

GENDER DIVERSITY

30% CLUB FRANCE

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GENERALE**

DIVERSITY AND INCLUSION A CORE STRATEGIC PRIORITY



HUMAN RESOURCES

- Diversity and Inclusion forms 1 of 5 key HR Priorities
- The Group Diversity & Inclusion policy was updated in 2019, providing a common and shared framework for all entities worldwide

CSR STRATEGY

- 'Responsible Employer' forms 1 of 6 key priorities of the Group CSR Strategy
- Integration of CSR into the strategic plan presented by each business line during their annual Strategic Steering Committee

STRATEGIC PLAN

- 3 pillars for the next Strategic Plan:
- CSR
 - Clients
 - Efficiency



COMMITTING TO THE UN SDG 5 'GENDER EQUALITY' THROUGH PROACTIVE POLICIES FOR EMPLOYEES AND FOSTERING WOMEN ENTREPREURSHIP

NEW GROUP PLEDGE FOR DIVERSITY



GROUP OBJECTIVE

_ **30% women in Group management bodies by 2023**

_ achieved at two levels:

1/ strategic committee: comprises General Management and Heads of Business and Service units (Top 30);

2/ Group's 200 main managers: "key positions"



ACTION PLAN TO DELIVER OBJECTIVE

- _ An enhanced **talent management strategy** with a focus on career and professional development among female employees
- _ **Training sessions** to raise awareness of biases and stereotypes which will be available to all employees and will be mandatory for top managers and future managers
- _ **Diversity objectives** to form part of the evaluation of each member of the Management Committee from 2021
- _ Further detail p7-8



MONITORING OF OBJECTIVE

- _ **The Board** will carry out precise and regular monitoring of the achievements and reviews of the Bank's diversity policy

GOVERNANCE AND ACCOUNTABILITY OF DIVERSITY AND INCLUSION



THE BOARD

Approves diversity policy and progress report on an annual basis

Oversees KPI on gender diversity: previously gender equality index, replaced by the new diversity objective pledged in 2020



GENERAL MANAGEMENT

Reviews CSR strategy and related risks and opportunities

Deputy CEO
Diony Lebot
Group sponsor of Diversity and Inclusion



GROUP STRATEGY COMMITTEE

Comprises General Management and Heads of Business and Service Units
Discussed and validated the 2023 Group diversity objective; each Head of BU SU sets D&I action plan for own perimeter



GROUP MANAGEMENT COMMITTEE

Responsibility for Diversity & Inclusion lies with Group Head of HR and Communication, member of Management Committee



HUMAN RESOURCES

Group Head of Diversity & Inclusion responsible for leading the implementation of D&I strategy

Diversity & Inclusion forms part of annual Duty of Care Plan and extra-financial risk mappings conducted by CSR, HR and Risk departments



D&I CORRESPONDANTS

Network of Diversity & Inclusion correspondants being appointed across Business and Service Units and geographies in 2021



EXTENSIVE DEPLOYMENT OF TRAINING PROGRAMMES :

Awareness training on non-discrimination in hiring and valuing diversity for HR managers

Manager awareness sessions on biases and stereotypes to be available to All-Staff and mandatory for top managers

Internal e-training portal on diversity and inclusion for All-Staff

EVOLUTION OF GENDER DIVERSITY



GENDER : % Females in senior Group bodies



ALL STAFF 57% female (2019)



ACTIVE SIGNATORY TO NON DISCRIMINATION CHARTERS

SOCIETE GENERALE APPLIES A GLOBAL POLICY OF NON-DISCRIMINATION AND DIVERSITY

THROUGH THE SIGNATURE OF NON-DISCRIMINATION CHARTERS

AND THE IMPLEMENTATION OF MEASURES TO PROMOTE WORKPLACE GENDER EQUALITY



2015 SIGNATORY TO THE **SOCIETE GENERALE COLLECTIVE AGREEMENT ON GENDER EQUALITY IN FRANCE**

Renewal of the agreement in 2019



2016 SIGNATORY TO THE **WOMEN'S EMPOWERMENT PRINCIPLES**

Commitment to corporate action to promote gender balance in the workplace, the economic ecosystem and the wider community, and publically report on these actions on an annual basis: see latest 2019 WEP report



SINCE 2018 PARTICIPATION IN THE **#StOpE INITIATIVE**

Joint commitment with 27 other major groups tackling 8 key areas to help fight against sexism within companies



HM Treasury

2019 SIGNATORY TO THE **UK WOMEN IN FINANCE CHARTER**

Committing to supporting the progression of women into senior roles, with dedicated target for the UK platform (30% by 2025) and public reporting



2020 SIGNATORY TO THE **SISTA CHARTER**

Committing to achieving 25% of start-ups funded in 2025 founded or co-founded by women, 30% in 2030 and 50% in 2050



ACTION LEVERS DEFINED AT GROUP AND LOCAL LEVELS (1/2)



