

CORPORATE CULTURE AND ETHICS PRINCIPLES

Report 2021

**THE FUTURE
IS YOU**  **SOCIÉTÉ
GÉNÉRALE**

CORPORATE CULTURE AND ETHICS PRINCIPLES

Our Corporate Purpose gives us a clear direction to align all our HR goals:

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

Amidst a competitive and fast-changing banking environment, Societe Generale has been working for the past years to strengthen its culture based on its values, its Code of Conduct and its Leadership Model. The Group has established ethical principles and ensures that all employees in the company comply with them.

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KEY FIGURES 2021

20,141 DAYS
devoted to solidarity initiatives by employees

MORE THAN 74,000 EMPLOYEES
trained in the management of inappropriate behaviour

92% OF EMPLOYEES
who took the Code of Conduct training module passed the course¹

100% OF GROUP EMPLOYEES
covered by an agreement on fundamental rights with the international federation of trade unions, UNI Global Union

1. The 2021-2022 Code of Conduct training campaign ends in mid-March 2022 with a distribution target of 131,293 people.



HAVING A PERMANENT STAKE IN THE GROUP'S CULTURE

GIVING SHARED MEANING TO THE CORE VALUES

A FOUNDATION OF SHARED VALUES

The culture of Societe Generale is built on four key values shared by all employees:

- **Team spirit**
- **Innovation**
- **Responsibility**
- **Commitment**

By devoting each of its initiatives to these values, the Group has demonstrated its willingness to build a relationship of trust with its customers and employees thereby nurturing its Purpose, which was unveiled in early 2020.

The Group's goal is to establish a **culture of responsibility** and apply the strictest control and compliance framework in the banking sector. It encourages its employees to act with integrity and in accordance with applicable law in all its activities. To this end, it has defined a **Code of Conduct**.

THE CODE OF CONDUCT

The Code of Conduct applies to all employees and is the basis of Societe Generale's professional ethics. Common to all of its activities and the countries in which it operates, this code describes the standards to be respected and the commitments towards (clients, employees, investors, suppliers, regulator/ supervisors, public/civil society).

It promotes respect for human rights and the environment, the prevention of conflicts of interest and corruption, measures against money laundering and the financing of terrorism, respect for market integrity, data protection, proper conduct with regard to gifts and invitations, and responsible sourcing.

The Code of Conduct goes beyond minimum statutory and regulatory requirements, especially in countries whose laws and regulations do not match the Group's high ethical standards.

THE LEADERSHIP MODEL

The Leadership Model translates the Group's values into four key skills for the three main levels of responsibility within the company (senior executives, managers and employees).

Each key skill is illustrated by observable and assessable behaviour. The expected behaviour for each of these skills is described in the Leadership Model's internal skills guide.

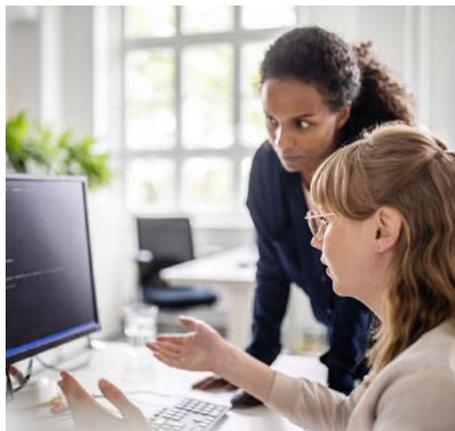
In conjunction with this guide, a selfassessment tool available on the Intranet asks 20 questions through which respondents can see how they rate in relation to the appropriate conduct.

They can then use the development tools provided to improve in the various areas (see [*Declaration of Extra-Financial Performance*](#)).



“Available in the 18 languages spoken within the Group, the Code of Conduct is the cornerstone of professional ethics at Societe Generale.”

INSTALLING A CULTURE BASED ON ETHICS AND COMMUNICATION



How can we develop and support employees in this culture of ethics and communication?

