

PROFESSIONS AND SKILLS

2020 Report

THE FUTURE
IS YOU



SOCIÉTÉ
GÉNÉRALE

PROFESSIONS AND SKILLS

In order to carry out the Bank's structural transformations, the Group pays special attention to the quality of dialogue with its employee representative bodies, especially to meet the challenges of changes in businesses and employment. It carries out the organisational transformation projects necessary for the Group's strategic positioning. In line with its current and future business needs, it implements an approach of anticipation and support for its employees.

Offering career paths and training to employees, offering alternative working methods, such as telecommuting, conducting an appropriate compensation policy (see *Performance and Compensation report*), promoting talent and ensuring managerial succession are all essential to attract, hire and retain employees, and develop their employability, in everyone's interest.

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2020 KEY FIGURES

60,000 EMPLOYEES
have access to a skills
management tool

99% OF EMPLOYEES
ave taken at least one
training course

**OVER
19,000**
NEW HIRES
in the Group

**OVER
9,000**
STUDENTS
welcomed

**OVER
20,000**
INTERNAL TRANSFERS

LEADING CONSTRUCTIVE DIALOGUE, SUPPORTING THE GROUP'S TRANSFORMATION



The Group has an **ongoing social dialogue about** employment and includes its employee representative bodies in company projects that have a material impact on professions and skills

The Group's reorganisation and adjustment projects are based on an ongoing effort to improve and strengthen the customer experience and satisfaction, while contributing to the operational efficiency and structural profitability of its activities. These projects are also governed by specific agreements with the employee representative bodies.

In March 2019, Societe Generale SA in France renewed its **agreement on changing professions and skills**.

This agreement sets out specific actions on:

- consultation and dialogue on the company's strategy and changes to employment;
- employability and employee support (including internal transfers, measures for young people and seniors, and measures for employees' career plans);
- strengthening support for employees impacted by reorganisation (voluntary departure, support with job transitions and training assistance).

Dialogue and consultation with the Employee Representation Bodies is largely based on the "Professions Observatory".

It is a place for discussion and reflection on changes in the main professions and skills within the Company.

The trade unions and the Human Resources Division are represented equally in the Professions Observatory. Its role is to have a forward-looking vision of the changes in the Group's main businesses in terms of the strategic directions defined. In 2020, the Professions Observatory met four times.

In 2020, the Group reaffirmed its determination to continue the overhaul of its businesses and functions and announced several projects to adjust the organisation, including:

- **The launch of the VISION 2025 project to merge the Crédit du Nord and Societe Generale brands.** The Group's ambition is to be a leader in customer satisfaction and to establish a stronger banking model that is fully adapted to the challenges of the coming years by relying on a strong territorial foothold. This project will reduce the number of branches from about 2,100 at the end of 2020 to about 1,500 at the end of 2025.

- **Adjusting and optimising securities businesses, market activities and certain corporate divisions (risk, compliance, human resources and communication) to improve their operational efficiency.**

These transformations are expected to result in a total net loss of approximately 640 positions in France, without forced departures.

Societe Generale will maintain all its commitments as a responsible employer to support each employee.

In addition, these transformation plans have been submitted for review to the employee representative bodies and for approval to the competent authorities and will not result in any redundancies. The plans are part of the Agreement on Changing Professions, Skills and Employment signed in March 2019.

Employees affected by the job cuts will benefit from enhanced support measures. These measures include:

- internal transfers: priority reclassification, support from HR experts, option for skills assessments;
- activity transition: support for start-ups, retraining, or organisation of working time for early retirement;
- voluntary departure: as part of a collective bargaining agreement.

