

DIVERSITY AND INCLUSION

2020 Report



**THE FUTURE
IS YOU**  **SOCIETE
GENERALE**

DIVERSITY AND INCLUSION

At Societe Generale Group, diversity and inclusion are not just a result of legal obligations, they are now and will continue to be strategic factors that stand for what we are all about:

“Building together, with our clients, a better and sustainable future through responsible and innovative financial solutions.”

We are determined to be a company where employees feel good as they are, reflecting the diversity of the customers we serve and the society in which we operate.

Promoting diversity and inclusion is key to building a company that is both efficient and innovative as well as responsible and open to the world.

TABLE OF CONTENTS

CREATING A WORK ENVIRONMENT CONDUCTIVE TO INCLUSION 04

Diversity and inclusion at every level of the organisation 05

Strong Group commitments to diversity 06

Values conveyed through common measures 07

PROMOTING EMPLOYEE DIVERSITY THAT REFLECTS OUR CUSTOMERS AND OUR SOCIETIES 08

Employee careers based on skills 09

A balanced compensation policy 10

Engaged employee communities 10

FIGHTING AGAINST ALL FORMS OF DISCRIMINATION 11

Focus on gender equality 13

Focus on generational balance 17

Focus on non-discrimination of the LGBT+ community 18

Focus on people with disabilities 20

2020 KEY FIGURES

43%
WOMEN
in management positions

29%
WOMEN
on the Management Committee

25%
NON-FRENCH NATIONALS on the Management Committee

137
DIFFERENT NATIONALITIES, working in 61 countries

86/100
In the Gender equality index at Societe Generale SA in France

OVER 105 ENTITIES
(96% of the Group's workforce) have policies or implement measures promoting gender equality

100/100
IN THE CORPORATE EQUALITY INDEX for LGBT+ policies and practices at Societe Generale New York

The average age of employees is
38

2,641
EMPLOYEES have disabilities

CREATING A WORK ENVIRONMENT CONDUCTIVE TO INCLUSION



DIVERSITY AND INCLUSION AT EVERY LEVEL OF THE ORGANISATION



Diony Lebot, Deputy CEO
(Diversity and
Inclusion sponsor)

Diversity is the norm in the Group, with more than 133,000 employees representing 137 different nationalities working in 61 countries, and 56% of the workforce employed outside France.

The Group's growth hinges on the multiple professions, cultures, generations and skills that comprise it and which are a real source of competitiveness, progress and innovation. The Group's ambition of building a company together that is open to all and made better by its differences sends a strong message.

75% of employees think that their work environment is sufficiently open and inclusive to everyone's differences and uniqueness.

Above and beyond ethical and performance issues, the Group holds the view that diversity and inclusion are strategic priorities. Thus, **Diony Lebot, Deputy CEO, is a Diversity and Inclusion sponsor** and brings these issues to the highest level.

Within the Group, each employee works to make equity and diversity a reality for all staff as well as a shared and measured managerial priority in all businesses and entities. These issues concern every Head of Human Resources and all people managers.



In addition to the Group division in charge of corporate culture, diversity and inclusion, some of the Group's entities, such as ALD Automotive Spain, SG Cameroon, SG Chad, SG Congo, SG Morocco, and Societe Generale International Ltd in the United Kingdom, have set up Diversity Committees within their subsidiaries to champion diversity, non-discrimination, and inclusion.

The Group is developing its global diversity and inclusion policy by offering every employee the opportunity to give their insight and take action on the subject too.

In September 2020, an internal PULSE survey on diversity and inclusion was sent out to all employees to assess their views on integration at the company and better understand their expectations.

Societe Generale is the first CAC40 company to carry out a survey on this scale, involving all its employees worldwide. The responses will make it possible to go further in targeting the issues that Group's employees are facing.

STRONG GROUP COMMITMENTS TO DIVERSITY

Since October 2019, the Group has reaffirmed its commitment to diversity and inclusion through its updated Diversity and Inclusion Policy, which provides a common and shared framework across all its entities worldwide.

In December 2020, the Group decided to take further action by making **new commitments**. In order to strengthen diversity development within the Group, the Board of Directors has decided to implement a more proactive policy with quantitative and measurable objectives over time.

OBJECTIVE

The Board of Directors has thus approved a binding objective: **by 2023, the Group's management bodies in both the business lines and functions must include at least 30% women**. This objective proves the Group's desire to accelerate the drive towards gender equality.

More specifically, it will be implemented at several levels within the Group's management bodies and senior management: in the Group Strategy Committee, which includes the General Management and the heads of the Business Units and Services Units (approximately 30 managers, executive committee level); the Group Management Committee (approximately 60 managers); and the Group's 150 main managers (known as "key positions").

In addition, a proactive policy is being implemented to increase the representation of international profiles in the governing bodies.

ACTION PLAN

In order to reach the goal of appointing at least 30% women and increasing the presence of international profiles in management positions (non-French nationals), an action plan is being put in place, including:

- A strengthened talent management strategy that will focus on supporting the career paths and professional development of women.
- Awareness-raising courses on bias and stereotypes available to all employees and mandatory for managers and future managers.
- Increased collegiality in the appointment of senior executives in order to encourage diversity in management positions.
- The evaluation of each member of the Management Committee on diversity objectives from 2021.

ASSESSMENT

The Board of Directors will endeavour to monitor the achievements and results of the Bank's diversity policy in a precise and regular manner.

