

PROFESSIONS AND SKILLS

Report 2021

**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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KEY FIGURES 2021

63,500 EMPLOYEES
have access to a skills management tool

88% OF EMPLOYEES
have taken at least one training course

NEARLY
25,000
NEW HIRES
in the Group

OVER
10,000
STUDENTS
welcomed

OVER
19,000
INTERNAL TRANSFERS

RESPONSIBLY MANAGING RESTRUCTURING PLANS





MAINTAIN A QUALITY SOCIAL DIALOGUE

In 2021, the Group reaffirmed its determination to continue to overhaul its business units and functions in order to lastingly improve its commercial and financial competitiveness in a deteriorated, uncertain economic environment.

As such, the Group has carried out several projects to adjust its organisation in line with its commitments as a responsible employer.

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 2021, the Professions Observatory met three times.

The transformation plans for 2021 (see details below) have been submitted to the employee representative bodies for consultation and to the competent authorities for approval.

As a responsible employer, the Group is committed to carrying out these adjustment projects **without any economic layoffs**. Employees affected by the job cuts will benefit from enhanced support measures.

ACT AS A RESPONSIBLE EMPLOYER IN SUPPORTING EMPLOYEES

Societe Generale is committed to maintaining all its commitments as a responsible employer to support each employee affected by the transformation plans.

Support measures include:

- internal mobility: 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.

In 2021 :

- **The transformation of the securities and market activities business lines and certain central departments (risk, compliance, human resources and communications)** resulted in the voluntary departure of 302 employees in 2021, who received assistance in setting up their own businesses or were given training courses leading to a degree.
- These departures were in the framework of the March 2019 agreement on Changing Professions, Skills and Employment.

Furthermore, Societe Generale prioritises internal reclassifications. In addition, Group-funded training and skills assessments were offered to employees affected by this transformation, to help them find new jobs within the Group. Workshops to prevent psycho-social risks were also organised for employees in the affected areas and HR conducted special monitoring of employees affected by the transformation.

- **The project to merge the Crédit du Nord and Societe Generale banners** (VISION 2025) is illustrated by two strong Group commitments:

- To carry out this merger without any forced departures, with priority given to natural departures and internal reclassifications.
- To support employees throughout the project by setting up a major Skills Academy that will enable them to meet the challenges of increasing their skills, through three major pillars:
 - An ambitious business training programme, adapted to the needs of employees;
 - Change management to support the needs of employees as well as all future changes, including organisational and cultural changes, training, tools, processes and product offerings.



- With the support of managers, who will play a key role in the entire change management and skills development process, aided by dedicated teams.

There is a special focus on employee engagement and psychosocial risks (PSRs):

- Events and meetings with General Management were held throughout France to meet with employees and answer their questions, in order to explain the meaning and ambition of this new bank.
- Awareness campaigns have been conducted with HR coordinators and with managers.
- Feedback systems have already been set up over time to measure employees' engagement and feelings.

- **The proposed sale of Societe Generale's asset management activities to Amundi** includes the transfer of all staff dedicated to this activity. As a responsible employer, the group has ensured that the employees join a major market player with an ambitious industrial project. A support system has been put in place to assist all managers and employees during the transition period. It includes group support sessions led by internal and external coaches, digital breakfasts, regular presentations of Amundi's business lines to enable employees to think about what they will be doing in their new environment, communications on the HR implications of the transfer, and a therapy unit where employees can talk with health professionals.

MOBILISING THE POTENTIAL OF EACH EMPLOYEE AND ATTRACTING NEW TALENT

IN 2021

**NEARLY 25,000
NEW HIRES¹**

94% OF EMPLOYEES
have permanent contracts

**3.6 MILLION
VISITS**
to the careers website

**OVER 10,000
STUDENTS**
welcomed

1. 15,290 new hires on permanent contracts
and 9,067 on fixed-term contracts in 2021.



