTS PER REGION: CONVERSION OF INTERNSHIPS



#### I PERCENTAGE OF RECRUITMENTS PER REGION: PERMANENT CONTRACTS

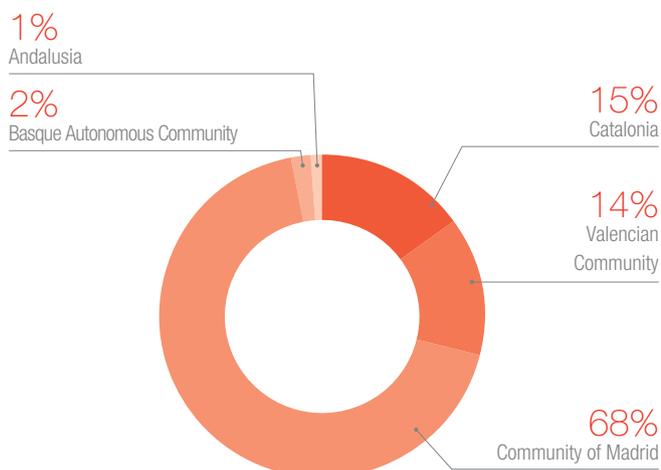


#### 4.1.2. EMPLOYMENT AND REGIONAL DEVELOPMENT IN SPAIN

Sopra is strengthening its positioning as a major provider of regional employment in Spain. Recruitment across the country, already high in 2012, increased significantly in 2013 (up 51% year on year).

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

#### I PERCENTAGE OF RECRUITMENTS PER REGION: PERMANENT CONTRACTS



#### 4.1.3. RELATIONS WITH LOCAL POPULATIONS

Sopra's efforts to help local populations in geographical areas in which the Group is established are guided by two key aims:

- to promote education and employment for young people;
- to support humanitarian activities and encourage employee involvement.

##### Promoting education and employment for young people

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

In France, Sopra has continued its partnership with the association "Nos Quartiers ont des Talents" ("Our neighbourhoods have talent"), through which young graduates from underprivileged neighbourhoods are sponsored by employees as they seek employment. IT careers days held in 2013 in conjunction with universities and other higher education institutions in France, India and Spain enabled Sopra to present career opportunities to students in disciplines other than IT.

Sopra Group Spain also organised a conference on how to prepare for recruitment interviews as part of the 3U Employment Forum organised by Complutense University of Madrid, the Technical University of Madrid and the National University of Distance Education.

As a responsible company, Sopra Group India, which employs more than 1,200 people in India (in Noida and Bangalore), has for several years been running aid programmes for underprivileged populations and people with disabilities. In 2012, a new recognised body was formed: Sopra Group India Yogdaan Trust. This body, which is funded via monthly contributions from more than 900 SGI employees, with support from the company, is responsible for implementing all of SGI's CSR-related activities.



SGI is involved in an initiative run by NASSCOM (National Association of Software and Services Companies) intended to bridge the gap between industry and academia. Employee volunteers gave lectures on technical and behavioural skills to dozens of students at the IPEC and ITS universities.

In 2014, Sopra is keen to consolidate and expand its training and employment activities, and particularly those aimed at young people, by focusing on the following:

- working more closely with public agencies managing job seekers (the equivalent of the "Pôle Emploi" job centres in France);
- helping young graduates seeking employment (by offering simulated recruitment interviews in Spain, and continuing to sponsor the association "Nos Quartiers ont des Talents" and forming the first VIP sponsors' club in France);
- strengthening the internship and work-study programmes offered by the Group.

### Supporting humanitarian activities

Sopra's policy in support of humanitarian activities also covers employees who take part in activities initiated by the Group or who initiate such activities themselves.

In India, some fifty employees belonging to Sopra Group India's Yogdaan team voluntarily took part in SGI's humanitarian initiatives in 2013.

#### Giving blood

One particular focus of humanitarian activity has been one-off and recurring blood donation drives at some Sopra sites. Blood donation drives provide an opportunity to raise awareness among employees and encourage them to be involved in humanitarian activities. Blood donation drives have been held at the Group's French sites for a number of years. In 2013, a number of such drives were held at the Colomiers, Annecy, Albi, Nantes and Rodez sites. Sopra Group Spain and Sopra Group India also held blood donation drives at their sites.

#### Collection of food and first aid products

In November 2013, Sopra Group Spain encouraged all its employees to take part in the first "Operation Kilo", during which food was collected at the Manteras and Alcalá sites for the Madrid food bank. All products collected were given to people in difficulty (people with physical and mental disabilities, elderly people, disadvantaged children, marginalised families, former drug addicts, etc.).

In January 2013, Sopra Group India organised a winter clothing collection. Woollen blankets and clothes were donated to the Gyan Shakti Vidyalaya school for underprivileged children. Sopra Group India also carried out humanitarian activities to support the population of Uttarakhand, a mountainous state in northern India hit by flooding. In June 2013, heavy rain caused devastating floods and landslides in this state, damaging homes, pilgrimage sites and standing plantations. Thousands of people were displaced and lost loved ones. Sopra Group India organised a collection to raise funds and supply first aid equipment to the Goonj and Uday foundations, which work in the affected areas.

#### Promoting recycling

In 2013, Sopra Group India supported the non-government organisation Trash to Cash, which employs people with disabilities to make products from environmental waste. Sales of products made by the association from recycled materials were organised at Sopra Group India's premises. Similarly, in France, laptop computers refurbished by the Group were donated to schools in the Albi area in 2013.

#### Humanitarian activities in support of people with disabilities

Finally, some Sopra entities have undertaken humanitarian activities aimed at establishing links with people with disabilities. In 2013, Sopra Group India sponsored one of the Indian Association for the Blind's football teams. Similarly, Sopra Group Spain sponsored the Rangers Club of Valencia, which brings together a team of wheelchair basketball players. The club's chairman is a reduced mobility employee of Sopra in Valencia.

In 2014, Sopra is keen to continue these humanitarian activities involving employees and promote humanitarian initiatives across all Group sites.