This year, Societe Generale entered the Refinitiv Diversity and Inclusion Index (formerly Thomson Reuters) directly in 19th place (highest-ranked French bank) out of 9,000 other global listed companies ranked by the 2020 index.

KEY FIGURES



43%

Among the first CAC 40 boards to reach 43% women (6 women out of 14 members)



1st Bank

The only bank in France that has a woman in General Management (1 woman out of 5)



46.9%

of management positions are held by women



56%

of the Group's 133,000 employees are women

OUR SPECIFIC ACTIONS

The work carried out in 2019 in connection with the Duty of Care Plan and the group's Declaration of Non-Financial Performance resulted in the risk of discrimination at work being included in the analysis of the Bank's environmental and social risks (see the [Duty of Care Plan](#)). The risk assessment conducted in 2019 revealed that controls needed to be strengthened in Group entities operating in high-risk countries, which account for 8% of the workforce.

In 2020, the main measures implemented in this framework consisted mainly of:

- Deploying five new controls, including one on discrimination prevention and four on legal obligations related to disability;
- Surveying all employees to reinforce the Group's commitment to recognising and promoting talent, taking into account their opinions and feelings on diversity and inclusion issues;
- Validating public targets for the appointment of women in three job circles by 2023.

In 2021, as part of its drive to promote diversity and prevent discrimination, the Group will continue to work on:

- consolidating measures to fight harassment and setting up internal audits to ensure compliance with non-discrimination principles;
- Monitoring and assessing measures by steering key indicators and regular internal surveys on diversity and inclusion;
- Supporting entities in defining their diversity objectives and associated action plans, in line with the commitments made by the Group.

VALUES CONVEYED THROUGH COMMON MEASURES

EMBODYING AND PROVIDING A FRAMEWORK FOR THE GROUP'S COMMITMENTS

The Group is committed to a global policy of non-discrimination and diversity, in particular through its support for several international charters and the inclusion of these principles in the agreements signed with its stakeholders.

In line with the 2015 agreement on fundamental freedoms and the right to organise, the new agreement signed in 2019 includes additional commitments supporting the fight against discrimination and the development of diversity in all Human Resources management processes (a subject already introduced in the initial agreement) and maintaining a working environment guaranteeing safety and satisfying working conditions for all employees (see the [Corporate Culture and Ethicsreport](#) and the [Duty of Care Plan](#))



Besides the commitments made at Group level in favour of diversity and inclusion, 2020 also saw a number of local initiatives including:

- implementing a governance system within AFMO's entities (Africa, Mediterranean Basin and Overseas): signing the Diversity and Inclusion Charter, appointing a Diversity and Inclusion Coordinator and creating a Diversity and Inclusion Committee in every subsidiary and at BU level;
- creating an office specifically in charge of CSR (Corporate Social Responsibility) issues in Singapore for the Asia-Pacific region to ensure that the CSR strategy is disseminated to and integrated in all regional entities;
- including a diversity and inclusion objective in the operational targets for managers at SG New York;
- SGEF SA in France and Komerční Banka (SG Czech Republic) signing the Diversity Charter;
- creating a Culture and Conduct Committee within SG Brazil.

- By signing the Diversity Charter in 2004 alongside 40 other large corporations, Societe Generale SA in France made the commitment to reflect the diversity of French society in its workforce. The goal of this charter, drafted by a group of corporate executives, is to promote pluralism and respectful attitudes toward those who are different, fight against discrimination and promote diversity at every stage of the human resources management process.

A SYSTEM TO COMBAT STEREOTYPING AND UNINTENTIONAL BIAS

In order to raise awareness among the Group's employees about non-discrimination, Societe Generale has developed a training programme on awareness-raising and unintentional biases.

From 2021, these awareness-raising courses will be mandatory for all managers and future managers.

The Group has also increased its CSR training offer and now provides all employees with nearly 10 diversity-related training courses.

Among the many initiatives carried out within the Group, we can mention:

- the "Mandala" lecture series to raise awareness of all aspects of Diversity and Inclusion;
- the returning to work programme and the provision of training on unconscious bias to executive staff and board members at SG Kleinwort Hambros Bank Limited, a UK subsidiary.



PROMOTING EMPLOYEE DIVERSITY THAT REFLECTS OUR CUSTOMERS AND OUR SOCIETIES

The Group's diversity policy aims to fight bias and create a culture of inclusion. This Diversity and Inclusion policy reflects the Group's determination to recognise and promote all talents, whatever their beliefs, age, disability, parenthood status, ethnic origin, nationality, sexual or gender identity, sexual orientation, membership in a political, religious, trade union or minority organisation, or any other characteristic that could be subject to discrimination. **The Group is committed to creating the conditions for an inclusive organisation offering equal treatment to all employees, in particular in all HR processes.**

EMPLOYEE CAREERS BASED ON SKILLS

From hiring to career management, anti-discrimination monitoring is an integral part of the group's policy.

Guarding against discrimination, particularly in hiring, is a key focus of the Bank's permanent supervision measures. The Group **hires based solely on skills to ensure non-discrimination**. Societe Generale has developed a number of tools promoting diversity in order to meet that commitment:

- awareness-raising training for HR managers on non-discrimination in hiring and on promoting diversity;
- creating tools and hiring/promotion processes advocating the elimination of discrimination;
- verifying the absence of gender bias or any other bias in the drafting of new job or transfer offers;
- diversifying hiring sources by setting up a number of mechanisms, such as the partnership agreement with the French national employment service, the *Coup de pouce* outreach programme targeting young people without a university education who live in deprived urban areas, or the hiring of young people that have a baccalaureate and some business experience (at Societe Generale SA in France).