AGREEMENT SIGNED WITHIN SOCIETE GENERALE SA IN FRANCE	IMPACT ON ECONOMIC PERFORMANCE AND WORKING CONDITIONS
<p>Agreement on Changing Professions, Skills and Employment</p>	<p>The framework agreement on employment and skills, signed in 2019, provides a three-year structure for:</p> <ul style="list-style-type: none"> • the policy on social dialogue about the company's strategy and changes to employment; • the development of employability and support for career paths, by means of internal transfers, measures for youth employability and senior retention, and support for career plans (start-ups, training for certification or degrees); • strengthening of employee support systems and deployment of additional specific measures for employees subject to reorganisation plans.



BUILDING STRATEGIC WORKFORCE PLANNING TO MAP OUT OUR BUSINESSES NOW AND IN THE FUTURE

BUILDING STRATEGIC WORKFORCE PLANNING (SWP) WITHIN THE GROUP

The aim of Strategic Workforce Planning (SWP) is to adapt HR policies, especially on training and the filling of vacancies, to the businesses' needs in terms of skills corresponding to the Group's strategic priorities. In France (43% of Group employees), this process is part of the Agreement on Changing Professions, Skills and Employment, renewed in March 2019. It gives employees access to resources to develop their employability.

This approach consists of three stages:

1. defining a qualitative and quantitative target concerning the skills that the Group must acquire in the medium to long term to implement its strategy;
2. preparing a diagnosis and mapping of the skills available to the Group;

3. identifying the gap between the current situation and the target in order to implement the levers (training, internal transfers, recruitment, etc.) and action plans to bridge this gap.

It must become a regular process, so that the corresponding action plans can be updated accordingly.

At the end of 2020, 95% of the workforce of Societe Generale SA in France was covered by SWP practices. These practices are also being deployed in other Group locations (including Asia and the US), to implement an effective strategy for the acquisition of new skills and the appropriate development of existing skills in the Group.



1. Artificial intelligence technology that allows computers to learn without being explicitly programmed for that purpose.

2. French Retail Banking launched the #MonJob2020 initiative in 2015, with a view to developing its businesses and the skills of its employees. #MonJob2020 is an approach to supporting employees, making them active participants in their career path with an individualised training and development programme, while boosting their mobility and employability.

3. Agreement on social support for the transformation of French Retail Banking.

MAPPING SKILLS WITH HIGH-PERFORMANCE TOOLS

In order to map the skills available in its workforce, the Group has adopted voluntary approaches to identifying skills. This approach makes **employees the main players in their development and employability**, through two skills self-reporting tools:

ACE (INCLINATIONS, SKILLS AND EXPERIENCE) FOR THE GROUP AS A WHOLE

ACE, launched in 2017, is based on a dynamic skill set and *machine learning*¹. It notifies employees of open positions in the Group job exchange (Job@SG) and provides details about certain jobs that match their reported skills and inclinations. In addition, HR teams and managers use ACE to identify profiles that match their skills requirements and fill available positions.

This tool is available for employees throughout their career path. It enables them to identify the jobs to which they can move, the corresponding skills, and the training they will need to acquire those skills.

MON|DIAG FOR FRENCH RETAIL BANKING BUSINESSES

The MON|DIAG skills diagnostic tool, developed as part of the #MonJob2020² programme, lets every employee enter their motivations, career path and skills. The primary objective is to build a personalised development plan for each employee, to support them with skills enhancement on the job. It is used by some 18,000 employees to look ahead to future jobs at the bank and provides HR and managers with precise skills mapping. This initiative was made possible through the collective agreement³ signed in March 2018, which includes investing approximately €150 million in personal training plans and doubling training hours in the French Retail Banking network.

60,000 employees have access to these tools to manage their skills

“Over the last ten years, the bank has faced major transformations and made a landmark change in direction, mirroring the banking industry. Because our teams are the foundation of our success, we’re deploying programmes specially dedicated to our employees so they can acquire the key skills of the future and we can support them in their development. Give them the resources and inspire them – those are our key focuses when it comes to our employees,” says Marie-Christine Ducholet, Head of Societe Generale French Retail Banking.