## 4.1.4. PARTNERSHIP AND SPONSORSHIP ACTIVITIES

### France

In France, Sopra has put in place sponsorship activities focused more specifically on solidarity, humanitarian initiatives and the environment.

#### Planète Urgence



The Group's partnership with Planète Urgence continued in 2013, with eight initiatives carried out by Group employees in France.

Planète Urgence supports "capacity-building" activities for adults; Sopra has chosen to focus its activities in this area. The aim is not to duplicate the work done by local organisations. It is these local organisations that define the needs and goals towards which Planète Urgence and its partners work via the "Congé Solidaire" programme, under which volunteer employees use paid leave to provide assistance in various developing countries.

Projects undertaken by Group employees under the "Congé Solidaire" programme have mainly involved delivering training in the use of office IT applications and implementing management systems. The programme covers countries in Africa (Cameroon, Madagascar, etc.) and Asia (Indonesia, India, Nepal, etc.), as well as Haiti.

Planète Urgence operates in stable countries where there are no conflicts or ongoing crises. These developing countries are not faced with immediate emergencies but rather with an ongoing need to manage shortages that place severe constraints on their populations. Through its teams in France and in the field, and thanks to its network of national and international contacts, the association monitors political, institutional and security-related developments in the countries in which it operates. It adjusts its operations in line with any change or credible threat of change in a given situation.

However, Sopra decided to temporarily call a halt to its activities in two destinations that are very popular with volunteers, Madagascar and Benin, in response to geopolitical events (elections in Madagascar and instability in countries bordering on Benin). Although Planète Urgence believed the associated risks to be very limited, Sopra opted to temporarily suspend its "Congé Solidaire" programme in these two regions and wait for all alerts, however minor, to be lifted. This led to a reduction in the number of "Congé Solidaire" projects completed in 2013. Both destinations are now once again open to Group employees, and applications are expected to return to a more sustained pace in 2014: across the Group's various French entities, 20 employees will have an opportunity to take part in the programme.

Communication activities will be rolled out to reinforce the “Congé Solidaire” programme, including in particular stories from Group volunteers and a campaign to raise awareness among new recruits.

#### Green Cross France & Territoires



Under the banner of its environmental and humanitarian activities, in 2012 Sopra became a sponsor of Green Cross France et Territoires (GCFT), the French arm of Green Cross International, established in 1993 by Mikhail Gorbachev. Since its formation, Green Cross has been committed to water rights, a key area on which Sopra has decided to focus. The aim is to encourage greater awareness of water-related issues in the broadest sense (access, drainage and the prevention and reduction of pollution). Along with food, water is one of the basic essentials of life. Almost a billion people have no access to drinking water. Sopra's support takes 2 forms: a financial donation to the Association to help it expand its activities and skills sponsorship in support of water-related GCFT projects.

In 2013, Sopra supported GCFT in connection with a project aimed at reducing the proliferation of green algae in Brittany. The project involves putting in place a prototype designed to demonstrate the economic viability of sustainable pig breeding under conditions that protect groundwater.

Seven Sopra employees (including a senior consultant and a director) got involved in this project with GCFT. For 2014, Sopra has decided to confirm its commitment to GCFT by stepping up its financial support and continuing with its skills sponsorship programme. Sopra has opted to make this a long-term partnership by positioning itself as a major sponsor of the association.

Sopra also signed the Appel pour la Haute Mer (Appeal for the High Seas) in June 2013.

The open sea belongs to no one. Today, it has in some areas become a lawless place. But there are solutions. The open sea must be managed in the general interest, as a “common good”. Players from civil society and nations are beginning to take action. The international conference of the Appeal for the High Seas, held on 11 April at the Conseil Économique, Social et Environnemental in Paris, resulted in the drafting of the Paris Appeal for the High Seas, which marks a new turning point in the campaign to take action. The appeal, which was signed by a number of politicians and economists as well as companies and major organisations, aims to mobilise stakeholders from across civil society to lobby governments,

economic partners and networks to open negotiations with the aim of concluding an ambitious agreement at the General Assembly of the United Nations in 2014.

Furthermore, Sopra organised a lecture at the Musée de la Marine (marine museum) on 26 November 2013 to raise awareness of water-related issues among clients. Leaders from Green Cross set out the world's key water-related challenges, focusing on three areas: oceans, the poles and cross-border geopolitical tensions.

Finally, Paris will host the 21<sup>st</sup> Conference of the Parties on the climate in December 2015. This essential milestone will provide an opportunity not only to determine the post-2015 action plan for adapting to climate change but also to streamline the approach to challenges relating to the climate, water, energy, biodiversity and human development. This action plan requires a coordinated effort by civil society. As such, Sopra will support GCFT in its water-related advocacy and awareness-raising activities ahead of the 2015 World Water Forum in Korea. In particular, this will include working on a booklet titled “Water: key actions” to raise awareness among opinion leaders and decision-makers. In 2014, Sopra will help draft this booklet, focusing on the “Challenges” section.

#### Team Jolokia

*Team Jolokia* is the first sailing team consisting of both able-bodied and disabled sportspeople to hold an oceanic record, having sailed from Lorient to Mauritius in just over 68 days.

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

Sopra decided to support the human adventure that is *Team Jolokia* by becoming a sponsor of the association for at least two years, starting at the beginning of 2013. As well as including financial support, this sponsorship programme provides senior crew members with opportunities to give talks to students on the theme of diversity as a catalyst for performance.

In 2013, students had the opportunity to sail on board *Team Jolokia's* yacht (a VOR 60, well known to the public) and thus share in the association's adventure at the Course Croisière Edhec race.

#### Rallye Aïcha des Gazelles

Sopra's Aeroline and Sopra Banking Software divisions sponsored a team during the 2013 Rallye Aïcha des Gazelles. This ten-day rally across the Moroccan desert is open exclusively to women, who must complete the shortest distance between checkpoints using only a compass and maps.

One Sopra employee travelled more than 2,500 kilometres across the desert to the city of Essaouira, the finish line of this mythical race. The crew flew the flag of the association Les Enfants de la Terre, which supports large numbers of children, and distributed medical equipment in villages along the rally route.