Managers and human resources teams make sure there are no conflicts of interest in the hiring process for all positions, irrespective of the type of employment contract.

Moreover, an internal control is carried out at different stages of hiring an employee to ensure that no document contains discriminatory wording as defined by applicable law. The Group publishes the following message at its careers. societegenerale.com website for all

its offers of employment: *"We are an equal opportunities employer and we are proud to make diversity a strength for our company. Societe Generale is committed to recognizing and promoting all talents, regardless of their beliefs, age, disability, parental status, ethnic origin, nationality, sexual or gender identity, sexual orientation, membership of a political, religious, trade union or minority organisation, or any other characteristic that could be subject to discrimination."*

For instance, Île de-France hiring teams receive training in job interview techniques and forwarding applications to the managers. This three-day training class takes place in the classroom and addresses issues such as non-discrimination in hiring.

At ALD Automotive Group LTD in the UK, all managers receive training on discrimination in the hiring process, since this aspect has been identified as a potential risk to the business.



"We are an equal opportunities employer and we are proud to make diversity a strength for our company."

The Group's ambition as a responsible employer is to establish a fair career management process to enable every employee to develop their own range of skills and job responsibilities without any sort of discrimination.

Societe Generale's mobility policy (See the *Professions and Skills report*) is based on 12 principles that apply throughout the Group and include:

- transparency as regards vacant positions through systematic posting on the internal job posting platform, Job@SG (87 entities use this tool);

- strict adherence to the hiring process defined by the Human Resources Department, so as to avoid any potential risk of corruption, conflict of interest, discrimination or favouritism (see *Declaration of Non Financial Performance*).

Societe Generale offers hired staff equal access to training, personalised career development plans and a fair management process in order to guarantee **a wide range of career paths and experience** for each one of its employees.

In 2020, **57%** (same figure in 2019) **of employees hired were women** and **58% (vs. 57% in 2019) of promotions in the Group were for women**.

A BALANCED COMPENSATION POLICY

Societe Generale's compensation policy is aligned with the **Group's diversity and inclusion policy** and meets regulatory requirements (see the *Performance and Compensation report*).

Pursuant to the agreements on professional equality at Societe Generale SA in France, **€15.1m** has been allocated since 2013

86/100 POINTS
GENDER EQUALITY
INDEX SCORE FOR THE
2020 FINANCIAL YEAR

to **correcting over 7,170 instances of pay gaps between men and women** in equivalent jobs and with equivalent managerial and seniority levels within the Company. The 2019 wage agreement signed in December 2018 made provision for a €7m budget that breaks down as follows: €3m in 2019, €2m in 2020 and €2m in 2021.

Moreover, in accordance with the stipulations of the French Loi Avenir of 5 September 2018 that aims to eliminate wage disparities between women and men, Societe Generale SA in France publishes its **Gender Equality Index**

score, which stands at 86 out of a maximum score of 100 for the 2020 financial year. It is comprised of several indicators, such as:

- the pay gap between women and men;
- disparities in individual pay raises;
- the percentage of employees who received a raise during the year in which they returned to work from maternity leave;
- gender equality among the 10 highest earners;
- the promotion distribution gap.



ENGAGED EMPLOYEE COMMUNITIES

Societe Generale defends the values of diversity and inclusion in the workplace on a daily basis. It aims to bring the differences of its employees to life and to guarantee a working environment in which everyone can feel free to be themselves, without hiding or conforming.

The Group has many **internal communities that actively participate in promoting its commitments to diversity and inclusion**. In line with the objectives set, these internal networks help to unite employees around common interests and make exchanges and sharing experiences easier.

Thanks to several networking, mentoring and leadership events, employees have the opportunity to express their views and develop their full potential by becoming part of a community of sharing and mutual support.

The involvement of employees in these internal networks underpins the Group's actions. These networks are based on values such as socio-cultural origins, professional equality, sexual orientation, intergenerational issues, disability or neurodiversity for which employees become true ambassadors. Societe Generale supports and promotes the development and organisation of these networks, including:

Cultural Diversity Network

A network that promotes cultural differences within the work environment in Asia Pacific where unique cultural perspectives and experiences are expected, respected and encouraged.

DKdrés

A community on neurodiversity and atypical behaviour of children to share, raise awareness and help parents understand their children's differences and give them keys to support them. Additionally, the community will also publish articles on adults with atypical behaviour to support the transition to adulthood and help them understand their differences over time.

The WAY: We Are Young

A community open to all the Group's interns, work-study students and juniors, which aims to support them through various professional and fun activities, including coaching, conferences and after work gatherings.

SG for SHE

A gender network that aims to improve career equality for all Societe Generale employees in Asia Pacific. This network encourages team diversity and inclusion of different perspectives and varied approaches in all aspects of professional communication and decision making.

Differently Able Network

In Asia-Pacific, this network helps value the unique ability of each individual and overcome the perceived limitations of a person that may be associated with visible and invisible disabilities, including mental illness. Its goal is to promote awareness and inclusion of people with disabilities and their allies (including caregivers) within Societe Generale.