By continuing to mainstream the right to make a mistake and a culture of feedback in our daily business practices while offering new forums for expressing oneself, such as the Speak Up initiative, and managing problematic issues.

SPEAKING UP

Speaking Up is an integral part of the Culture and Conduct approach. It involves openly expressing ideas, opinions or concerns constructively and in good faith with a view to contributing to positive change and creating value for the Group.

It is based on the conviction that everyone has the right to express themselves, especially those who are closest to the field and know their subject well.

SPEAKING UP ACTIONS

The Group conducts activities that are in line with this culture of exchanging views and free expression at several levels, including:

Centrally:

- Workshops were organised from 2017 to 2019 on the code of conduct which allowed employees to talk about their professional dilemmas, which was instrumental to the development of the Culture & Conduct programme.
- A dynamic guide was created for the concerted and collaborative roll-out of Speak Up within the Group. The purpose of this guide is to define what Speak Up is about and to impart some practical ideas about creating the conditions necessary for its development. It will be gradually introduced to different communities to capitalise on the experience of the business lines.
- Managers will be provided with fact sheets from the Manageris library to guide them and give them turnkey advice on creating open-minded leadership conducive to free expression.

By the end of 2021, 86% of employees said they were ready to express themselves with complete confidence to their team members.

The Group encourages Speaking Up because it contributes to the creation of an open, inclusive, positive and healthy culture, fostering the exchange of ideas between employees and managers, irrespective of their years of service and seniority.

Societe Generale is committed to creating an environment in which employees feel safe to express themselves.

Speaking up is a cultural element that fosters a healthy environment where employees can express themselves freely and encourage appropriate behaviours to anticipate and prevent deficiencies and incidents.

At local level:

- Awareness-raising workshops were conducted based on anonymised real-world cases of inappropriate conduct. These workshops fostered discussions on the root causes of a situation and its spillover effects and provided an opportunity to collectively develop a culture of responsibility and discussion within Societe Generale.
- Employees who want to take advantage of discussion and collective expertise were given coaching on how to identify a solution to a problem or a complex situation in complete confidentiality through co-development workshops.
- Many more opportunities for discussion and sharing, such as:
 - “Coffee Corners” allowing employees and managers to exchange views informally on a wide range of topics.
 - Nexco (Next Generation Exco) and Exco Lab initiatives within some entities bringing together a small community of junior employees to reflect on issues of strategic importance that they will have to present regularly to their entity’s EXCO. This is a way to foster discussion by taking a bottom-up approach, giving our junior talent a chance to have an impact on the company while offering them visibility within the Group.

FEEDBACK

Regular feedback helps to create an environment conducive to Speaking Up.

The Group encourages a practice of feedback that adheres to the following principles i.e.:

- based on factual and concrete information that is free of personal bias;
- include positive elements and areas for improvement;
- based on respect for others, listening, transparency and kindness;
- given regularly so that the progress made can be verified;
- confidential and conducted one-on-one, with no third parties present;
- during dialogue or discussion, employees must be able to accept feedback and express their point of view.

As a cornerstone of employee development, managers are trained in the culture of feedback through e-learning and factsheets. Instilling a culture of feedback in the Group also allows employees to become very conscious of their strengths and areas in need of improvement, whether with respect to their technical expertise or their conduct.

Feedback helps to reinforce skills, develop autonomy, stimulate motivation, increase the quality of work and develop the performance of one's activity.

1. Error is separate and distinct from negligence as long as it is unintentional, recognised, not hidden, not repeated and does not affect the fundamental aspects of the job.

PROMOTING THE HIGHEST STANDARDS OF CORPORATE CULTURE AND CONDUCT



GUIDING THE CULTURE AND CONDUCT APPROACH AND PROMOTING ITS ADOPTION AT THE LOCAL LEVEL

In 2016, the Board of Directors approved the launch of a Culture and Conduct programme aimed at **supporting the Group's cultural transformation, ensuring the highest standards of integrity and building a sustainable relationship with its stakeholders built on trust.**

“This approach is all about increasing stakeholders’ trust in the Group.”