## India

In 2013, Sopra Group India (SGI) partnered with and sponsored a number of associations and non-governmental organisations, including the OM Foundation, the Ramakrishna Vivekananda Mission, Crèches Nomades and Inde Alphabétisation.

### OM Foundation

OM Foundation is a registered charity that works to improve living conditions for the underprivileged through activities in support of education and employment. The foundation, established in 2002, seeks to open up opportunities for disadvantaged sections of the population by providing them with free, high-quality education, food and health services.

The OM Foundation's school – the flagship initiative of its education programme – opened with only 20 pupils from the disadvantaged class; it now has more than 300 pupils from remote regions.

In conjunction with the OM Foundation school, Sopra Group India thus launched a project named "Encouraging education through regular volunteering". In 2013, volunteers from Sopra Group India regularly tutored OM Foundation pupils in activities as wide-ranging as public speaking, dance, and arts and crafts.

### Ramakrishna Vivekananda Mission

Sopra Group India funded work to renovate the mission's living areas and employed a teacher/tutor to help children and students complete their homework and prepare for monthly and yearly exams. Volunteers from Sopra Group India also gave IT lessons to pupils from the mission.

### Crèches Nomades

Sopra Group India partners with Crèches Nomades, an NGO that runs day nurseries for children from marginalised and nomadic populations, mostly consisting of construction workers.

### Inde Alphabétisation

SGI worked with Inde Alphabétisation to supply solar lanterns to a village in the Indian state of Haryana. The lanterns were sourced by Sway Techno Solutions and given to families with no access to electricity in their villages.

In 2014, Sopra Group India will continue to support the OM Foundation, the Ramakrishna Vivekananda Mission and Crèches Nomades. SGI also plans to step up its involvement with NGOs working in areas related to education, the environment and local development.

## Spain

In 2013, Sopra Group Spain adopted a new social responsibility approach that includes humanitarian activities. A number of areas were identified for inclusion in a partnership and sponsorship plan. The first concrete action was to form a partnership with Fundtrafic, an association that provides help to accident victims. This association is registered with the Spanish Ministry of Health, Social Services and Equality. At the same time, under the banner of "preventing workplace risks", an initial awareness-raising session on the prevention of road risks took place at the end of 2013.

Finally, drawing on the Group's approach in France, Sopra Group Spain established contact with Green Cross Spain, which it hopes to sponsor in 2014. This sponsorship programme would aim to strengthen the company's environmental commitment with regard to water-related issues.

Two key areas of cooperation have been identified for inclusion in the sponsorship programme:

- sponsorship of a water-related event: an international discussion titled "Water rights as an instrument for peace and development";
- organisation of debates on sustainable development under the banner "Sopra Environmental Forum", involving current and potential Sopra clients and key figures from the environmental sector.

## 4.2. Responsible purchasing charter and supplier CSR assessment

### 4.2.1. RESPONSIBLE PURCHASING CHARTER

As part of its Sustainable Development approach, Sopra is particularly attentive to the issue of responsible purchasing. In 2011, the Group therefore launched a supplier and service provider selection policy in France that fully complies with the principles laid down by the United Nations Global Compact, of which Sopra is a signatory. A responsible purchasing charter based on the key principles found in the Global Compact was gradually deployed to the Group's main suppliers in France.

Starting in 2014, this charter will be gradually deployed to entities outside France.

The responsible purchasing charter sets out fundamental principles of fair and transparent purchasing and establishes the roles and responsibilities of the purchasing network.

This charter will be disseminated as an annex to contracts with regular suppliers to gain their buy-in (both new and renewed contracts).

### 4.2.2. CSR ASSESSMENT OF SUPPLIERS

In 2013, Sopra continued work assessing its suppliers based on the process developed in 2012. Sopra's responsible purchasing charter and CSR assessment questionnaire were sent to French tier 1 suppliers of the Real Estate and Purchasing department and the IT Resources and Security department. A tier 1 supplier is a supplier that transacts a certain volume of sales with Sopra and/or undertakes sensitive activities in the areas of human resources (e.g. temporary recruitment) or the environment (e.g. premises maintenance). The CSR assessment questionnaire measures tier 1 suppliers' level of commitment in three areas: human resources, the environment and society. A scoring system ranks each supplier's answers on a scale of values. This programme is led by the Group's Sustainable Development department.

## I SUPPLIER CSR ASSESSMENT RATES IN FRANCE

<i>(number and % of suppliers)</i>	2013				2012			
	Purchasing	ITR&S	Logistics	Total	Purchasing	ITR&S	Logistics	Total
Tier 1 suppliers <i>(number)</i>	15	8	26	49	13	8	26	47
Tier 1 suppliers assessed <i>(number)</i>	12	8	22	42	8	8	19	35
Tier 1 suppliers assessed <i>(%)</i>	80%	100%	85%	86%	62%	100%	73%	74%

At 31 December 2013, 86% of all tier 1 suppliers had been assessed by Sopra. This represents two thirds of revenue generated with all regular suppliers.

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

In 2014, the Group's target is to maintain a high proportion of assessed tier 1 suppliers.

### 4.2.3. CSR ASSESSMENT OF SUBCONTRACTORS (PROJECTS) AND LESSORS

As regards subcontracting, a pilot CSR assessment project was launched among a panel of French subcontractors in late 2012. In 2013, the results obtained enabled the Group to more effectively screen tier 1 contractors and adjust assessment procedures for these types of suppliers. Plans are in place to extend the CSR approach to contracting to the entire Group in 2014.

An assessment process for lessors was introduced in 2013, drawing on the Energy Performance Diagnostic analysis associated with premises leased to Sopra.

## I PROPORTION OF LESSORS IN FRANCE HAVING COMPLETED CSR ASSESSMENT

<i>(number and % of lessors)</i>	2013
Lessors <i>(number)</i>	40
Lessors assessed <i>(number)</i>	11
Lessors assessed <i>(%)</i>	28%

## 4.3. Fair operating practices

Sopra's main priority in carrying on its day-to-day activities has always been to observe business ethics. This requirement is formalised in Sopra's Ethics Charter, which is aligned with the Group's aim of behaving transparently, equitably and fairly towards all its stakeholders: clients, employees, shareholders, partners, suppliers and players within civil society.