FIGHTING AGAINST ALL FORMS OF DISCRIMINATION

All employees, wherever they work and whatever their beliefs, age, disability, parenthood status, ethnic origin, nationality, sexual or gender identity, sexual orientation, membership of a political, religious, trade union or minority organisation, or any other characteristic, are the cornerstone of our organisation.

They must be able to develop professionally and personally in a safe working environment and enjoy respectful working conditions.

“All our employees must be able to develop professionally and personally in a safe working environment and enjoy respectful working conditions.”



To this end, Societe Generale has built a strong culture based on its **values**, its **Code of Conduct** and its **Leadership Model**, which it is committed to upholding (see the [Declaration of Non-Financial Performance](#)) The Code of Conduct applies to all of the Group’s activities worldwide and identifies the commitments made to the various stakeholders (customers, employees, investors, suppliers, regulators/ supervisory authorities, the general public/wider community), as well as the **individual and collective behaviour expected within the Group**. The Code of Conduct also specifies that managers and the HR staff are responsible for adhering to these commitments in every decision that might impact an employee or an applicant anywhere in the world. **These rules go beyond the strict application of today’s legal and regulatory provisions**, in particular in countries where these provisions fall shy of Societe Generale’s ethical standards (see the [Corporate Culture and Ethics report](#)).

Moreover, since 2019 the Code of Conduct has detailed the procedure for **whistleblowing** in situations where such action is justified: *“Each of us is entitled to raise an alert if we feel that we have good reason to consider that an instruction received, a transaction or, more generally, any given situation of which we are personally aware does not seem to comply with the rules governing the Group’s activities. This right must be exercised in good faith and in a responsible, impartial, non-defamatory and non-abusive manner.”* **The Group protects whistleblowers**, in particular against potential acts of retaliation or disciplinary sanctions, **and ensures that their identity is kept strictly confidential** throughout the Group and where local legislation allows it (see the [Corporate Culture and Ethics report](#) and the [Duty of Care Plan](#)). Since 2018, the Group has had a policy on disciplinary matters relying on the development of guidelines and shared best practices throughout the entire Group (see the [Corporate Culture and Ethics report](#)).

FOCUS ON

GENDER EQUALITY

COMMITMENTS

In addition to the binding objectives set for 2020 as regards the representation of women in the Group's management bodies (see page 6), the Group's gender equality policy is based on a variety of actions:

- monitoring of the representation of women within the entities' management bodies and with respect to promotions and salary increases;
- public reporting or reporting to the employee representative bodies, in the UK and France, of indicators on pay gaps and the representation of women at the various levels of the Company;
- social agreements, which set targets for the promotion and advancement of women within the company: Agreement on gender equality in the workplace and the 2019 Wage Agreement (Societe Generale SA in France).

WOMEN EMPOWERMENT PRINCIPLES

In 2016, the Group signed the **UN Global Compact's Women's Empowerment Principles**. Signatories of these principles commit to corporate action to promote gender balance in the workplace, the economic ecosystem and the wider community.

Accordingly, the Group has committed to publishing a summary of its most significant activities (see the [2020 WEPs Report](#)). In 2020, as proof of its firms' commitment to gender equality, the Group carried out a self-assessment using the WEPs tool in order to measure its progress and identify areas for improvement in this respect.

WOMEN IN FINANCE

In the United Kingdom, Societe Generale signed the Women in Finance Charter in 2018 and in 2019 it committed to increasing the percentage of women in management positions to 25% between now and 2022 and to publishing the results achieved in connection with these established objectives once a year. This target has been achieved and updated to 30% of women in senior positions by 2025.

#STOPE INITIATIVE

For its part, Societe Generale SA in France has signed the #StOpE initiative, setting out eight commitments to fight against "everyday" sexism in the workplace, alongside 27 other major groups.

WEARESISTA CHARTER

In 2019 SG Ventures¹ signed the WeAreSista Charter to speed up the financing of female entrepreneurs and to promote gender diversity in the digital world.

#JAMAISSELLES

Societe Generale Group is committed to encouraging its Management Committee to sign the #JamaisSansElles charter as additional leverage to achieve the gender diversity objectives that have been set at the end of 2020. #JamaisSansElles is a

movement for gender diversity, promoted by a hundred or so humanist entrepreneurs, actors and stakeholders used to participating in public debates and events, who today refuse to take part if there are no women involved.



1. Societe Generale Ventures is the Corporate Venture group. It invests in start-ups and growing companies that supply new products, technology or merger models that are of strategic interest to the Group.

ACTIONS

Overall, 106 entities covering 96% of the Group's workforce have policies or programmes in place to promote gender equality at work. These include:

- **Leadership development programmes specifically for women** are planned.

Within the GBIS entity, the **WILL (Women in Leadership)** programme for female talent includes group training, personalised coaching and mentoring initiatives and participation in inter-company events, over an 18-month period.

Societe Generale Hong Kong launched the **SPECTRUM** development programme for women in 2020 to support gender diversity in the workplace.

The creation of the **Women's Talent Network** in Switzerland aims to prepare female talent for leadership positions in the short and medium term.

In 2020, Societe Generale Middle East Dubai has once again deployed the **KYWE (Know Your Women Employee)** programme, dedicated to women, which includes 16 months of training and personal development support.

Within Societe Generale America, the internal **Americas Women's Network** strives to raise awareness and promote a culture of diversity and inclusion through leadership networking and career development for women.



- **Putting in place mentoring programmes** to help women develop their careers.

In addition, there are internal networks (both women-only and mixed), which organise discussions, workshops and mentoring to promote women within the Group.