ADAPTING THE GROUP'S HIRING STRATEGY TO THE NEW CHALLENGES

A FAIR HIRING POLICY

Societe Generale's hiring policy

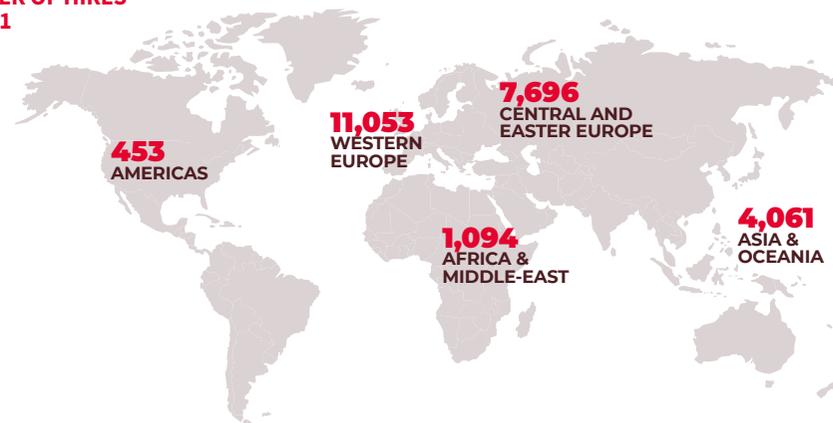
is adapted to the businesses as well as geographic settings of the Group's entities, and fosters a uniform overall hiring process that systematically includes an HR interview to measure how well applicants will espouse the Group's values (see *Corporate Culture and Ethics* report).

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 25,000 people in 2021, in diverse businesses and geographic locations.



NUMBER OF HIRES IN 2021



DEVELOP A RESPONSIBLE EMPLOYER IMAGE TO PROMOTE THE DIVERSITY OF CANDIDATES

The Group aims to create **sustainable appeal** by continuously seeking to promote its identity as a responsible employer through its activities.

The extra-financial agencies scored human capital positively in their ratings of Societe Generale. For example, the group is ranked in the top 1% of global banks on the subject (responsibility towards employees) by Sustainalytics.

Its social performance and good human resources practices are also recognised through external local awards such as, in 2021:

- 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.

- The Group's place in the "Top 10 most committed companies in terms of CSR" and the 2nd-most attractive bank for IT students, according to the Universum 2021 ranking.

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.

A RECRUITMENT STRATEGY ALIGNED WITH THE NEEDS OF CANDIDATES

Societe Generale 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).

The Group continues to constantly improve its recruitment website, the primary area where it interacts with candidates.

The website careers.societegenerale.com lists jobs available at Societe Generale in France and abroad. In 2021, almost 900,000 applications were submitted via the Careers site, which had around 3.6 million visits.

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.

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

STRENGTHEN APPEAL AND THE PROFESSIONAL INTEGRATION OF YOUNG PEOPLE

HELPING YOUNG PEOPLE PLAN THEIR CAREERS

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

In 2021, the Group adjusted its school relations strategy, including:

- **partnerships with target schools and higher education institutions** in nearly 91 Group entities covering 95% of employees. Societe Generale renewed partnerships with its 47 target schools, mainly in France. Various actions (school forums, expert conferences, CV workshops, subject-specific round tables, etc.) are carried out each year in partner schools around the world;
- **speeches focused on four themes related to Digital and CSR:** blockchain/digital currency, responsible finance, responsible digital tech, diversity (in finance and in IT);
- **a community of nearly 270 school ambassadors and 100 mentors,** all Group employees, who are committed to discussing their values, culture, professions, and working conditions with students, as well as answering their questions about their academic careers;
- **in France, funding of teaching programmes and research** by way of four chairs, representing a total yearly investment of €745,000;
- **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.

PROMOTE AND ENHANCE THE APPEAL OF BANKING PROFESSIONS

In 2021, in order to promote the Group's expertise while making young people aware of the new challenges of banking, Societe Generale carried out various internal and external initiatives, including:

The Meet Match & Learn forum

Societe Generale organised its first online forum dedicated to young people. This event allowed them to:

- attend conferences on the Group's opportunities and challenges today (Understanding Responsible Digital Tech, Women Leadership in Finance, Responsible Finance, etc.);
- participate in HR coaching workshops;
- apply for internships, international volunteering (VIE), and permanent job contracts for young graduates;
- request a meeting with certain managers.