ATTRACTING, HIRING AND INTEGRATING THE BEST TALENT FOR THE GROUP

IN 2020

**OVER 19,000
NEW HIRES⁴**

94% OF EMPLOYEES
have permanent contracts

**3.4 MILLION
VISITS**
to the Careers website

**OVER 9,000
STUDENTS**
welcomed

4. 11,715 new hires on permanent contracts
and 7,427 on fixed-term contracts in 2020.



HIRING AND INTEGRATING EMPLOYEES, A PRIORITY FOR THE GROUP

Societe Generale's **hiring policy** is adapted to the businesses as well as geographic settings of the Group's entities, and fosters a uniform overall hiring process that systematically includes an HR interview to measure how well applicants will espouse the Group's values (see *Corporate Culture and Ethics report*).

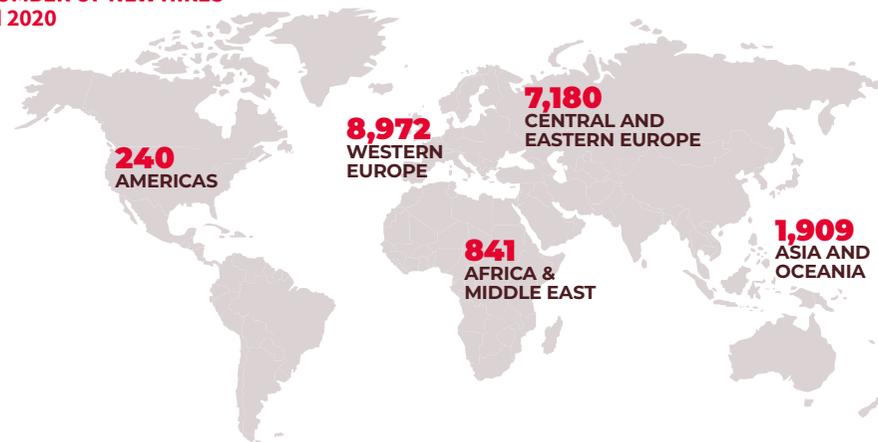
Societe Generale is committed to guaranteeing a neutral hiring process.

It is the responsibility of managers and human resources teams to hire employees solely according to the company's needs and the skills of each applicant (see *Diversity and Inclusion report*).

In total, the Group hired over 19,000 people in 2020, in diverse businesses and geographic locations.



NUMBER OF NEW HIRES IN 2020



The Group aims to create **sustainable appeal** by continuously seeking to promote its identity as a responsible employer through its activities. In 2020, the extra-financial agencies positively valued human capital in their ratings of Societe Generale. The group is ranked no.1 worldwide in terms of responsibility towards employees by Vigeo Eiris and in the top 5 by Sustainalytics and ISS ESG.

Its social performance and good human resources practices have also been recognised through external local awards such as:

- Russian subsidiary Rosbank being ranked in the top 50 best employers in Russia by Forbes Russia magazine.
- The Human Resources Excellence Award in the 'Employer of Choice' category of the HR Awards in Asia, an event that recognises and celebrates excellence in human resources leadership across the region.

- It was the second ranked bank in terms of appeal for IT profiles in France, according to the Universum 2020 rankings.

To develop the feeling of belonging and familiarity with the Societe Generale group, the **integration policy for new hires** was revised in 2019 to give everyone a common foundation, supplemented by programmes specific to the Group's various Business and Service Units. Thus, since 2020 all new hires worldwide have had:

- the same key messages from CEO Frédéric Oudéa, welcoming them to the Group;
- the same access to an internal common space, where they can get to know the Group's culture, values, strategy and activities, specifically about the Group's conduct and compliance.

FOCUS ON INNOVATION IN HIRING

The careers.societegenerale.com site – the primary interface with applicants – lists Societe Generale's French and international job vacancies. In 2020, almost 710,000 applications were submitted via the Careers site, which had around 3.4 million visits.