These include the **Mix & Win** network, where women and men meet to exchange ideas about gender diversity and for lectures.

The **Women in GLBA** (Global Banking Advisory) network, created in July 2020, has organised several workshops to identify drivers of action in favour of gender equality and to support the entity in defining its priorities when it comes to actively promoting diversity.

SG Dubai is an active member of the UN Global Compact **Mentoring Programme for Women Entrepreneurs in the Middle East** and is anchoring the Group's commitment with its local partners.

- **Supporting entrepreneurship** with, for instance, the **Female Fintech for Good challenge**. As a partner of this global challenge, which aims to promote responsible fintech startups led by women, the Group reaffirms its endorsement of women with positive impact projects and encourages them to get started. Societe Generale is also committed to the **Women in Africa Philanthropy** Foundation to support the women entrepreneurs who are shaping Africa

- **The implementation of actions in favour of parenthood**, which is a real driver of gender equality. Within GBIS, the **"KeepinTouch"** mentoring programme has been rolled out to keep in contact with women during their maternity leave and make their return to work easier. Conferences dedicated to fatherhood have also been organised to support fathers/second parents in their role and in sharing the responsibilities of parenthood.

- **Promoting gender diversity**. Launched by the Global Markets teams, the **"Women in MARK"** initiative aims to encourage diversity in all activities and processes, develop the potential of female employees, attract more female talent and increase the retention rate of women.

Locally, for example, ALD France organised a conference on "gender in the future" and distributed videos of inspiring female role models via its internal network. SG Marocaine des Banques held a training day on gender equality issues for the Moroccan region's entire management committee. Societe Generale in France has again supported the start-up **IT4Girls** this year which aims to promote gender diversity in IT professions, and more specifically to raise awareness of digital professions among girls so that they can enter a sector still too often reserved for men.

RESULTS

For the second year running, **Societe Generale was included in the Bloomberg Gender-Equality Index alongside 380 other companies** (across 11 sectors, 44 countries & regions). This index recognises public companies committed to supporting gender equality through transparent disclosure of their information.

In 2020, Societe Generale was listed as the **number 1 French bank and the 11th French company in the NGO Equileap's international ranking** on gender equality (53rd place in the global ranking of over 3,000 companies).

Meanwhile, SG GSC has been recognised, for the second year running, as one of the **“100 Best Companies for Women in India”** in a study conducted by Working Women and Avtar Women¹.

In October 2020, Diony Lebot, Deputy CEO and Diversity Sponsor, and Claire Calmejane, Head of Innovation, were named among the 100 most influential women in European Finance by Financial News magazine [FN100 Most Influential Women in European Finance](#).

“Our goal by 2023 is to have at least 30% women on the Strategic Committee, the Executive Committee and in key positions within the Group.”

PERCENTAGE OF WOMEN IN GROUP MANAGEMENT BODIES

Percentage of women...	2017	2018	2019	2020
in the Group	59%	58%	57%	56%
managers within the Group	44%	45%	44%	43%
“Ambassadors” (Top 1000)	23%	25%	26%	27%
on the Board of Directors	40%	43%	43%	43%
in the Strategy Committee (Top 30)	-	-	20%	24%
in the Management Committee (Top 60)	22%	23%	25%	29%
in key positions (Top 150)	-	17%	19%	20%

1. Avtar Women is India's first social enterprise to create sustainable careers for women through research, advocacy, capacity building and hiring.

AFRICA

In Africa, Societe Generale is regarded as an employer of choice, particularly with respect to the gender equality of its teams. The Group hopes to improve corporate culture and decision-making processes in its African subsidiaries in order to create an environment that better promotes the equitable professional development of women and men. Launched in 2018, the aim of the “*Diversity for Africa*” initiative is to co-construct, together with all the Group’s African employees, a company that embodies equity and promotes diversity (see *Diversity for Africa*).

Along the same line, the Group’s African subsidiaries are striving to increase female representation in management. This has increased female representation on Management Committees by four percentage points to over 24% in 2020 (40% in some subsidiaries).

Moreover, in February 2019, Societe Generale’s Africa Management Committee announced a shared objective for all subsidiaries on the continent to increase female representation on Management Committees to one-third by the end of 2022.

Societe Generale has been the **sponsor of Project 54** since April 2018. This fund, created **together with the Women in Africa Philanthropy Foundation**, supports female entrepreneurship in Africa. The purpose of this fund is to promote broader education in the field of economic development and training of future female creators of innovative firms. Each year, 54 women entrepreneurs from each of the 54 African countries are selected based on a dossier to benefit from support, coaching and media coverage of their activity.



PROVIDING SUPPORT FOR WOMEN DURING THE CRISIS

Societe Generale mobilised during the health crisis and adapted its internal support and coaching programmes for talent development.

The Coaching Community provided around 1,000 people with individual or group coaching at the beginning of the health crisis. **50% to 55% women have benefitted from this support.**

Emergency services across Europe have seen an increase of up to 60% in calls from women experiencing domestic violence during lockdown, according to the World Health Organisation (WHO).

Societe Generale SA in France has taken action to combat violence against women and launched a large-scale campaign in November 2020 to advertise the national helpline for women victims of violence, their families and friends, and the professionals involved.

In India, SG GSC and the association 1to1help offered a remote support service and several coaching and advice courses on well-being, the “superwoman syndrome”, and family therapy.