The Job (e)-dating series

As a partner in the *1jeune1solution* government initiative, Societe Generale has continued its commitment to the professional future of young people by holding a dozen recruitment events throughout 2021, both virtual and in-person. During these job (e)-dating sessions, candidates were able to discuss with recruiters about the positions available within the Group. On this occasion, some students saw their application lead to a job offer.

Altern'Up Competition

For the third consecutive year, the Group was a partner in the ALTERN'UP inter-company competition organised by FIPA - Fondation Innovations Pour les Apprentissages. The aim of this competition is to promote the entrepreneurial spirit of work-study students by offering them support in their project to create or take over a company. Societe Generale encourages its work-study students to take part in this competition, as it is an opportunity to have rewarding professional exchanges and expand their network (feedback, best practices, future collaborations, business partners, etc.).

Teens in AI France Hackathon

Societe Generale supported and was part of the jury for the first bilingual hackathon open to teenagers to promote diversity and inclusion in the field of artificial intelligence. The theme was "Accessible Education for All". This initiative aims to inspire the next generation of researchers, entrepreneurs and leaders in ethical artificial intelligence.

ADAPTING TO THE ASPIRATIONS OF YOUNG PEOPLE

Each year, the Group invites its interns, work-study students and international volunteers to complete the Happy Trainees survey. This independent, anonymous survey allows students to freely express their views on their experience and expectations within the Group.

87.4% of students recommend Societe Generale Group;

87.3% appreciate the quality of human relations within the Group;

78.6% recognise the quality and exemplary nature of the managerial framework.

This approach allows the Group and all its employees to further integrate and support interns, work-study students and international volunteers, and also enhances Societe Generale's reputation and visibility through their testimonials.

In 2021, for the second straight year, the Group earned **the Happy Trainee label** by ChooseMyCompany for France, World, Europe, Hong Kong and South Korea.

As part of an ongoing effort to improve its strategy for the professional integration of young people, the results of this survey are enabling the Group to develop action plans that meet candidates' aspirations.

In 2021, Societe Generale welcomed more than **10,000 students** in all its entities.

The Group had 326 international volunteers (VIEs) active in 2021, despite the pandemic and closed borders.

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.

PROMOTING MOBILITY, A FACTOR IN EMPLOYABILITY AND RETENTION

OVER

19,000 INTERNAL TRANSFERS OF EMPLOYEES IN 2021

56%

of positions filled internally

14%

of employees change jobs each year

AVERAGE OF NEARLY **11 YEARS'S** SENIORITY IN THE GROUP

Societe Generale Group brings together a wide range of expertise and business sectors and offers many career opportunities to its employees.



The twelve principles on mobility and job filling are shared by all Group entities, including:

- 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 encourage 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 46,000 employees to figure out their employability and career paths (see above);
- internal promotion schemes, such as degree or certification courses in continuing education (Certificats Intégration Mobilité Bancaire, BTS Banque, Bachelor Conseiller Patrimonial Agence, Licence conseiller clientèle expert, Institut Technique de Banque, Mastère Conseiller professionnel, Conseiller financier de clientèle professionnelle, Certificats Investissement & Patrimoine, Expert en conseil patrimonial,

Certificats Négociation d'influence) aimed at supporting employees in positions of greater responsibility. **In 2021, a total of 1,037 Societe Generale SA employees in France completed one of these courses or programmes;**

- international mobility (over 850 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.

Mobility is intended to be a factor in employability and retention.

ADJUST 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).

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.

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.

In 2021, the Group recorded voluntary turnover of 9.4%, mainly due to:

- disparities between its sites, due in particular to the dynamics of employment in certain markets, and mainly to the economic situation in India, Romania and Russia. If the Russian, Romanian and Indian subsidiaries are taken out of the equation, the Group's voluntary turnover was 4.4%;
- a post-COVID catch-up effect.

At the same time, the Group hired nearly 25,000 employees in 2021.



IDENTIFY AND SUPPORT THE TALENTS OF TOMORROW

Talent Management policy

The aim of the Talent Management policy, which is common to all the Group's business lines and geographical areas and is structured around the Leadership Model, is to identify, develop, and retain high-potential employees and future leaders. It also aims to ensure the succession of managers in key positions for the Group by overseeing succession plans for these positions.