The Bank is progressively diversifying its hiring methods, with the inclusion of new technological and digital features (such as online testing, automated applicant selection, hiring via social networks or specialist online communities such as Welcome to the Jungle).

Societe Generale SA in France works with *My Job Glasses*, a platform that connects students with 100 volunteer employees, and Talent.io, a developer hiring platform used by a hundred or so Group managers to connect directly with applicants corresponding to certain targeted tech/development profiles.

In 2020, Societe Generale SA in France launched a social media campaign (Facebook, Instagram, LinkedIn, YouTube and Twitch) to hire work-study students and raise awareness of the banking professions among students.

These initiatives aim to provide better visibility of the Group's businesses, digitalise hiring of top talent and strengthen Societe Generale's employer brand via this network of "ambassadors".

EMPLOYING YOUNG PEOPLE, A STRONG COMMITMENT FROM THE GROUP

When it comes to employing young people, Societe Generale is committed to a proactive approach and strives to attract, hire and retain young graduates through:

- **partnerships with target schools and higher education institutions** in nearly 83 of the Group's entities, representing 92% of its employees. In France, Societe Generale has renewed partnerships with its 42 target schools. Several initiatives are carried out each year in partner schools around the world.

For example:

- This year in France, in order to stay in touch with students during the crisis, school events were largely moved online (187 events in 2020, including 75 virtual events), and 100% of the inspection competition process was made digital.
- SG de Banques in Senegal signed a partnership with Simplon (a digital training school) to offer young people their first professional experience through training in technical digital professions.
- ALD France is a partner of the Ecole de la Deuxième Chance (E2C). Second chance schools give motivated young people, without any diploma or professional qualification, the opportunity to join a school focused on building a plan for their social and workplace integration.

- SG New York has established strong partnerships with leading universities (including Columbia University, New York University, University of Chicago, University of Pennsylvania and University of South Carolina) and has organised virtual information sessions for students at partner universities to discuss the 2021 summer analyst programme.

- **in France, funding of teaching programmes and research** by way of five chairs, representing a total yearly investment of €795,000;
- **centralised management of the intern, VIE and work-study participant pool** for Societe Generale SA in France, to help the Company fill its vacancies more efficiently through automated matching of applicants to needs;
- **several internal and external initiatives aimed at raising awareness of the professions in the banking sector, in particular the IT professions**, including in 2020:
 - Several internal e-forums, such as the Data e-forum and the Global Transaction & Payment Services (GTPS) e-forum, to introduce people to the Business Unit (BU) professions in a 100% digital format. This was an opportunity to find out more about the Transaction Banking and Payment Services business lines and to talk to managers about job opportunities.



- The creation of a new community of Digital Leaders alongside each Group BU/SU manager. Virtual live sessions were held with workshops on themes such as innovation and responsibility and partnerships with Big Tech.
- Virtual "Meet the Expert" programmes in partnership with JobTeaser where the Group's Data Scientists shared with students details of their career paths, visions, ambitions and daily lives, as well as advice for those wishing to embark on a Data career in the banking sector.

For the second year running, Societe Generale has been **awarded the Happy Trainee label by ChooseMyCompany, which rewards companies** that welcome, support and manage their interns, work-study participants and VIEs. 85% of the students welcomed recommend Societe Generale Group.

In 2020, Societe Generale welcomed more than **9,200 students** in all its entities. Nearly **215 VIEs** were hired despite the health crisis and closed borders, and **2,800 young people in France were offered work-study contracts and internships**.

Internationally, Societe Generale is making sure that it also fulfils this commitment by adapting to the specific situations in each of the countries where the Bank is present.

ADJUSTING EMPLOYEE RETENTION SCHEMES

In adjusting its **employee retention strategies** to fit the local context of its locations, Societe Generale's ambition is to provide the following, in as many locations as possible:

- **Opportunities for varied career paths that can be adapted to employee plans**, including secondments (e.g. assignment to internal start-ups, or Lean Six Sigma training with continuous improvement projects).