FOCUS ON

GENERATIONAL BALANCE



COMMITMENTS

Societe Generale SA in France encourages intergenerational cooperation through social agreements. Measures aimed at strengthening international solidarity were incorporated into the framework of a new agreement on changing professions, skills and employment on 13 March 2019 aimed primarily at assisting with anticipation of retirement and the transition from employment to retirement, avoiding difficulties and passing on knowledge and skills.

In France, as part of the effort to adapt the “generation contract”, Group subsidiaries have established specific agreements and dedicated action plans for young people and seniors. Societe Generale SA in France continues to hire many young university graduates. From 2018 to 2020, 2,399 young graduates joined our teams on permanent contracts at Societe Generale SA in France.

ACTIONS

Societe Generale promotes inter generational cooperation through:

- **dedicated development programmes**, such as the industry-wide OCTAVE programme, which addresses business transformation in the digital age by making use of the knowledge of every generation;

- **reverse mentoring**, such as the Digital Reverse Mentoring programme run by BRD in Romania, which aims to explore and put into perspective the digital processes that are developing at group and local level and to strengthen the intergenerational links between ‘digital youth’ and experienced managers;
- **focus groups**, such as the WhyLab think tank, made up of members of generation Y, who offer workshops on adapting community projects to young people, or the **ReGeneration Employee** Network in the United States, which aims to bridge the generation gap in order to create more inclusion and open up lines of communication between generations;
- **supporting seniors** in areas of training, health and prevention, adjustments to working hours and end-of-career skills transmission (see the *Occupational Health and Safety report*).

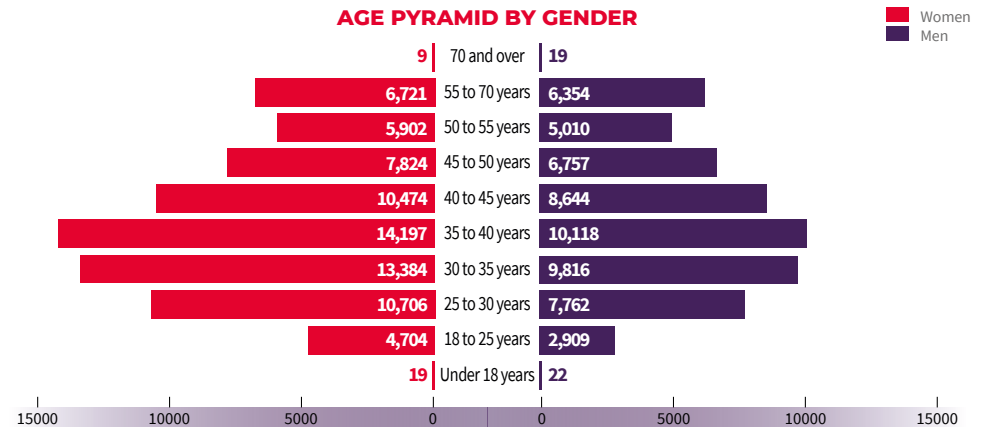
More generally, 51 of the Group’s sites, employing 62% of the workforce, are implementing actions targeting employees over 50.

RESULTS

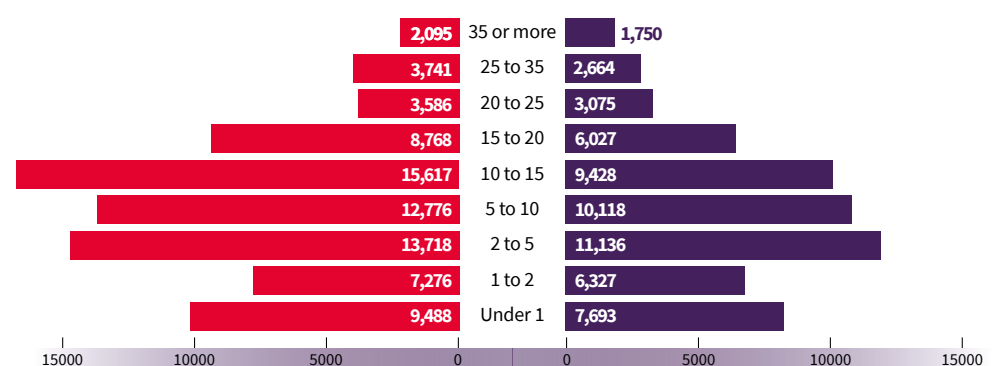
These initiatives help balance the age distribution within the Societe Generale Group.

The average age of the Group’s employees was 38 at the end of 2020 (a figure identical to that in 2019) and average seniority was 10.3 years at the end of 2020 (vs. 9.9 years in 2019).

AGE PYRAMID BY GENDER



SENIORITY PYRAMID BY GENDER



FOCUS ON

NON-DISCRIMINATION OF THE LGBT+ COMMUNITY

COMMITMENTS

The Group is committed to fighting bias and creating a culture of inclusiveness in terms of respect for human rights. **As a signatory to the five United Nations Guiding Principles for Tackling Discrimination against LGBT+ people in the business world** (26 June 2018), the Group is committed to:

1. respecting the human rights of LGBT+ employees, clients and stakeholders;
2. eliminating discrimination against LGBT+ persons in the company;
3. providing support to LGBT+ employees;
4. prohibiting violations of human rights in its activities with its suppliers, clients and distributors, and insisting that their partners do the same;
5. acting in the public sphere in order to contribute to combating abuses against LGBT+ persons in the countries where it operates.