EMBEDDING DIVERSITY IN ALL HR PROCESSES

_ **Diversity objectives** to form part of the evaluation of each member of the Management Committee starting from 2021



GENDER PAY GAP ACTIONS

- _ Since 2013 EUR13.1m allocated to correcting 6300 pay gap differences in France. A further **EUR7m allocated 2019-21**
- _ **French Gender Equality Index Score** 86/100 in 2019
- _ **UK: Gender Pay Gap** : SG London Branch median hourly pay gap improved to 30.4% (vs 32.2% in 2018)



TRAINING, ENGAGEMENT AND AWARENESS

- _ **Training sessions** to raise awareness of biases and stereotypes which will be available to all employees and will be mandatory for top managers
- _ **Pulse survey** conducted in 3Q20 to all staff to gather feedback on diversity
- _ **#Mandala** lecture series on diversity introduced in 2019



PROGRAMMES AND NETWORKS



#WomenByLyxor



THE CIRCLE

WOMEN IN MARK



OTHER ACTIONS DEFINED AT LOCAL AND BUSINESS/SERVICE UNIT LEVEL

- _ **UK: 30% women** in senior positions on UK platform by 2025
- _ **Africa: 33% women** on SG Africa management committees by end-2022
- _ A **diversity action plan with quantified objectives** specific to each Business and Service Unit will be defined

SECURING A STRONG PIPELINE OF DIVERSE TALENT (2/2)



TARGETED ACTIONS

- _ Accelerated career paths for selected women
- _ From 2020, 50% of promotions to the Future Executives programme are women
- _ Redefined talent detection, focusing on a diversity of critical skills



SUCCESSION PLANNING

KEY GROUP POSITIONS

150 POSITIONS, REVIEWED ANNUALLY

19% WOMEN ; 18% NON-FRENCH



FUTURE EXECUTIVES

NEXT GENERATION OF KGP

SELECTION OF 27 CANDIDATES ANNUALLY



HIGH POTENTIALS

MANAGERIAL OR EXPERT ROLE

2.4% OF THE WORKFORCE
40% WOMEN ; 42% NON-FRENCH



TARGETED DEVELOPMENT

Executives programme

Focused on Key Group Positions and Management Committee: tailored modular training; dedicated coach

Future Executives programme "Lead"

Internal mentoring by a Management Committee member; External agency assesses values and development plans

High Potentials

Selection of candidates by Business and Service Units; Dedicated talent and mentoring programmes (eg. Women in Leadership, PanAfricanValley)

INCORPORATING DIVERSITY THROUGH RESPONSIBLE COMPENSATION PRACTICES

EXECUTIVE MANAGEMENT

LONG-TERM INCENTIVES

CSR performance condition 20% of the award, of which:

- _ ½ Energy transition financing
- _ ½ Positioning within the **extra-financial ratings** (SAM, Sustainalytics & MSCI)

EXECUTIVE MANAGEMENT & MANAGEMENT COMMITTEE

VARIABLE REMUNERATION:

For Executive Management:

- _ Achievement of CSR targets in line with Strategic Plan, Human Resources management and good operational management of the Covid crisis
- _ For all qualitative and quantitative criteria see p105 URD

For all, alignment with collective Group targets:

- _ Employee Commitment Rate, Client Satisfaction (NPS), **extra-financial ratings** (SAM, Sustainalytics, MSCI)

From 2021 diversity objectives for each member of the Management Committee

The CEOs announced that they will give up 50% of the annual variable remuneration which may be allocated to them by the Board with regard to the financial year 2020, to contribute to the Group's solidarity programme

SUPPORTING WOMEN ENTREPRENEURS

The Group supports several initiatives aimed at enhancing the place of women in the professional world



WOMEN IN AFRICA

- _ Women in Africa Foundation Project 54, aiming to support and promote **54 women entrepreneurs** from the **54 African countries**.
- _ In the digital sector: SmartCodeuses programme, promoting technological initiatives and training for young female coders.



FEMALE FINTECH

- _ Collaboration with 50inTech to launch the Female Fintech for Good Challenge : a worldwide competition to select the Top 2 Women-led start-ups building the future of finance

Laureats benefit from 6 months' incubation with a SG business line, media exposure and mentoring

SELECTED REPORTS FOR FURTHER READING

> **DIVERSITY AND INCLUSION POLICY**

https://www.societegenerale.com/sites/default/files/documents/Document%20RSE/politique_diversite_et_inclusion_en.pdf

> **DIVERSITY AND INCLUSION 2019 REPORT**

https://www.societegenerale.com/sites/default/files/documents/Employeur_responsable/diversity-and-inclusion-2019-report.pdf

> **WOMEN'S EMPOWERMENT PRINCIPLES 2019 REPORT**

https://www.societegenerale.com/sites/default/files/documents/Employeur_responsable/weps_2019_en.pdf

> **UK WOMEN IN FINANCE CHARTER**

<https://www.societegenerale.co.uk/en/importantinformation/women-finance-charter/>

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