Societe Generale SA in France has created a dedicated transition management structure that offers experienced managers at Societe Generale in France the opportunity to oversee projects lasting 6-18 months in various banking fields.



Shared services centres SG GSC in India and SG EBS in Romania offer their employees Lean Six Sigma training through continuous improvement projects in their range of services.

The Bank also proposes short-term international assignments (a few months) for employees working in international teams. More flexible than an expatriation contract, these assignments increase synergies and improve relations in multicultural teams;

attractive compensation and benefits (see [Performance and Compensation report](#));

- **an ergonomic working environment** that promotes well-being, innovation and collaborative working (see [Occupational Health and Safety report](#));
- or **the opportunity to take part in civic initiatives** (see [the Societe Generale Corporate Foundation for Solidarity website](#)).

The Group proactively drives its employee retention strategies, managing its **turnover** and adapting its HR policies when necessary.

The Group recorded voluntary turnover of 6.2% in 2020 (vs. 8.2% in 2019), with location-based disparities attributable to employment trends on certain markets.

TRAINING AND DEVELOPING EMPLOYABILITY OF STAFF, IN LINE WITH THE GROUP'S NEEDS

IN 2020

OVER 109,000 EMPLOYEES have a personalised development plan, i.e. 93% of people with a permanent contract

99% OF EMPLOYEES completed at least one training course

AROUND 20 HRS OF TRAINING per person per year

A 73-MILLION-EURO BUDGET for training and education

53% OF TRAINING COURSES are digital





MAKING EMPLOYEES THE FOCUS OF THE GROUP'S TRAINING POLICY

Group employees are supported by their HR teams and managers in planning their careers. Individual employee development, aspirations and training needs are discussed during annual performance reviews and during regular meetings with the HR manager or the manager. In France, a career review is held with the manager every year.

The Group's **training policy** pursues several goals:

- introducing new and more digital ways of learning;
- giving employees a more proactive role in their development and employability by offering a broad range of training programmes and guidance on how to access training content that is relevant to their plans, as a supplement to existing HR and managerial support;
- and embedding a culture of responsibility through risk and compliance training.

In all, Group employees completed 2.7 million hours of training in 2020, an average of nearly 20 hours per person. As such, 99% of Group employees completed at least one training course during the year (vs. 89% in 2019).

DIVERSIFYING TRAINING OPTIONS

Societe Generale's training programme prioritises:

- expertise in businesses and digital culture;
- managerial culture and corporate social responsibility;
- behavioural skills (agile method, collaboration, management, change management, etc.);
- customer focus and new practices in customer relations;
- the Risk, Responsibility and Compliance culture of employees (including conduct risks, ethics and corporate social responsibility).

Moreover, in 2020, the regulatory training that is mandatory for all Group employees addressed the following matters:

- financial security (anti-money laundering, terrorist financing and international sanctions);
- information security, General Data Protection Regulation;
- the Code of Conduct, conflicts of interest and harassment;
- behavioural skills;
- managerial culture;
- management of environmental and social risks.

The Group is constantly expanding its global training programme and provides over 20,000 learning tools that encompass micro-learning, rapid learning, MOOCs, fact sheets, and in-person, online and blended (face-to-face and online) courses, the majority of which are open-access and free of charge for employees. The interactive, personalised MYLEARNING platform recommends training programmes suited to the user's profile and their reported fields of interest.

Training for certification or degrees, such as Chartered Financial Analyst, French financial market authority (FMA) certifications, IT certifications (IT4IT™ Foundation, CISSP, CISM® - Certified Information Security Manager, etc.), and Lean Six Sigma certifications can also be financed by employer contributions.

In addition to the training described above, "academies" specific to certain businesses or functions (e.g. large corporate advisory, Retail Banking salespeople, Private Banking, Human Resources, Audit, etc.), targeted learning communities, expert groups on the internal corporate social network, and personal development opportunities (coaching, co-development, mentoring and reverse mentoring) strengthen employee support and align practices between Group entities.