This charter is founded on compliance with legislation and regulations in all countries in which the Group operates, and on the Group's commitments to carry on its business as efficiently and effectively as possible.

In particular, Sopra's Ethics Charter aims to lay down ethical principles that will help the Group pursue fair and transparent economic growth with its clients, partners and suppliers, both in its relationships and in its working practices.

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

In carrying on its business, Sopra is committed to ensuring that the Group and its employees:

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

Sopra is also committed to avoiding personal conflicts of interest that are contrary to the Group's best interests.

The Ethics Charter is supported by Sopra management, which is responsible for ensuring that these rules are observed. The charter applies to all Group employees to ensure that they perform their duties effectively.

In 2013, this charter was deployed to Group entities outside France, which organised its dissemination.

An awareness-raising and training programme is slated for 2014 in order to ensure that the Group's rules regarding business ethics and anti-corruption measures are integrated into daily operations at all company levels.

## 4.4. Quality and client satisfaction

Client satisfaction is closely linked to both the quality of the products and services provided by Sopra and the use and continuous improvement of a quality management system.

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

Sopra's Quality System is the embodiment of this quality policy. Its end goal is not only to correct compliance defects or problems as they arise, but to safeguard against such defects and problems and to continuously improve Sopra's processes so that they are always efficient, competitive and relevant to clients' expectations.

#### 4.4.1. CLIENT INVOLVEMENT IN PROCESSES

In the context of projects, Sopra's teams share with clients their approach to production, the resources and organisation necessary to ensure the quality of services or deliverables. Shared indicators may also be put in place, allowing for the measurement of satisfaction in accordance with mutually agreed requirements and/or satisfaction as perceived by the various client and Sopra stakeholders.

#### 4.4.2. QUALITY CERTIFICATION

All Sopra entities (in Europe and India) have been certified to ISO 9001 by accredited organisations. This certification demonstrates the Group's desire to increase client satisfaction by taking into account changes in the Group's operating environment and continuously improving Group processes.

#### 4.4.3. DEVELOPING THE QUALITY SYSTEM

Sopra updated its multi-location production model in 2012 to better reflect clients' expectations and challenges. The criteria used to apportion work between more than one production site take into account not only project type, project life cycle and financial considerations, but also skills availability and risks.

Some project activities may be carried out in service centres in France, in Europe or outside Europe.

The main goal of a service centre is to optimise projects and the quality of delivery. Such a centre is characterised by a striving for excellence in production and industrialisation.

Overall quality control within a multi-location production environment remains subject to the Group's standard governance rules.

In 2013, Sopra continued its transformation of the Group Quality System with the aim of achieving consistent international coverage and overhauled its Quality System linked to packaged software vending to reflect changes in the software vending industry. The Group also responded to its clients' growing concerns about security by setting out confidentiality rules and best practice applicable to production.

Finally, project teams stepped up their efforts to obtain feedback on client satisfaction at steering committee meetings.

For 2014, the Group aims to roll out the Quality System across all business areas and regions, ensure consistency of certification so as to be able to offer a single overall management system, and improve the coverage of programmes and project portfolios by the Quality System. To achieve these objectives, the Group will focus on the following:

- continuing with the international rollout of the Quality System across all teams, using a range of standardised tools;
- adjusting the Quality System in response to developments in the consulting industry;
- achieving consistency with collaborative tools currently being rolled out;
- improving information-sharing when preparing client proposals by rolling out the new Business tool.

#### 4.4.4. ATTENTIVENESS TO CLIENTS' NEEDS AND MEASUREMENT OF CLIENT SATISFACTION

All information channels are used to ensure client satisfaction:

- staff in the Group's departments that handle offerings and innovation keep a constant watch on market developments and help prepare and improve the Group's range of service offerings;
- management and/or sales teams meet regularly with clients involved with Sopra in projects or for whom the Group supplies industry-specific personnel to assist at the local level;
- project steering committees usually meet once monthly to assess client satisfaction against any indicators established for each project;
- reports written up by team members at the end of projects are also used to refine this assessment system.

Quality teams within the various divisions are responsible for the implementation of measures or supplementary indicators at the local level depending on their specific context.

### 4.5. Relations with persons or organisations having interests in the Company's activities

#### 4.5.1. EDUCATIONAL PARTNERSHIP POLICY

Given its recruitment objectives, according to which 70% of the targeted population consists of either engineers or managers taking on their first position of this type or those with less than two years of managerial experience, Sopra maintains strong partnerships with educational institutions both in the Paris region and in the French provinces. This policy, pursued under the Group's Educational Partnership plan, is grounded in local action. Its main aims are to:

- raise the profile of Sopra, its professions and its values;
- improve the sourcing of interns, work-study personnel and applicants for permanent positions;
- facilitate the recruitment of young graduates.

The Educational Partnership policy allows Sopra to take an active part in major events in the life of these educational institutions at all levels:

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

In this context, Sopra has put in place an organisational structure between the Human Resources Department and the company's operating units that is designed to help them work together more closely and share out activities. In 2013, Sopra undertook more than 400 activities in France with around 130 partner schools and universities, 70% of which were in the provinces.

This strong presence was crowned with success, with more than 530 graduating interns who completed their internships with Sopra and 90 new work-study personnel (only apprenticeships or “professionalisation” contracts leading to a degree) having started their cycle in 2013.

#### Sopra partners with the 45<sup>th</sup> EDHEC Cruising Race

For the seventh consecutive year, Sopra sponsored the leading European sports event for students: the EDHEC Cruising Race, held in April 2013 in Brest.

#### Examples of new activities undertaken with schools in 2013:

- Sponsorship of a footrace organised on 11 April 2013 by Cheer Up Centrale Lille to raise money for the cancer association, which helps young people with cancer achieve their personal goals.
- Sponsorship of Les Enfoiros, an association at the INSA Toulouse engineering school to raise money for *les Restos du Cœur*.