Beginning with its launch under the supervision of General Management and the Board of Directors, the Culture & Conduct programme was led by a central project team until December 2020. At the beginning of 2021, the Culture & Conduct approach was made permanent and continues to be a major priority for the Group.

A new central team comprised of members from the Human Resources and Compliance divisions continues to coordinate and guide the effort, including its local anchoring in each business line through a network of Culture & Conduct reporting agents. It is now up to each business line to continue the transformation by integrating Culture and Conduct into their daily activities.

The task of the new central team is to ensure that the necessary mechanisms are successfully deployed to encourage individual and collective behaviour aimed at ensuring that the Group's activities are conducted ethically and responsibly.

KEY INITIATIVES IN 2021

- **The intended governance structure** was implemented for Culture and Conduct-related issues, including the effective transfer of the responsibility for managing the effort to the Compliance and Human Resources divisions. The arrangements for supervising the Business and Service Units were also updated;
- Having the business lines formalise and compile a **Culture and Conduct roadmap**;
- A **website dedicated to the Culture and Conduct community** was launched for the sustainability and management of the community within the Group;
- **Quarterly Culture and Conduct supervisory committees chaired by General Management** were held with two objectives:
 - having the Human Resources Division and the Compliance Division report jointly on cross-company actions/accomplishments;
 - having two Business and Service Units report on their progress toward integrating Culture & Conduct-related themes according to a standardised evaluation chart;
- A **toolbox containing a summary of the best practices used in the Group** was redistributed to all business units via a Culture and Conduct website to strengthen the teams' knowledge on themes related to culture and conduct and a list of contacts to facilitate the sharing of best practices throughout the Group;
- Key contributors in the assessment of conduct risk were provided **additional training** in connection with the annual Risk and Control Self-Assessment exercise aiming at improving each business line's 2021 results;
- **Training, communication and awareness-raising efforts** dedicated to Culture & Conduct led by Human Resources and Communication with the objective of fostering an environment conducive to appropriate behaviours in line with Group values;
- A **complete conduct risk management system** (analysis of the regulatory framework, interpretation of risks, risks assessment – exposure to risk) was introduced.

KEY FIGURES - CULTURE AND CONDUCT AT END-2021



100%

of the BUs/SUs have a Culture and Conduct reporting agent and a Conduct Officer



89%

of employees feel that their immediate supervisors encourage ethical and responsible behaviour



80%

of employees say that their management encourages collaboration between the business lines



92%

of employees validated their knowledge of the Code of Conduct at the end of December 2021 during the 2021-2022 campaign (ending on March 31, 2022), i.e., 88,724 employees¹

1. The 2021-2022 Code of Conduct training campaign ends in mid-March 2022 with a distribution target of 131,293 people.

EMBODYING OUR ETHICAL PRINCIPLES IN KEY HUMAN RESOURCES MANAGEMENT PROCESSES

Societe Generale is extremely vigilant when it comes to compliance with regulations, in-house rules and procedures and the ethical principles governing its activities. In this regard, the Group continues to align the main human resources management processes by applying appropriate disciplinary policies.

A GROUP POLICY ON INAPPROPRIATE BEHAVIOUR IN THE WORKPLACE

Societe Generale is committed to providing all employees with a respectful workplace environment favourable to the development of all. This is why for the past few years, the Group has been actively promoting **measures preventing and combating misconduct at work, and specifically harassment, whether it is psychological or sexual.**

In 2019, a Group policy was implemented aimed at preventing and combating behaviours that run counter to the principles set out in its Code of Conduct by:

- **asserting the Group's values and commitments in that regard;**
- adopting common definitions and providing examples of this type of act;
- encouraging the **implementation of a concrete action plan** through mandatory awareness-raising training sessions for all employees, special training for people likely to be called upon to act against such behaviour and broader preventative and awareness-raising measures;

- reminding employees that a **whistleblowing mechanism** is available to them should they witness or fall victim to such acts;
- reminding employees that the perpetrators of such acts will be subject to disciplinary measures that may entail the termination of their employment contract.