In March 2021, Societe Generale signed the **Other Circle's LGBT+ Commitment Charter**. By signing this charter, the group is reaffirming its commitment to:

- creating an inclusive working environment for LGBT+ employees;
- ensuring equal rights and treatment for all employees regardless of their sexual orientation or gender identity;

- supporting employees who are victims of discriminatory comments or actions;
- measuring progress and sharing best practices in order to improve the general working environment.

ACTIONS

Pride & Allies Network

The Pride & Allies network, a group that brings together employees to encourage and promote equal rights for LGBT+ staff, was created in France in July 2019. **Diony Lebot**, Deputy CEO and Diversity and Inclusion sponsor, is also a sponsor of the Pride & Allies network. The internal Pride & Allies initiative organises regular Group-wide conferences with external speakers on LGBT+ inclusion, representatives of Pride & Allies committees from different regions and key local stakeholders. In 2020, Christophe Yvon, Head of the Pride & Allies France Group was appointed LGBT+ Role Model Leader. At SG Global Solution Center in India, the Pride & Allies network launched a campaign in 2020 to raise awareness throughout the organisation by the end of 2021. The content covers all LGBT+ topics and provides employees with a better understanding of expected behaviours.

Conversational guide to LGBT+ issues

The Group has provided employees with a brochure presenting best practices for dealing with LGBT+ issues, including examples of specific situations.

This guide aims to encourage discussion on the topic, whether within teams or with clients. (See the *guide*)

The Rainbow letter

In June 2020, SG Global Solution Center launched a bi-monthly newsletter that aims to inform and engage readers about LGBT+ topics in an entertaining way.

These newsletters include LGBT+ articles from around the world and from Societe Generale but also address specific issues that are rarely covered by the media. The goal is to build and promote the Pride & Allies network, and in 2021 the newsletter will seek to include opinion pieces from network members and colleagues to give the LGBT+ community a stronger voice.

Mobilising through sport to fight LGBTphobia

In March 2020, Frédéric Oudéa was the first CEO of a major international group to express his views for a more LGBT+ inclusive world in an interview published by Têtu magazine.

During this interview, Frédéric Oudéa reaffirmed Societe Generale's long-standing commitment to the French National Rugby League (LNR) through its support for the #PlaquonslHomophobie campaign, launched with Têtu magazine. This is an unprecedented approach to mobilise and encourage all those involved in professional rugby to promote diversity in the interest of the community in sport and in society.

Leave for adopting parents

Within Societe Generale SA in France, **adopting parents receive 70 days of statutory leave** (for a first or second child, 126 days for a third) which may be paid leave³. Since 1 January 2020, there has been no length of service requirement at Societe Generale to benefit from this arrangement. At the end of the parental leave for legal adoption, the adopting parent is eligible for additional standard paid leave, namely 45 calendar days at full pay or 90 days at half pay.

3. Subject to the payment of daily contributions from Social Security and after deduction of these same contributions



The Group has implemented a special policy in the Asia-Pacific region in order to promote a culture of openness and respect for all LGBT+ employees, including:

- a Diversity Committee responsible for four diversity networks: gender, culture, persons with disabilities and LGBT+;
- raising employee awareness through training, lunch talks, etc.;
- adoption leave for all employees whatever their gender and respective rights, syncing maternity/paternity leave with their partners. Paternity leave and partners' leave have been increased to 15 days and also apply to the non-birth mother in a same-sex relationship between women;
- recognising foreign same-sex marriages and civil partnerships as national partnerships, irrespective of the gender of the partners.

More specifically, several initiatives have been implemented within Societe Generale in Hong Kong:

- a branch of the Pride & Allies network;
- an equal opportunity policy with special clauses designed to combat discrimination toward LGBT+ people;
- check-ups dedicated to sexual health and vaccines (Hepatitis A and B or HPV) are subsidised and, in the case of HIV/AIDS, covered by insurance;
- a significant contribution from one of the Societe Generale insurance companies to gender transitioning (including surgery);
- gender-neutral toilets on every floor of all office buildings;
- discussions and training provided to employees and managers on LGBT+ related topics, such as coming out.

RESULTS

As evidence of the company's top-level commitment to an inclusive work environment, Frédéric Oudéa and Diony Lebot, respectively Chief Executive Officer and Deputy Chief Executive Officer of the Societe Generale Group, have been nominated for their active commitment to diversity and inclusion in the 2021 "OUTstanding LGBT+ Executives and 50 Ally Executives Role Model" lists by **#OUTRoleModels20**, the global network promoting diversity and inclusion in the professional world.

In the United States, Societe Generale New York earned the top score of 100 on the Human Rights Campaign's Corporate Equality Index (national benchmarking tool on equal opportunity) for the fourth year running thanks to its LGBT+ inclusive policies and business practices.

FOCUS ON

PEOPLE WITH DISABILITIES



COMMITMENTS

The Group is a signatory to the **Business and Disability Charter, under the aegis of the International Labour Organization**, promoting the inclusion of persons with disabilities in the world of work. It is also a member of the **Global Business and Disability Network**.

For the fifth time, Societe Generale SA in France renewed the **2020-2022 Three-Year Agreement “promoting jobs and labour market participation by persons with disabilities”**. This agreement is in line with the determination to place disability at the heart of the company’s HR procedures and covers a wide spectrum of objectives aimed at hiring and the rate of employment.