In order to serve Sopra’s growth and value ambitions, in 2014 the Recruitment department will maintain the momentum in France already built up through the school relations policy by:

- strengthening the school stakeholder scheme, particularly with the most prestigious schools in the Paris region, supported by the appointment of nearly 20 sponsors from the Group’s management in November 2013;
- placing the priority on content-based activities that provide opportunities to explain the Group’s business to students.

Sopra will also continue developing its policy in favour of work-study contracts to support changes in this area at the Group’s partner schools and universities.

These progress targets are included in the annual action plan that underpins Sopra’s school relations policy. For the 2013-2014 academic year, Sopra plans to undertake more than 450 activities with around 140 partner schools and universities.

This educational partnership policy was gradually shared with entities outside France to develop it into a Group-wide approach.

#### 4.5.2. STAKEHOLDER DIALOGUE

Naturally, as a responsible company, Sopra’s commitment to the United Nations Global Compact is aligned with the Group’s aim of behaving transparently, equitably and fairly towards all its stakeholders: clients, employees, shareholders, subcontractors, suppliers, partners, etc.

It is in this spirit of dialogue and transparency that Sopra has incorporated the sustainable development and corporate social responsibility dimensions into its relationships with its stakeholders. This report was designed to meet this demand for transparency and information in the Group’s dealings with its stakeholders. The report, which had historically focused on the Group’s French businesses, has been expanded this year to include reporting information about the Group’s entities in Spain and India.

An independent third-party body was appointed by Sopra to check that all information required under Article 225 of the “Grenelle 2” Act (as listed in Article R. 225-105-1 of the French Commercial Code) was included, and to verify this entire report. Its verification can be found on pages 119 and 120 of this report.

#### Clients

To provide the best possible service to its clients, all of the Group’s activities are driven by a desire to achieve excellence, deliver progress and ensure long-term success.

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

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

For many years, Sopra has succeeded in building lasting relationships with its clients to support them in their major transformation programmes. In order to achieve this, the Group has developed a set of values backed by a code of professional ethics and relies on established fundamentals that govern the Group’s operations and service activities on an ongoing basis.

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

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

#### Employees

For a number of years, the Group has had a strong internal communications plan to keep employees informed, keep them engaged and promote exchanges within the Group. This plan includes a set of communication tools and regular meeting points at the entity or Group level, or targeted to specific employee positions. In particular, these arrangements rely on the Group’s highly structured system of dialogue and management, with special attention paid to disseminating the Group’s values, which are firmly focused around individual and collective behaviours, and ensuring that those values are observed. Key internal communications activities in 2013 included analysing and understanding the results of the employee perception survey undertaken in late 2012 and designing a Group collaborative portal.

The employee satisfaction survey carried out in late 2012 identified two key areas for improvement: adapting tools and resources to the Group’s development and sharing the Group’s Enterprise Project. These two points led to significant work to overhaul the Group’s dialogue and information arrangements (by creating a new Group collaborative portal) and to mobilise managers to communicate and explain the Group Enterprise Project to their staff.

The Group plans to carry out another employee perception survey in late 2014.

Given the fast pace of growth in the Group and its workforce, driven by an ambitious transformation plan, the decision was made to create a powerful collaborative tool designed to cope with current challenges. With this in mind, work to build a new Group collaborative portal began in 2013.

This portal, which will act as the single entry point for accessing Group information and applications, has two objectives: to facilitate access to all Group information, from fundamentals to corporate and business line-specific information; and to accelerate the acquisition of know-how and expertise. To this end, the portal will offer powerful tools for sharing and leveraging knowledge and foster more fruitful communication between employees.

The new Group collaborative portal will be made available to all employees during the first half of 2014.

### Shareholders

Sopra shares have been listed on Compartment B of NYSE Euronext Paris since 1990.

This Sustainable Development and Corporate Social Responsibility Report is published within the management report in order to share information about the Group's sustainable development and corporate social responsibility approach and its improvement efforts in France. In accordance with French legislation, Sopra is committed to communicating its progress and the relevant performance indicators every year in the three areas in question: human resources, the environment and society.

Sopra is constantly working to maintain a relationship of trust and transparency with its shareholders; as such, it regularly issues communications to shareholders, institutional investors and financial analysts. These communications include both financial and non-financial information about the Group.

In accordance with the Group's obligations, recommendations issued by stock exchange authorities and market best practice, the Group's communications with the financial community are punctuated by the release of quarterly, interim and full-year financial information.

Sopra has for many years held various types of meetings to share its strategy, financial performance and outlook with this audience. Such meetings include the following:

- Shareholders' General Meetings;
- full-year and interim results announcements.

Sopra has also developed a Group finance site ([www.finance.sopra.com](http://www.finance.sopra.com)) in French and English to facilitate access to published market information.

Dialogue is also encouraged via a dedicated e-mail address, [investors@sopra.com](mailto:investors@sopra.com).

### Trade accounts payable

The departments in charge of purchasing for the Group must verify that their suppliers and service providers share Sopra's values in the area of corporate social responsibility. To achieve this, throughout the selection process and even once the business relationship has been established, this department monitors risk exposure on an ongoing basis.

In France, the Group has launched a specific assessment programme to ensure that its suppliers take into account sustainable

development issues. Details can be found in Section 4.2 of this chapter, "Responsible purchasing charter and supplier CSR assessment".

### Subcontractors

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

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

A procedure within the Quality Procedures Guide describes in detail how Sopra draws up subcontractor requirements, chooses subcontractors, enters into subcontracting agreements, manages services delivered by subcontractors, monitors the quality of those services and accepts them. A report on the work performed by subcontractors is then prepared.

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

### Partnerships

Sopra's partnership strategy is first and foremost based on the expectations of its clients, with the aim of providing them with the highest possible level of service across all of the Group's businesses.

By building close, lasting relationships with major software vendors such as Microsoft, IBM Software, SAP and Oracle, Sopra is working every day to provide its clients with innovative and proven solutions tailored to their specific needs.