A WHISTLEBLOWING MECHANISM IN PLACE FOR THE ENTIRE GROUP

The whistleblowing mechanism allows reports to be collected relating to suspicions, the existence or occurrence of a manifest violation of an international commitment, a law, or a regulation; risks of violation of human rights, fundamental freedoms, human health and safety or the protection of the environment; conduct or situations running afoul of the Group's Code of Conduct. In particular, an employee who is a victim or who becomes aware of misconduct (suspicion of psychological harassment, sexual harassment, sexist behaviour, etc.) can raise an alert.

The whistleblowing mechanism is available to all employees, outsourcers, part-time workers and service providers with whom a business relationship has been established (subcontractors or suppliers).



In 2021, 74,000 employees in the Group have been trained in the management of inappropriate behaviour.

It is exercised through the various channels available:

- line management;
- the human resources manager;
- the Head of Compliance dedicated;
- local measures (if applicable);
- the Group tool.

In parallel and within this context, the procedure for reporting and addressing misconduct has been strengthened. In particular, it makes provision for **new actors** who may be called upon to intervene alongside HR departments in handling alerts and underscores the possibilities offered to employees to report an inappropriate situation, particularly by using the **Group Whistleblowing tool** (Whistleblowing Centre).

This procedure should allow the veracity of the situations reported to be established within a short period of time and in complete confidentiality while respecting each party's legitimate concerns.

Raising an internal alert is a right and no employee can be sanctioned in any way for initiating an internal alert in good faith. Societe Generale protects whistle-blowers and ensures that their identity is kept strictly confidential throughout the Group and where local legislation permits.

Exercising the right to whistleblow must comply with the Group's rules and the provisions of local legislation, specifically with regard to professional secrecy and the protection of personal data and is intended to complement the bank's statutory obligation to report all operational incidents and other deficiencies.

The Group's Code of Conduct reflects these guidelines for exercising the right to whistleblow.

In total, for 2021, 122 admissible alerts were reported in the whistleblowing management tool (80 in 2020), of which 75% related to HR issues (60% in 2020).

“Societe Generale protects whistle-blowers”



NEW HR WHISTLEBLOWING TOOL

To address the subject of HR whistleblowing outside the Group whistleblowing channel, a tool has been developed and implemented worldwide.

This tool allows local HR managers to report quantitative data on whistleblowing within their remit to a central team, including the type of report and how it was handled.

A COMPREHENSIVE POLICY ON DISCIPLINARY MATTERS

Published in 2019, the Group's policy on disciplinary matters is meant to frame the use of disciplinary authority in accordance with the guiding principles shared throughout the Group and to ensure respect for rules governing fairness, the transparency of the system and the right to make a mistake.

To this end, it includes:

- the formalization of the principles and best practices in terms of sanctions (right to make a mistake, non-tolerance of misconduct, sanction decisions taken collectively and proportionate to the seriousness of the misconduct, ultimate responsibility of the manager in applying the principles and sanction decisions, follow-up on sanctions);

- the distinction between a mistake and negligence by providing a definition of these two terms;
- bi-annual reporting for the entire Group, to provide General Management (in particular) with an overview of disciplinary actions;
- the possibility for employees to report any disciplinary abuses of which they may be aware, whether directly or indirectly.

In 2021, 686 sanctions were recorded (compared to 594 in 2020), including 222 major sanctions (Level 2 and 3) and 464 minor sanctions (Level 1).

Of total sanctions:

- **9% were linked to cases of inappropriate behaviour, including harassment;**
- **13% to data leakage;**
- **60% to non-compliance with procedures or instructions.**



STANDING UP FOR BASIC RIGHTS AND FREEDOM OF ASSOCIATION

RESPECTING FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Societe Generale pursues its growth strategy in compliance with the values and principles set out in:

- the Universal Declaration of Human Rights and its additional commitments;
- the fundamental conventions of the International Labour Organisation (ILO);
- the UNESCO World Heritage Convention;
- the OECD¹ (Organisation for Economic Co-operation and Development) Guidelines for Multinational Enterprises;
- the United Nations Guiding Principles on Business and Human Rights (see the *Duty of Care Plan*).