It introduces new accompanying measures for worker retention, with, notably:

- more efficient ways of keeping employees in their jobs through good health: payment of a supplementary health allowance on top of the supplementary health cover offered by the SG Group Health Plan and continuing to cover the cost of equipment/devices;

- integration supported mainly by the HR Department in conjunction with the Welfare and Occupational Health Department and with the support of Mission Handicap if necessary;
- a hiring process strengthened by requiring the manager to interview the disabled candidate as soon as their possession of the requisite skills is confirmed by the hiring staff.

This agreement also makes provision for developing the skills of the network of local representatives with disabilities. As a result, more than 100 RLHs5 have been identified in 2020 and are receiving specific support and training. They can thus share local initiatives as well as deliver information, help and support the HR teams and managers in connection with supporting employees with disabilities, with the possibility of calling on Mission Handicap in situations requiring external expertise.

Societe Generale SA in France also signed the **2019 Manifesto for the Inclusion of the Disabled in the World of Business and the Responsible Digital Charter**, which contains an inclusive digital policy.

5. RLH: Reconnaissance de la lourdeur du Handicap (Recognition of severe disability).

ACTIONS

To promote the rights of persons with disabilities, the Group carries out a number of actions:

- **hiring, integration and support programmes**, particularly in Romania, the Czech Republic, Germany, Serbia, Spain, Algeria, India, Japan and the United States to promote the employment of the disabled. In France, the “Laboratory for inclusive innovations for the disabled” (LAB21, supported by Mission Handicap) provides help to disabled persons to develop their skills and is combined with fixed-term “springboard” contracts;
- **measures to keep employees in their jobs** at Societe Generale SA in France (755 initiatives in 2019 and more than 6,100 adjustments to workstations since 2007);
- **integration programmes for young people** (HandiFormaBanques work-study programme, scholarships, “Management & Disability” chair with Kedge Business School);
- **purchases from the protected worker sector** (€6.635 million in purchases in 2018) and support for the professionalisation of this sector. Societe Generale SA in France has helped the protected worker sector set up manpower and skills planning for managing its human resources;

- **measures ensuring its banking services are accessible to disabled customers** (adapting the networks’ bank machines, providing digital access to mobile applications, offering bank statements in Braille, renovating the branches, making the customer service accessible to the deaf and hearing impaired, etc.);
- **awareness-raising and training in managing disabilities provided to management and operations teams** whose activities directly or indirectly impact the disabled (HR managers, communication staff, building managers, customer relationship managers, etc.), notably through a “Managing employees with disabilities” MOOC;
- **external awareness-raising actions, such as the “European Disability Employment Week” (EASPD)** on invisible disabilities in 2020.

This year, the EASPD was devoted to digital and remote work. Despite the social distancing and the health conditions imposed, the Group wished to maintain a varied and fun programme:

- a **Serious Game**, which brought together nearly 1700 participants;
- a **DuoDay** in an unusual format of Duo cafés;
- a **WebTV** featuring employee testimonials (over 1,800 visits).



The entities are also developing initiatives supporting the disabled at the local level.

Coordination of internal networks of employees on disability

This is the case of entities operating in the United States, Canada and Brazil, which launched the **Diverse Abilities Employee Resource Group** initiative. Since 2018, this group supporting disabled employees has been organising meet-ups, webinars and lectures on promoting and integrating people with disabilities. In Asia-Pacific, the Differently Abled Network is also very active. (see *Engaged employee communities p. 10*).

Organising exchange and mutual support sessions

In India, the Societe Generale Global Solution Centre organised the ConneXion 3.0 online event. This year, the discussions focused on how people with disabilities are integrated into professional life and have access to the resources they need to improve their daily lives.

A session on creating LinkedIn profiles was offered for the entire community of people with disabilities (excluding Societe Generale) and a blog on inclusive technology was published, including video feedback from managers and employees with disabilities.

MISSION HANDICAP SOCIETE GENERALE

Created in 2007, Mission Handicap Societe Generale has spearheaded multiple efforts to support the hiring of employees with disabilities, including support for the retention of employees, training and raising the awareness of teams, developing partnerships with educational institutions, qualifying work-study programmes and using businesses in the sheltered sector.

KEY FIGURES

- 198 people with disabilities have been hired since 2017.
- Since 2007, more than 6,100 positions have been adapted to meet the needs of disabled employees within the Group, including 2,042 in 2019.
- More than 1,400 employees declared themselves as RQTH¹ in 2019.
- More than 400 local contacts to support the employees concerned on a daily basis: Local disability representatives, occupational physicians, social assistants, HR managers, etc.
- 1 anonymous toll-free number to ask any question.

1. Status that recognises an employee as having a disability.

Mission Handicap Societe Generale has partnered with several student associations that promote the professional integration of students and strengthen our presence in the Group's target schools by integrating actions on disability. Several disability-related awareness-raising initiatives are carried out by the entities of the Group each year, like CGI, which organised Handi'Hauts'Lympics, a sports day to raise awareness about disabilities, with the proceeds of the event going to a charity.

RESULTS

At the end of 2020, Societe Generale employed 2,641 employees with disabilities⁶, (compared with 2,599 in 2019), mainly in France, the Czech Republic, and Russia, accounting for 2% of the overall workforce.

OVERALL 69 ENTITIES

REPRESENTING 77% OF
THE GROUP'S WORKFORCE
CONDUCT ACTIVITIES
SUPPORTING PEOPLE WITH
DISABILITIES



6. As defined locally.

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