In 2021, the Group continued to strengthen its system for identifying, managing, and developing high-potential and future leaders by capitalising on the tools and solutions implemented in 2020 in the context of the pandemic, compatible with a remote-work organisation:

- Regular review of succession plans for the Group's main key positions, with 100% of **management positions covered by an updated succession plan**;
- The continuation of its actions in favour of diversity and gender equality (see *Diversity and Inclusion* report), supporting the objective of **30% women in key Group positions by 2023**;



- The identification and integration of high-potential young talent into the Group-wide tool designed to facilitate and monitor the management and development of all talent;
- Continued support for talent development: the various Corporate University programmes for talent, managers, and experts continued to be offered remotely; Personalised remote development tools such as the 360°, remote coaching, and

the "leadership development centre" have been made available to talent in France and abroad;

- Support for HR players, to sustain the talent management dynamic, including dedicated remote learning courses for HR managers and executives, and practical fact sheets on managing and implementing the talent management policy during a pandemic when distancing is observed.

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 starting in 2022**.

ADAPTING JOBS AND SKILLS TO DEVELOP THE EMPLOYABILITY OF EMPLOYEES

IN 2021

OVER 106,000 EMPLOYEES
have a personalised development plan,
i.e. 92% of people with a permanent contract

88% OF EMPLOYEES
completed at least one training course

AROUND 26 HRS OF TRAINING
per person per year

82 MILLION-EURO BUDGET
for training and education

56% OF TRAINING COURSES
are digital



ENSURE A ROBUST JOB AND SKILLS MANAGEMENT SYSTEM

ADAPTING HR POLICIES TO THE SKILLS NEEDS OF THE BUSINESS LINES CORRESPONDING TO THE GROUP'S STRATEGIC CHALLENGES

To prevent the risks of not having the right skills in the medium and long term, the Group has initiated a qualitative and quantitative Strategic Workforce Planning (SWP) process at the global level.

This approach aims to adapt HR policies, particularly in terms of training and filling positions, to the skill requirements of the business lines corresponding to the Group's strategic challenges. 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.

Deployed in all of the Group's key business lines, it covers 95% of Societe Generale SA's employees in France in those key business lines and is gradually being rolled out in the Group's other locations (Asia, the United States, etc.), to implement an effective strategy for the acquisition of new skills and the appropriate development of existing skills in the Group.

In France, this approach is governed by an employer-employee agreement signed in 2013 and renewed in 2016 and 2019.

This approach is iterative and contributes to a global HR vision. Responsibility for the process is shared between the HR department and BU/SU management. It is also the subject of constant dialogue with the Employee Representative Bodies, with the role of the Professions Observatory being strengthened in 2019.



MAPPING SKILLS AND MAKING EMPLOYEES THE MAIN PLAYERS IN THEIR DEVELOPMENT

To map skills, the Group has opted for an approach based on the principle of self-empowerment, making **the employee the main player in their development and employability**, through tools to report their own skills. In 2021, these tools will be rolled out to nearly half of the group's employees worldwide, i.e. over 64,000 employees.

At the individual level, two skills self-reporting tools are available to employees:

THE ACE TOOL FOR THE GROUP AS A WHOLE

ACE (Appétences, Compétences, Expériences – Inclinations, skills, and experience), launched in 2017, is based on a dynamic skill set and *machine learning*¹. Deployed in 80 Group entities and 30 countries (nearly 46,000 employees), this tool enables:

Employees:

- To access a list of open positions and jobs in the Group's job exchange that match their profile, skills and declared inclinations;
- To identify the professions they can move into, the corresponding skills, the required development and available training;
- To increase their visibility within the Group.

Managers:

- To independently identify and hire the profiles corresponding to the skills they need in the medium to long term.

HR teams:

- To fill available positions;
- To develop the employability of employees to better support them in their careers, particularly in the face of changing business conditions.

MON|DIAG FOR FRENCH RETAIL BANKING BUSINESSES

The MON|DIAG skills diagnostic tool 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 agreement² signed in March 2018, which includes investing approximately €150 million in personal training plans and doubling training hours in the French Retail Banking network.