AN AGREEMENT WITH UNI GLOBAL UNION

In terms of social dialogue, the Group has demonstrated its commitment, particularly through a **global framework agreement** on fundamental rights, renewed in February 2019, with the international trade union federation UNI Global Union² covering 100% of the Group's workforce.

In line with the 2015 agreement on fundamental freedoms and the right to organise, this new agreement includes additional commitments on:

- The fight against discrimination and the development of diversity in all Human Resources management processes (a subject already introduced in the initial agreement);
- maintaining a working environment conducive to health, safety and satisfying working conditions for all employees;
- preventing and identifying the risks of non-compliance with fundamental human rights in connection with the implementation of the Duty of Care Plan (see the *Duty of Care Plan*);
- strengthening management's key role in upholding the Group's Code of Conduct and Leadership Model.

The agreement takes the form of regular discussions with UNI Global Union on the implementation of these commitments and a yearly follow-up meeting that brings together the representatives of UNI Global Union and the Corporate Social Responsibility Department (CSR), Human Resources and the Group's trade union representatives. Several meetings were held in 2021, most recently in November 2021.



Several local collective agreements have been signed with employee representative bodies.

In 2021, 157 local agreements were signed within the bank, covering 62% of the Group's workforce (vs. 161 agreements in 2020). These agreements cover compensation, employee benefits, working conditions, social dialogue practices and gender equality in the workplace. 27 agreements focused specifically on health and safety.

Always concerned about the quality of social dialogue and respect for the right to collective bargaining, the Group has made specific resources available to the representative trade union organisations ("OSR") to stay in touch with employees.

Societe Generale SA in France provides employees with resources to encourage dialogue, including:

- distributing leaflets to employees;
- sending out informational materials to employees by interoffice mail;
- bulletin boards in the workplace for trade union messages;
- a website for each workforce representative accessible on the company Intranet ;
- trade union briefings with employees during working hours with no loss of wages for the employee;
- the possibility for employees to subscribe to a representative trade union organisation mailing list to receive trade union messages in their business or personal mailbox.

1. Societe Generale reaffirms its adherence to the OECD Guidelines for Multinational Enterprises and its commitment to comply with all labour laws, collective bargaining agreements, regulations on safety and security at the national level and applicable laws and internationally recognised human rights in every market where Societe Generale operates.

2. This agreement lays down a framework and is not designed to substitute existing national legislation and/or a national collective bargaining agreement and/or a works agreement that might be subsequently negotiated if they are more favourable.



“In February 2019, Societe Generale renewed its agreement with the trade union federation UNI Global Union on fundamental rights covering 100% of the Group’s workforce.”

Workforce representation in the Group is organised as follows:

- **a European Works Council (EWC).** EWCs are bodies for relaying information, discussing and exchanging views on economic, financial and social matters of strategic importance that are of a transnational nature (i.e. concerning at least two countries of the European Economic Area);
- **a Central Economic and Social Committee (CESC):** The CESC is responsible for decisions taken at the corporate level at Societe Generale SA in France.

In particular, it has the function of:

- ensuring that the collective voice of employees can be expressed, allowing their interests in decisions relating to the development of the company’s economic and financial situation, the organisation of work and occupational training to be taken into account;
- contributing to the protection of the health and safety of employees and the improvement of their working conditions;
- **Business and Social Works Councils (BSWC):** at the corporate level at Societe Generale SA in France, these councils are responsible for:
 - ensuring that the collective voice of employees can be expressed, allowing their interests in decisions relating to the development of the company’s economic and financial situation, the organisation of work and occupational training to be taken into account;
 - contributing to the protection of the health and safety of employees and the improvement of their working conditions;
 - relaying the collective or individual complaints of employees to the employer.