A SPECIFIC CSR TRAINING PLAN

A dedicated CSR training programme for all employees was launched in mid-2020 by the CSR Division and the Human Resources Division. It is built on four pillars:



1. Developing a shared cross-business CSR culture:

- creating a **CSR training syllabus** for all employees;
- organising **workshops** through “The Climate Collage” **to raise awareness of global warming and the energy transition;**
- **each new hire** will be offered an e-learning programme, “**Banking in a nutshell**”, which includes an initial introduction to the CSR challenges facing banks.

2. Deploying Environmental & Social (E&S) risk management:

- Creating an e-learning course on "awareness of environmental and social risks", which enables targeted audiences to be trained in implementing the CSR normative framework and, particularly, in considering environmental and social (E&S) risks in the Group's activities.

3. Offering expert modules to the sales functions to strengthen customer support on energy transition::

- A training course focusing on the challenges of energy transition was designed and distributed in 2020 to some of the Group's sales functions. This course has just been transformed into a Group programme and will also be offered to the sales teams in our main business lines in 2021 via customised modules adapted to the context and challenges of each team.

4. Encouraging a cross-business approach and reusing expert modules within the Group

- There are many training initiatives by experts in different BUs/SUs and countries. An inventory of these modules is underway in order to maximise access to these initiatives across the Group. For example, in 2020, business awareness webinars by Group experts were put online on Global Banking and Investor Solutions' SG Market platform, and are therefore available to employees.

MEASURING TRAINING EFFECTIVENESS

Societe Generale assesses the effectiveness of training using different methods depending on the programme.

The following methods may be used:

- *return on expectations* (ROE), which measures the impact of a programme based on performance indicators such as participants' Net Promoter Score, impact on work efficiency and quality, and impact on behaviour and knowledge, as taken from surveys and questionnaires during and/or six months after training;
- for certain programmes that allow it, quantitative or financial ROE, such as via quantification of gains in efficiency in the Lean Six Sigma certification programmes.

In these programmes, the training's ROE is calculated using the gains reported by those certified on the Green Belt, Black Belt Lean Six Sigma and Lean Management projects they have completed. The Group identified 35 projects conducted in 2020 for a gain of €58m. In Asia, the high-potential employee development and mentoring programme support teams compared the cost savings on hiring for key positions with the cost of training provided and programme administration.



PROMOTING MOBILITY, A FACTOR IN EMPLOYABILITY AND RETENTION

OVER
20,000 INTERNAL TRANSFERS
OF EMPLOYEES IN 2020

63%
of positions filled internally

15%
of employees change jobs
each year

AVERAGE OF NEARLY
10 YEARS'S SENIORITY
IN THE GROUP

Societe Generale's **mobility policy** is based on 12 principles that apply throughout the Group and include:

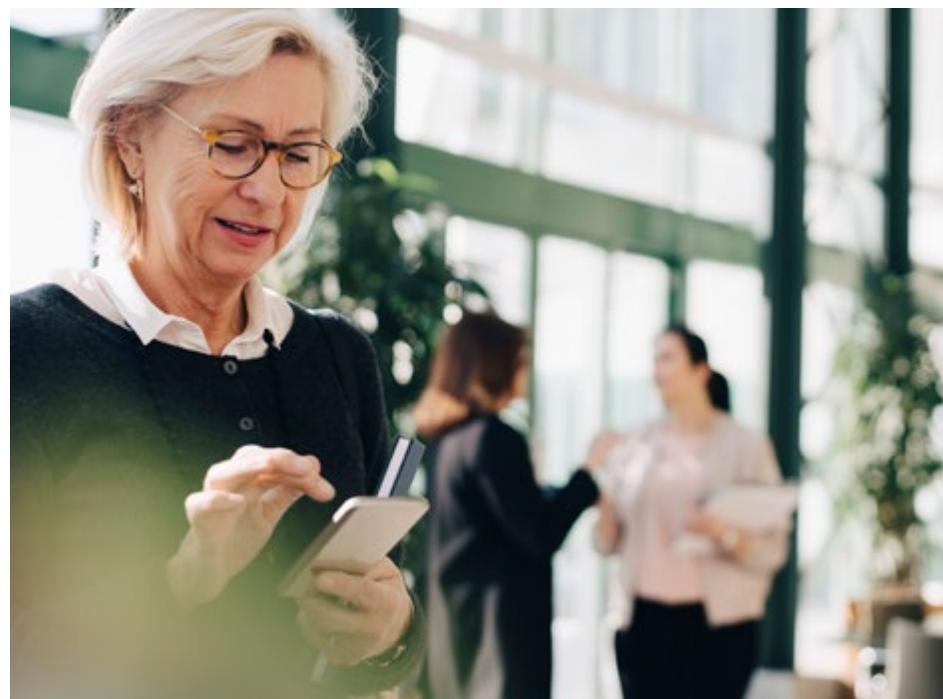
- transparency as regards vacant positions, through systematic posting on the internal job exchange (Job@SG), in entities that use this tool;
- prioritisation of internal employees to fill positions;
- agreement on mobility between employees and their managers;
- and strict adherence to the hiring process defined by the Human Resources Department, so as to avoid any potential risk of corruption, conflict of interest, discrimination or favouritism.

Several systems foster mobility within the Group:

- the "Professions" intranet, which profiles more than 300 professions and can identify bridges between professions and career simulations;
- the ACE tool, which is used by more than 40,000 employees to figure out their employability and career paths (see above);
- internal promotion initiatives, such as continuing professional education courses leading to recognised qualifications (Certificats Intégration Mobilité Bancaire – five-to-eight day courses for new or transferred banking employees, BTS Banque – two-year course leading to a certificate in banking, Bachelor Conseiller Patrimonial Agence – seven-month course for employees wanting to take on a high-net-worth client portfolio, Licence Banque – undergraduate degree in banking, attendance at the Institut Technique de Banque) or training for certification, like the ten-month "Passerell'E" course designed to get promising employees into positions with greater responsibility. In 2020, a total of 405 Societe Generale SA employees in France completed one of these courses or programmes;
- international mobility (over 1,100 positions internationally, as expatriates or with local status);
- temporary assignments with an internal transition management programme. For example, experienced managers from Societe Generale SA in France are offered the chance to join a new internal entity specifically devoted to transition management, to oversee projects lasting 6-18 months in various banking fields.

SPECIFIC CAREER AND SKILLS MANAGEMENT INITIATIVES LAUNCHED IN 2020

- **A proactive mobility approach** has been implemented to meet the skills needs of the BUs and SUs. The Group has changed the principles of internal mobility, allowing an internal search mechanism to be implemented based on a pool of candidates extended to all employees who have held their position for more than four years. The aim of this approach is to encourage direct contact with employees and a more dynamic search for internal candidates. A pilot phase was launched in September 2020 within a defined scope and the Group's ambition is to extend this initiative to all BUs/SUs by adapting the operational framework to each country. Filling of positions will be managed locally.
- **A reskilling process** has been implemented to offer employees training courses leading to a certificate or diploma that will enable them to move into professions that are developing or where candidates are in short supply. A pilot on five professions began in the last quarter of 2020. Some forty people in France are involved in different reskilling programmes related to the positions of auditor, level 2 controller, developer and buyer. These training courses were developed with the business experts (diploma courses delivered by schools or universities combined with existing training courses from the group training catalogue). The objective for 2021 is to include a greater number of employees, by broadening the range of courses beyond the professions already identified, particularly in IT and data.



The aim of these initiatives is to encourage employees to constantly adapt their skills to the rapidly changing environment, while enabling them to access professional opportunities that meet the needs of the BUs/SUs.