ESTIMATING THE BENEFITS OF COLLECTIVE MANAGEMENT OF JOBS AND SKILLS

In terms of collective management, the tools deployed make it possible to map the Group's skills, which, when compared with the target identified in the context of SWP, makes it possible to **determine the skills gaps and define the associated HR action plan**.

The work that has already been done has highlighted a number of expected behavioural skills that are evolving and need to be strengthened. In activities such as retail banking, the discussions carried out have led to the co-construction of profiles for the professions of the future and the implementation of individualised training programmes to enhance skills.

In short, the Group's job and skills management system makes it possible to:

- Have a complete map of skills within the Group, in real time, that can be used by managers and HR;
- Make the internal labour market more fluid and transparent;
- Use skills as strategic data in all HR processes such as mobility, training, etc.;
- Help the employee in their professional development by offering personalised HR services (offering career development ideas, identifying the skills to be developed and the training available, etc.).

This distinctive approach to job and skills management has been recognised outside the company. **In 2021, the ACE tool won the Digital HR Awards** in the Ambition category at the first edition of this event organised by Losam Agency and Deloitte.

The Digital HR Awards rewarded the best feedback on the digitalisation of the HR function among 150 HR managers.

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

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



CONSOLIDATE THE GROUP'S TRAINING OPTIONS, IN LINE WITH THE KEY SKILLS OF TOMORROW

A DIVERSIFIED TRAINING POLICY

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

- supporting employees in the Group's transformations, particularly in the context of skills development and/or changing professions;
- 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.

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 2021, 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.

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.

In all, Group employees completed 3.7 million hours of training in 2021, an average of nearly 26 hours per person. As such, 88% of Group employees completed at least one training course during the year (vs. 85% in 2020).



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 15 projects conducted in 2021 for a gain of €2.1m. 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.

A WILLINGNESS TO RAISE AWARENESS AND PROVIDE TRAINING ON DIGITAL ISSUES

For several years now, the Group has been engaged in a profound digital transformation, while at the same time deploying a strategy of supporting its employees in order to rethink and transform its models in depth.

As part of its digital transformation, the Group has set up **a skills development centre to support the development of transformational and IT professions.**

This academy offers a complete range of training courses for Group employees in the following areas of expertise: Agile, Architecture, Data, IT Development, Infra, Project Process, IT CSR, Security.

The Group also held **a digital event (Techweek)** for all its employees worldwide to enable them to increase their knowledge of digital technology and illustrate the transformation of the Group's business lines to serve its customers. The opportunity to discover the Group's technological advances and to understand how they serve their daily lives and those of their customers.

Employees were able to enjoy a unique experience in a virtual 3D space, and through a gamification system, accessible in all geographies, with six subject-specific pavilions corresponding to the major axes of the Group's IT strategy: data, platform, security, CSR, cloud, efficiency.

This platform offered 17 seminars, master classes and workshops on digital trends, as well as more than 30 notable demonstrations of technological solutions developed by Societe Generale.

In total, more than **22,000 employees in 53 countries** participated in Societe Generale Techweek.

KEY FIGURES 2021

5,000 employees trained in digital issues in 25 countries

1,000 training sessions conducted by employees on the 15 references in the Agile domain catalogue

64% of IT employees are mature in agile practices

A SPECIFIC CSR TRAINING PLAN

The dedicated CSR training programme for all employees, launched in mid-2020 by the CSR Department and the Human Resources Department, has been widely deployed in the BUs/SUs and countries. It is built on four pillars:

1. Developing a common cross-business CSR culture:

- The digital training options available to all employees have been enhanced with new modules and are structured around the themes of **climate change and biodiversity, digital responsibility, and ESG analysis**. There are about thirty modules, some of which can earn certification for the learner.
- The Group has deployed "**Fresques du climat**" to more than **2,000 employees** in France and abroad. These training sessions were conducted by in-house employees trained to lead these collective intelligence workshops, which help to better understand the consequences of climate change.
- **Each new hire** to the Group will be offered an e-learning programme, "**Bank in a nutshell**", which includes an initial introduction to the CSR challenges facing banks.
- French retail banking has designed and distributed **a specific module on Societe Generale's CSR strategy**.