MAINTAINING A FAVOURABLE SOCIAL CLIMATE

The Group strives to maintain a favourable social climate with, in particular:

- **The implementation of dialogue and consultation bodies, in addition to its legal framework, to address the corporate strategy in place since 2013.** In 2021, union leaders were given visibility on the strategic and economic directions of the Company and the business lines through:
 - 3 meetings with the Chief Executive Officer or his representatives during the European Group Works Council;
 - 2 specific meetings with the Chief Executive Officer presenting Societe Generale’s new governance and strategic directions;
 - 5 meetings of the forum for dialogue and consultation, attended by members of General Management, to discuss strategy and the basis for any projects under consideration;
 - 6 meetings with the Chief Executive Officer or his representatives during the plenary sessions of the Central Economic and Social Committee;
 - 3 meetings of the professions observatory on the progress of Strategic Workforce Planning (“SWP”) for the different functions. See the *Professions and Skills* report.
- **Continuing a constructive dialogue on 23 negotiated agreements, including:**
 - Working remotely;
 - The reorganisation and adaptation of the number of employees in Securities Services, Global Markets and certain Central Departments;
 - The conditions under which Crédit du Nord group employees will be integrated into Societe Generale;
 - Compensation and working conditions (Wage Agreement 2022 – annual negotiations required);
 - Profit-sharing and incentives for 2021-2023;
 - The regulation of the Company Savings Plan (2022-2024);
 - Exceptional additional profit sharing for the 2020 and 2021 financial years;
 - The change in the Valmy Supplementary Pension Plan;
 - On-the-job training;
 - Gender equality;
 - Social protection.

The agreements on how the bodies operate and how social dialogue will be organised and conducted are conducive to fluid, quality dialogue and contribute to the economic performance of the company. The agreements establishing the Economic and Social Committees are intended to implement the organisational reform of the company’s social and economic dialogue.

MOBILISING FOR POSITIVE CHANGES IN SOCIETY





The Foundation has an annual budget of €7m for its activities.

SOLIDARITY AND MUSIC, RECOGNISED DUAL EXPERTISE

In 2021, Societe Generale decided to combine its solidarity and music sponsorship programmes under a single corporate foundation: Societe Generale The Future is You Foundation.

By uniting the fields of solidarity and music under one roof and building bridges between them, Societe Generale has given fresh impetus to its sponsorship commitments and motivated its employees to make a positive contribution alongside its partners in the world of solidarity and music to a better and more sustainable future. The new foundation will build on this dual expertise to:

- **Support educational and vocational integration programmes**

In 2021, 67 projects, ranging from the fight against dropping out of school to training on how to be a web developer right out of college, received support.

The Societe Generale The Future is You Foundation continues its support for educational programmes, particularly through music and sport. Our bank continues to help socially disadvantaged young people to obtain work, giving them the key elements for employability to help them with their vocational integration.

- **Disseminating and promoting classical music in France**

The Societe Generale The Future is You Foundation also maintains its historic role as a key player in the dissemination and promotion of music in France by supporting young musicians as they pursue their career paths through scholarships and lending musical instruments. It also supports a number of orchestras and ensembles with its willingness to open up musical heritage to new audiences in every region. The Societe Generale The Future is You Foundation continues to provide support dedicated to the diversity of those involved in classical music.

HELPING YOUNG PEOPLE THROUGH THE NEW SOCIETE GENERALE THE FUTURE IS YOU FOUNDATION

A STRENGTHENED EFFORT TO HELP YOUNG PEOPLE BUILD A FUTURE

By supporting educational programmes geared towards young people, particularly through music or sport, the Group hopes to help them develop the know-how and the soft skills they need to fully integrate into society.

The Foundation is a partner to associations that help youth get their careers off the ground by giving them access to initiatives or firms providing jobs for the unemployed, encouraging them to reach an entrepreneurship goal, and enrolling in mentoring programmes that lower the barriers to entry into the labour force.