They apply to the entire Group (all BUs/SUs, all subsidiaries and branches, all countries). However, the operational framework operating

that defines these guidelines (tools, methods) is adapted to the level of each country, and in particular to the filling of positions, which is managed locally. Through this approach, Societe Generale is acting as a responsible employer by protecting jobs within the Group and developing the employability of its employees in growing businesses.



DEVELOPING ALTERNATIVE WORKING METHODS TO STIMULATE COLLABORATION AND INNOVATION



Various working methods are developed in the Group to promote **more agile operating models** and help employees develop new skills. They are specifically based on:

- experimentation with agile methods (*design thinking* and *lean start-up*, *Scrum*, *Kanban*, *the Test & Learn* method and user experience);
- *Open Innovation*, with more than 450 experimental projects launched with start-ups, in cybersecurity, Big Data, artificial intelligence, IoT and more. *Meetups* and *hackathons* are held regularly in various Group businesses and locations worldwide;

- the rethinking of workspaces to encourage interaction and innovation, using modular premises and digital tools. This has taken place, for example in Algiers, Luxembourg, Hong Kong, London, New York, and in France, at Boursorama's head office and at the eastern Paris real-estate complex Les Dunes;
- *FlexWork*, as adopted widely in the Paris region, as well as at the Societe Generale Global Solutions Center in India;

- direct investment in external innovation ecosystems. Societe Generale co-founded and provided €2 million in funding for a FinTech/InsurTech incubator called "SWAVE", based in La Defense (the Paris business district) and focused on the fields of neo-finance, cybersecurity, artificial intelligence and *machine learning*.

In 2020, the Group acquired Reezocar, a French platform specialising in selling second-hand cars online, and SHINE, a responsible neo-bank.

INTERNAL START UP DAY

The first Internal Start-Up Day was held last September. This virtual networking event allowed the Group's entrepreneurs to meet, exchange ideas and share their ambitions and needs for 2021.

The digital meeting had several objectives:

- To launch a community of founders or managers of start-ups in which Societe Generale is the majority investor;
- To create a forum for participants to discuss issues specific to start-ups;
- To build an activity programme focused on access to a network of internal and external stakeholders to speed up the start-ups' development.

The start-ups present were Forge, Kwiper, LaVilleE+®, Lumo, Moonshot-Internet, Oppens, Peers, Prisma, Shine, and Treezor.

PROMOTING HIGH POTENTIAL EMPLOYEES TO IMPLEMENT THE GROUP'S STRATEGY



The Talent Management policy is common to the entire Group, its various businesses and geographies, and is structured around the Leadership Model. The Talent Management policy aims to identify, develop and retain high-potential employees and future leaders, but also to ensure managerial succession in key positions for the Group by managing and steering succession plans for these positions.

In 2020, faced with the constraints arising from the health crisis, the Group was able to deploy appropriate tools and solutions to continue to identify and develop talent, including:

- A common Group-wide talent management and succession planning tool to facilitate and manage the identification and development of talent as well as to manage all succession plans for key positions. As such, 100% of management positions will be covered by an updated succession plan in 2020.



- A diversified remote talent development support programme: the various Corporate University programmes for high-potential staff, managers and experts were still offered remotely; personalised remote development tools such as 360°, remote coaching and the "leadership development centre" were made available to talent in French and international entities.

- Dedicated tools offered throughout the year to HR employees to maintain the momentum of talent management, including a dedicated distance learning course for HR managers, practical sheets on managing and implementing the policy in times of crisis and distancing.

The various tools implemented enable the Group to monitor and track its achievement against its talent management objectives and commitments, and more specifically in terms of diversity and gender equality (see [Diversity and inclusion report](#)).

The Group has set binding targets to promote women and international profiles. In order to reach the goal of appointing at least 30% women to senior management positions by 2023, 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.**

OTHER PUBLICATIONS

Diversity and Inclusion
Corporate Culture and Ethics
Occupational Health and Safety
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