Sopra is constantly monitoring its strategic partners to ensure that their expertise combined with that offered by the Group supports clients in transforming their businesses and information systems and adopting new practices. As such, Sopra is able to add value to its clients by bringing market-leading solutions and technologies into their specific environments.

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

Solutions based on strategic partnerships are taken into consideration in the Group's training and knowledge management programmes, and play a role in project methodology and management, so as to ensure a high level of service.

The Group's relationship with its partners involves all levels of Group management and sales functions, and permeates its consulting, integration and software vending businesses in every country in which the Group operates.

The Group's governance structure contains a supervisory level managed by an Advocate, who is a member of the Executive Committee, and a steering level managed by an Alliance Manager, who is responsible for day-to-day coordination of all aspects of the

Group’s relations with the partner, as part of the Key Clients and Partnerships Department.

In addition to its four strategic partnerships, Sopra enters into specialised, industry-specific and technology partnerships, implemented for specific markets and offerings.

#### Civil society

Sopra has been working for many years with organisations linked to its activities.

In France, a member of the Group Executive Committee was elected to the Board of Directors of the Syntec Numérique digital sector trade union in 2013.

This person’s role is to represent Sopra and bring its influence and experience to bear within Syntec Numérique’s various committees and commissions so as to promote and defend the interests of members to government authorities.

This person is also joint chair of the international commission, whose purpose is to help Syntec Numérique’s members with their international development and expand the organisation’s influence outside France.

*Syntec Numérique is the leading representative of professionals from the digital industry in their dealings with institutional organisations and French and European public authorities. It has 1,200 members representing 80% of total revenue in the sector.*

In India, Sopra Group India has for several years been heavily involved in NASSCOM, an organisation that represents IT professionals. For example, through the involvement of its management and staff, Sopra Group India is taking part in a NASSCOM initiative aimed at bridging the gap between industry and academia.

In Spain, Sopra is a member of the Association of Consulting Companies (AEC), which brings together Spain’s leading consulting companies and IT firms. The AEC was established in 1977 and is the benchmark organisation in the sector in Spain. Sopra is actively involved with the AEC, with a particular focus on promoting the image of the consulting and systems integration industries by strengthening standards of professionalism, ethics and quality, developing the use of information technologies and fostering dialogue between companies in the sector.

Sopra is also involved in a number of committees, including working relationships and public sector committees.

Finally, the Group has entered into a number of partnerships with schools, universities and non-governmental organisations in recent years with the aim of providing its expertise to disadvantaged individuals and populations and working on environmental initiatives. This approach will be stepped up and rolled out to all Group entities from 2014.

## 5. Annex – Cross-referencing table: Sopra’s compliance with indicators of Grenelle 2 / GRI / ISO 26000

Grenelle 2	Sopra 2013 SD-CSR Report	GRI 4	ISO 26000
<b>WORKFORCE COMPONENT</b>			
Actions led and guidelines followed by the company to take into account the social consequences of its activity	2.1 Sopra Culture 4.5.2 Stakeholder dialogue		6.2 Organisational governance 6.4 Labour practices
<b>a) Employment</b>			
■ Total workforce	2.2.1 Workforce and trends	LA1 Total number and percentage of new employees hired and staff turnover by age, gender and geographic area	6.4 Labour practices
■ Breakdown of employees by gender, age and geographic region	2.2.1 but NA for geographic region		6.4.3 Employment and employment relationships
■ Hirings and dismissals	2.2.2 Recruitment and separation of employees		
■ Remuneration and trends	2.2.5 Remuneration 2.2.3 Training policy 2.2.4 Talent development	LA11 Percentage of employees who complete periodic assessment and career development meetings by gender and employee category	

Grenelle 2	Sopra 2013 SD-CSR Report	GRI 4	ISO 26000
<b>b) Work organisation</b>			
■ Organisation of the work schedule	2.3 Work organisation		6.4 Labour practices
■ Absenteeism	2.3 Work organisation	LA6 Rates and types of workplace accidents, occupational illnesses, absenteeism, proportion of work days lost and total number of work-related fatalities, by geographic area and gender	6.4.7 Health and safety at work
<b>c) Employee relations</b>			
■ Organisation of dialogue between employees and management, in particular procedures for informing and consulting with the staff and negotiating with employees	2.4 Employee relations		6.4 Labour practices 6.4.5 Social dialogue
■ Overview of collective bargaining agreements	2.4 Employee relations		
<b>d) Health and safety</b>			
■ Workplace health and safety conditions	2.5 Health and safety	LA5 Percentage of total workforce represented in joint occupational health and safety committees with the aim of monitoring and giving advice	6.4 Labour practices 6.4.7 Workplace health and safety
■ Overview of agreements signed with labour organisations or employee representatives with regard to workplace health and safety	No agreements on this subject have been signed	LA8 Health and safety issues covered by formal agreements with trade unions	
■ Workplace accidents, particularly their frequency and severity, and occupational illnesses	2.5 Health and safety	LA6 Rates and types of workplace accidents, occupational illnesses, absenteeism, proportion of work days lost and total number of work-related fatalities, by geographic area and gender	
■ Occupational illnesses			
<b>e) Training</b>			
■ Policies implemented with respect to training	2.2.3 Training policy	LA10 Skills development and lifelong learning programmes to ensure employees’ employability and help them manage the end of their careers	6.4 Labour practices 6.4.3 Employment and employment relationships
■ Total number of training hours	2.2.3 Training policy	LA9 Average hours of training per year, per employee by gender and employee category	
<b>f) Equal treatment</b>			
■ Measures taken in favour of gender equality	2.6 Non-discrimination principles	LA13 Ratio of women’s to men’s base salaries and remunerations, by employee category and significant locations of operation	6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work
■ Measures taken in support of the employment and professional integration of the disabled	2.6 Non-discrimination principles		
■ Anti-discrimination policy	2.6 Non-discrimination principles	HR3 Total number of discrimination incidents and corrective action taken	