A COMMITMENT CENTRED ON FRANCE AND AFRICA

The Societe Generale The Future is You Foundation supports projects with a positive and sustainable impact in the countries where the Group does business, **mainly in France and on the African continent.**

With branches in 19 African countries, Societe Generale has made the development of the African continent one of its priorities. Promoting the education of young children, making vocational integration possible or promoting social innovation, particularly by encouraging women to venture into entrepreneurship, are all objectives that the Societe Generale The Future is You Foundation is pursuing in Africa. Since the launch of an Africa Programme in 2018, 61 projects have been awarded grants totalling more than €3m.

In 2021, in line with its international development strategy and in collaboration with local teams, the Group further strengthened its Africa Programme. It has allocated nearly €950,000 to non-profit projects focused on education and vocational integration in ten countries in Africa.



SUPPORTING EMPLOYEE INVOLVEMENT IN SOLIDARITY INITIATIVES

PROMOTING SKILLS-BASED SPONSORSHIP:

Societe Generale offers its employees the opportunity to support the Group's partner organisations in France and worldwide through skills sponsorship programmes.

These programmes, in which employees can participate during working hours, drive social action that extends the Bank's efforts and have a positive and long-term impact in countries.

They are also powerful drivers of engagement with the Bank's core values and its social responsibility, enhancing its employer brand and consolidating internal cohesion by fostering ties between employees.

The commitment of employees thus creates a pool of skills that can be mobilised and allows structures to access human support and acquire new know-how to consolidate or develop their activity.

Employees develop their skills, get involved in a cause of general interest and concretely express their desire to provide solutions to societal issues thanks to their background and experience.

Financial education, mentoring, pro bono days, volunteering, and senior part-time are some of the solidarity initiatives in which employees can put their experience and expertise to good use in a community environment outside the workplace.

In France, the Foundation has a dedicated employee involvement platform on which partnering associations can express their skills needs, with the corresponding assignments being offered to employees.

In 2021, over 12,000 of the Group's employees participated in one of these initiatives proposed by the company during working hours.





Between 2020 and 2021 and in spite of the health crisis, about 400 employees volunteered as mentors to partner associations of the Societe Generale The Future is You Foundation.

DIVERSE AND VARIED INITIATIVES DEDICATED TO SOCIETY

To allow each employee to get involved in community projects during working hours, the Foundation offers a wide variety of engagement formats. Whether it is sharing skills, following the academic or vocational path of a disadvantaged individual, helping an association to meet an immediate need or participating in major collective solidarity events organised by the Group, everyone can contribute as they wish and based on the time they have.

Mentoring Programmes

For periods of six months to one year, for a few hours a month, employees can coach a person by sharing their experiences and their views as outsiders, and guide mentees through their education curriculum or during their first steps toward employment. In 2021, the #FiersDetreMentors programme contributed to the engagement of many employees through support by several mentoring schemes, including:

- **Mentoring initiatives** within partnering associations, such as Article 1, Proximité, NQT and Kodiko. This involved helping a young female high school student from a disadvantaged neighbourhood determine her career objectives, a young graduate struggling to successfully enter the labour market, and a refugee to successfully integrate into French society through work;
- **My Job Glasses** a platform for connecting students and professionals. Employee mentors provide advice, introduce different professions, open up future opportunities for those mentees who can better define the direction they want to go in, decide on their career path, and develop a useful network for future access to the labour market.

Annual solidarity events

Every year for the past 10 years, in every location where it does business, the Group has organised solidarity events. Although the formats differ according to the year and the country, the guiding idea remains the same: highlighting employees' commitment and the initiatives of the partnering associations of the Foundation or the Group. In 2021, employees mobilised on behalf of youth through the Move For Youth Challenge: an international connected sports-themed challenge benefiting local and international associations working at the grassroots level to promote education and the vocational integration of young people.

In all, nearly **10,000 employees in over 50 countries** ran one million kilometres, which were converted into donations to provide concrete support to more than 34 associations.

Solidarity Day

At the request of an engaged manager or co-worker, employees can team up and mobilise to help a partner association of the Foundation meet a logistical, event-driven or ad hoc need for a day. For example, employees can join a team to repaint or renovate emergency accommodation centres with Aurore, repair toys with Rejoué, or sort clothing collected during donation campaigns with Cravate Solidaire.



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