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

- The e-learning course on "awareness of environmental and social risks" was designed in 2020 and enables targeted audiences to be trained in the implementation of the CSR normative framework and, particularly, in the consideration of environmental and social (E&S) risks in the Group's activities. This module, translated into nine languages, has been widely distributed in BUs/SUs to more than 40,000 employees in 2021.

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

- The training programme focused on the challenges of energy transition, designed and distributed in 2020 to some of the commercial functions of the Global Banking and Investor Solutions division, has been turned into a Group programme and deployed very widely. The recordings of the live seminars have also been made available to all Group employees. Overall, approximately 10,000 people from 12 BUs/SUs have benefited from this programme.

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

- An initial inventory of all the CSR expertise modules available in the BUs/SUs and countries was carried out in 2021 in order to give as many people as possible access to them. In addition, projects to digitalise training courses were carried out in 2021, in particular with the Risk Department, with the aim of capturing and disseminating the expertise of Group experts.

PROPOSE SPECIFIC INITIATIVES TO DEVELOP THE EMPLOYABILITY OF EMPLOYEES

A PROACTIVE MOBILITY APPROACH

In 2021, the Group completed its internal mobility programme to encourage employees to consistently adapt their skills to the rapid changes in their environment and to enable them to access motivating professional opportunities while meeting the needs of the BUs/SUs.

From now on, every Central Services employee can apply for internally published jobs and also be approached by a hiring manager to be offered an internal opportunity.

Employees' skills are matched with those sought by managers thanks to the ACE skills self-reporting platform, which enables hiring managers to quickly identify employees whose profile meets their needs.

After a pilot phase in 2020, and a roll-out to Central Services in 2021, the Group aims to extend this initiative across the Group.

A RESKILLING PROGRAMME

This programme, initiated by the Group in 2020 and developed with business experts, **aims to offer employees the opportunity to reorient themselves professionally within the Group and transfer to growth-oriented or hard-to-fill jobs, thanks to a massive training programme that will enable them to bridge the skills gap in about six months.**

The courses take a work-study format and combine apprenticeship within the teams with professional training, most often leading to a certificate or diploma, either from the Group's training catalogue or tailor-made by recognised academic partners (schools, universities, professional associations, training organisations, etc.).

The reskilling programme makes it possible to:

- Participate in the adjustment of skills in a context of the post-Covid digital revolution;
- Manage costs by protecting internal employment;
- Develop the employability of our employees through massive training.



In 2021, **149 employees were involved in 19 different reskilling programmes** (compared to about 40 employees reskilled in four programmes in 2020).

- Programmes included IT profession cohorts, with sessions specifically dedicated to women, auditing, project analysts and process experts;
- The success rate for the various certificates and diplomas is over 90%;
- 96% of these employees changed jobs or roles with a job code that matched the training they took;
- 20% of the employees who joined the programmes in 2021 were on opportunity mobility (choice to move to a new position after more than four years); it was the group's reskilling programmes that led them to change jobs.

New career paths (Risk, Devops, Product Owner Data AI, Buyer, CSR, etc.) are underway or being studied for 2022, in line with the aspirations of employees and the Group's skills needs.

As a responsible employer, Societe Generale gives managers the opportunity to fill their positions differently by choosing employees who join the position through reskilling. Managers thus become active in Strategic Workforce Planning.

The reskilling initiative is therefore helping to adjust the skills needed in the context of the digital revolution and pandemic management, and to promote diversity.



DEVELOPING ALTERNATIVE WORKING METHODS TO STIMULATE COLLABORATION AND INNOVATION

IMPLEMENT NEW WORKING METHODS

The Covid-19 pandemic has strengthened the aspirations of some of the Group's employees to access new ways of working, with the **lasting introduction of a "hybrid" form of work** (involving both on-site presence and telecommuting). To this end, the Group has signed a telework agreement with the trade unions (see *Occupational Health and Safety* report) and deployed a transformation programme in the central buildings in the Greater Paris region, co-supervised by the Employee Relations Division and the Group Real Estate Division.

With this programme, and in order to offer a quality work environment in line with needs, the Group's Real Estate Division aims **to adapt workspaces to new uses while streamlining the Group's real estate footprint**. The new layout aims to strengthen collaboration, user-friendliness and concentration, and to facilitate on-site and remote exchanges by offering new dynamic collaborative spaces, "silent" zones, coworking spaces and collaborative centres.