Grenelle 2	Sopra 2013 SD-CSR Report	GRI 4	ISO 26000
<b>g) Promoting and complying with the fundamental conventions of the ILO</b>			
<ul style="list-style-type: none"> <li>■ Upholding the freedom of association and the right to collective bargaining</li> </ul>	2.7 Promoting and complying with the fundamental conventions of the ILO	HR4 Sites and suppliers identified which may not uphold the freedom of association and the right to collective bargaining or where these rights are at risk, and measures taken to uphold these rights	
<ul style="list-style-type: none"> <li>■ Eliminating discrimination in respect of employment and occupation</li> </ul>	2.7 Promoting and complying with the fundamental conventions of the ILO	HR3 Total number of discrimination incidents and corrective action taken	
<ul style="list-style-type: none"> <li>■ Eliminating forced or compulsory labour</li> </ul>	2.7 Promoting and complying with the fundamental conventions of the ILO		
<ul style="list-style-type: none"> <li>■ Effective abolition of child labour</li> </ul>	2.7 Promoting and complying with the fundamental conventions of the ILO		
<b>Grenelle 2 Sopra 2013 SD-CSR Report GRI ISO 26000</b>			
<b>ENVIRONMENTAL COMPONENT</b>			
<b>a) General environmental policy</b>			
<ul style="list-style-type: none"> <li>■ The Company's organisation to take environmental issues into consideration, and where applicable, environmental assessment or certification processes</li> </ul>	3.1.1 Organisation to take environmental issues into consideration 3.1.2 Initiatives to protect the environment		6.2 Organisational governance
<ul style="list-style-type: none"> <li>■ Training and information on protecting the environment offered to employees</li> </ul>	3.1.2 Training and information on protecting the environment offered to employees		
<ul style="list-style-type: none"> <li>■ Resources dedicated to preventing environmental risks and pollution</li> </ul>	This subject does not relate to Sopra's activities		
<ul style="list-style-type: none"> <li>■ Amount of provisions and coverage for environmental risks, provided that such information is not liable to seriously harm the company in any ongoing litigation</li> </ul>	This subject does not relate to Sopra's activities		
<b>b) Pollution and waste management</b>			
<ul style="list-style-type: none"> <li>■ Measures to prevent, reduce or remedy waste in the air, water and soil that seriously affect the environment</li> </ul>	This subject does not relate to Sopra's activities		
<ul style="list-style-type: none"> <li>■ Waste prevention, recycling and elimination measures</li> </ul>	3.1 Initiatives to protect the environment 3.2 Waste management	EN23 Total weight of waste by type and disposal method	6.5.3 Prevention of pollution
<ul style="list-style-type: none"> <li>■ Taking into consideration noise pollution and any other form of pollution specific to an activity</li> </ul>	3.1 Initiatives to protect the environment 3.2 Waste management 3.3 Sustainable use of resources	EN23 Total weight of waste by type and disposal method EN15 Direct greenhouse gas emissions (scope 1)	6.5.3 Prevention of pollution 6.5.3 Prevention of pollution

Grenelle 2	Sopra 2013 SD-CSR Report	GRI	ISO 26000
<b>c) Sustainable resource use</b>			
■ Water consumption and supply according to local requirements	3.3.4 Management of business premises	EN8 Total water withdrawal by source	6.5.4 Sustainable resource use
■ Consumption of raw materials and measures taken to improve efficient use of these resources	3.3 Sustainable use of resources	EN3 Energy consumption within the organisation EN6 Reducing energy consumption EN10 Percentage and total volume of water recycled and reused	
■ Energy consumption, measures taken to improve energy efficiency and use of renewable energies			
■ Soil use	This subject does not relate to Sopra’s activities		
<b>d) Climate change</b>			
■ Greenhouse gas emissions	3.3.3 Management of travel	EN15 Direct greenhouse gas emissions (scope 1)	6.5.5 Climate change mitigation and adaptation
■ Adapting to the consequences of climate change	3.3 Sustainable use of resources	EN19 Reducing greenhouse gas emissions EN3 Energy consumption within the organisation EN6 Reducing energy consumption EN10 Percentage and total volume of water recycled and reused	
<b>e) Protection of biodiversity</b>			
■ Measures taken to protect or develop biodiversity	This subject does not relate to Sopra’s activities		

Grenelle 2	Sopra 2013 SD-CSR Report	GRI	ISO 26000
<b>SOCIETAL COMPONENT</b>			
<b>a) Territorial, economic and social impact of the activity</b>			
■ Employment and regional development matters	4.1.1 Employment and regional development	EC7 Development and impact of infrastructure investments and support for services	6.8 Community involvement and development
■ With regard to resident and local populations	4.1.2 Relations with local populations	EC8 Substantial indirect economic impacts, including the significance of these impacts	
<b>b) Relations with persons or organisations having interests in the Company’s activities</b>			
■ Conditions of the dialogue with these persons or organisations	4.5 Relations with persons or organisations having interests in the Company’s activities		
	4.4 Quality and client satisfaction	PR5 Results of surveys measuring client satisfaction	6.7 Consumer issues
■ Partnership and sponsorship activities	4.1.3 Partnership and sponsorship activities		

Grenelle 2	Sopra 2013 SD-CSR Report	GRI	ISO 26000
<b>c) Subcontracting and suppliers</b>			
■ Taking into account social and environmental challenges in the purchasing policy	4.2 Responsible purchasing charter and supplier CSR assessment	EC9 Proportion of spending on locally based suppliers at significant locations of operation	
■ Extent of subcontracting and communication of social and environmental responsibility commitments in the context of relations with suppliers and subcontractors		EN32 Percentage of new suppliers checked using environmental criteria	6.6.6 Promoting social responsibility in the value chain
<b>d) Fair operating practices</b>			
■ Anti-corruption actions	4.3 Fair operating practices	SO4 Communication and training related to anti-corruption policies and procedures	6.6 Fair operating practices
■ Measures taken to promote consumer health and safety	This subject does not relate to Sopra’s activities		
<b>e) Other action taken in favour of human rights</b>			
	4.1.3 Partnership and sponsorship activities (as part of the partnership <i>with Green Cross</i> , which works for universal access to clean water)		

# Report by one of the Statutory Auditors, designated as an independent third-party organisation, on workforce-related, environmental and societal information in the Management Report

To the Shareholders,

In our capacity as Statutory Auditors of Sopra Group and designated independent third-party organisation, for which the admissibility of the application for accreditation has been accepted by COFRAC, we hereby present our report on Sopra Group's consolidated workforce-related, environmental and societal information for the financial year ended 31 December 2013, as presented in the Management Report (hereafter referred to as the "CSR Information"), pursuant to the provisions of Article L. 225-102-1 of the French Commercial Code.

## RESPONSIBILITY OF THE COMPANY

It is the responsibility of the Board of Directors to establish a Management Report including the CSR Information referred to in Article R. 225-105-1 of the French Commercial Code, in accordance with the reporting criteria used by Sopra, (hereafter referred to as the "Guidelines"), which are available on request from the Group's Sustainable Development department.

## INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by regulatory requirements, the Code of Ethics of our profession and the provisions of Article L. 822-11 of the French Commercial Code. In addition, we have implemented a quality control system, including documented policies and procedures designed to ensure compliance with ethical standards, professional standards and applicable laws and regulations.

## RESPONSIBILITY OF THE STATUTORY AUDITOR

Based on our work, our responsibility is:

- to attest whether the required CSR Information is presented in the Management Report or, if not presented, whether an appropriate explanation is given in accordance with the third paragraph of Article R. 225-105 of the French Commercial Code (Attestation of presentation of CSR Information);
- to provide a moderate assurance conclusion on whether the other CSR Information as a whole is fairly presented, in all material respects, in accordance with the Guidelines (Substantiated opinion on the CSR Information's truth and fairness).

Our work was undertaken by a team of three people over a period stretching from 4 November 2013 to 24 February 2014. We called upon our CSR experts to assist us in carrying out our work.

We conducted the work described below in accordance with the professional standards applicable in France, the Order of 13 May 2013 setting the conditions under which an independent third-party organisation should conduct its mission, and, with regard to the Substantiated opinion on the CSR Information's truth and fairness, in accordance with the international standard ISAE 3000 <sup>(1)</sup>.

### 1. Attestation of presentation of CSR Information

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

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

In the absence of certain information, we verified that explanations were provided in accordance with the provisions of Article R. 225-105-1 paragraph 3 of the French Commercial Code.

We verified that the CSR Information covered Sopra Group's scope of consolidation, namely the Company and its subsidiaries within the meaning of Article L. 233-1 and its controlled companies within the meaning of Article L. 233-3 of the French Commercial Code, within the limits specified in paragraph 1.6.4 of the Management Report.

On the basis of our assessment, we hereby certify that the required CSR Information is presented in the Management Report.

### 2. Substantiated opinion on the CSR Information's truth and fairness

#### Nature and scope of work

We undertook approximately ten interviews with the people responsible for preparing the CSR Information at the departments in charge of the data collection process and, where applicable, the people responsible for internal control and risk management procedures, in order to:

- assess the suitability of the Guidelines, in relation to their relevance, completeness, reliability, neutrality, and understandability, taking into consideration, where applicable, industry best practices;
- verify the implementation of a process for collecting, compiling, processing and verifying the CSR Information for completeness and consistency; and to identify the procedures for internal control and risk management related to the preparation of the CSR Information.

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

We determined the nature and extent of our tests and verifications based on the nature and importance of the CSR Information, in relation to the characteristics of the Company, the potential social and environmental impact of its activities, its strategy with regard to sustainable development, and industry best practices.

For the CSR Information which we considered to be the most important <sup>(1)</sup>:

- at the level of the consolidated entity, we consulted documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions, etc.), we applied analytical procedures to the quantitative information and verified, on a sample basis, the calculations and the consolidation of the information, and verified their consistency and cross-referencing with the other information presented in the Management Report;
- at the level of the representative sample of countries that we selected <sup>(2)</sup> based on their activity, their contributions, their location and a risk analysis, we undertook interviews to verify the correct application of the procedures and carried out tests of details on the basis of samples, which involved verifying the calculations made and comparing data with supporting documentation. The sample selected represented an average of 83% of the workforce and between 78% and 100% of the quantitative environmental information.

For the other consolidated CSR information, we assessed its consistency in relation to our knowledge of the Company.

Finally, we assessed the relevance of the explanations provided, where applicable, in response to the partial or complete absence of certain information.

We consider that the sampling methods and sample sizes that we applied using our professional judgment allow us to formulate a moderate assurance conclusion; an assurance of a higher level would have required more extensive verification work. Due to the application of sampling techniques and other limitations inherent in the functioning of any information and internal control system, the risk of non-detection of a significant misstatement in the CSR Information cannot be entirely eliminated.

## CONCLUSION

Based on the work we performed, we have not identified any material misstatement likely to call into question the fact that the CSR Information, as a whole, has been presented fairly in accordance with the Guidelines.

Paris, 24 April 2014

One of the Statutory Auditors,

### Mazars

Christine Dubus  
Partner

Emmanuelle Rigaudias  
Partner, Environment  
and Sustainable Development  
Department

(1) The related quantitative and qualitative information is presented in the appendix to this report.

(2) The countries selected are France, Spain and India.

## Appendix: CSR information considered to be the most important

	Information verified	Test scope
Workforce-related	Total workforce by age and type of employment contract	France, Spain and India
	Average workforce (FTE)	
	Average age of employees on permanent contracts	
	Average length of service of employees on permanent contracts	
	Hires	
	Staff turnover rate for permanent contracts	
	Proportion of management-level employees in total workforce	France
	Absence rate	France: Sopra and Sopra Banking Software
	Rates of frequency and severity of workplace accidents	
	Number of training hours	
	Average number of days of training per employee	
	Percentage of disabled employees	France: Sopra
	Environmental	Quantity of WEEE waste
Number of physical and virtual machines installed during the year		France, India and Spain
Number of new videoconferencing systems put in place during the year		
"Green" paper purchases		
Total CO <sub>2</sub> emissions for all business travel		
Societal	Regional distribution of recruitments	France and Spain
	Partnership and sponsorship activities	France, Spain and India
	Supplier assessment system	France
	Supplier CSR assessment rates	