In addition, in order to help organise an efficient hybrid work environment, the Group's Real Estate Division has provided its occupants with a tool that facilitates the management of days spent on site, ensures that employees have a workstation available when they come to the site, and facilitates exchanges and teamwork.



To support this transformation, a **change management programme** including multiple forms of support (user guides, motion design, workshops, accommodation and communication guidelines) will help employees learn this new ecosystem.

The Group encourages and supports international entities that wish to engage in similar programmes.

At the same time, several entities have already been rethinking their 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 the Boursorama head office and at the Paris-area real-estate complex Les Dunes.

DISSEMINATE MORE AGILE OPERATING MODELS

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 startups, in cybersecurity, Big Data, artificial intelligence, IoT and more. Meetups and hackathons are held regularly in various Group businesses and locations worldwide;
- 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.



ENCOURAGE AND PROMOTE ENTREPRENEURSHIP AND INNOVATION

Innovation is one of the Group's values in serving its customers and employees. True to its entrepreneurial spirit, the Group is transforming its working methods and is continually seeking to innovate by cultivating sharing, experimentation and disruptive thinking and by engaging its employees.

INTERNAL STARTUP CALL PROGRAMME

The Internal Startup Call is an intrapreneurship programme, launched in 2017 and open to all Group employees worldwide, with the aim of incubating intrapreneurial projects. The objective of this programme is to elicit innovative and disruptive ideas, accelerate the Group's transformation, and engage employees and managers in meaningful projects.

Since 2017, more than **15,000 employees** have submitted their ideas, **60 projects** from France and elsewhere have been selected, and several of them have turned into start-ups:

- five start-ups have received investment from Societe Generale Ventures, becoming fully-owned Group subsidiaries: Forge, Prisma, Kwiper, LaVilleE+, Oppens;
- Five start-ups have been integrated into the Business Units (BUs) and Service Units (SUs) in the form of a new offer: Executive Task Force, Midas, YKY, Social Impact Solution, Tradematch;
- Six start-ups have launched externally: pAid Analytix, Awkn, Handsome, Divers-IT, Linkset, Theolex.

INTERNAL COMPETITIONS TO PROMOTE INNOVATION, SUCH AS:

The Innovation Award

Organised by the Resources and Innovation Division, the Innovation Award is a competition held each year with the aim of generating innovative solutions/approaches to the main challenges of its business partners.

Participants are asked to submit innovative ideas around proposed themes via the SG Markets innovation¹ platform. All of the division's employees can compete for the award, individually or as a team. Winners receive expert support to launch their innovation journey.

The inter-ISD (Information Systems Divisions) challenge

In 2021, as part of the IT sector's "INNO by IT" programme, the best cross-cutting IT innovations of the year were recognised: Four projects were recognised, according to the following selection criteria: business impact, new technology, usability across different divisions, potential for replication, and disruptiveness. The winning innovations will receive internal sponsorship and strong support for their implementation.

Internal environmental efficiency award to encourage change

The 8th edition of the Internal Environmental Efficiency Award recognises the best initiatives launched by employees in the areas of real estate, IT, paper, transportation and waste management. Based on an original internal carbon tax system, this award aims to reduce Societe Generale Group's carbon footprint. As proof of the enthusiasm of employees, nearly 200 applications were submitted in 23 countries, responding to a twofold incentive: reducing the Group's carbon emissions by 2030, while ensuring financial savings over the long term. In total, the 68 eligible initiatives prevented nearly 22,000 tons of CO2 (equivalent to the emissions of nearly 1,800 French households in one year) and generated €17.8m in savings.

1. SG Markets Innovation is a collaborative open platform for everyone to propose and support innovative ideas. This service allows employees to find the resources and identify the experts needed to carry out their project, and to exchange ideas, problems, needs and challenges in order to participate in the transformation of Societe Generale.

OTHER PUBLICATIONS

Diversity and Inclusion
Corporate Culture and Ethics
Occupational Health and Safety
Performance and Compensation

AVAILABLE AT

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