

DIVERSITY AND INCLUSION

Report 2021

**THE FUTURE
IS YOU**



**SOCIÉTÉ
GÉNÉRALE**

DIVERSITY AND INCLUSION

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

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

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

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

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KEY FIGURES 2021

43%
WOMEN
in management
positions

26%
WOMEN
on the
Management
Committee

27%
**NON-FRENCH
NATIONALS**
on the Management
Committee

141
**DIFFERENT
NATIONALITIES,**
working in 66 countries

86/100
POINTS Gender
Equality
Index score

123 ENTITIES
(98% of the Group’s workforce)
have policies or implement
measures promoting gender
equality

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

The average
age of
employees is
39
YEARS OLD

2,597
EMPLOYEES
have disabilities

CREATING A WORK ENVIRONMENT CONDUCTIVE TO INCLUSION



DIVERSITY AND INCLUSION AT EVERY LEVEL OF THE ORGANISATION



Diony Lebot, Deputy CEO
(Diversity and Inclusion
sponsor)

Diversity is the norm in the Group, with more than **131,000 employees** representing **141 different nationalities** working in **66 countries**, and **57% of the workforce** employed outside France.

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

"I will continue to work tirelessly to create a diverse and inclusive work environment where everyone feels respected and can thrive, because diversity is a strength that boosts performance. And because I will never allow people to be discriminated against for who they are."

IN THE GROUP

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

To steer and accelerate the deployment of its actions, in 2021 the Group set up a Diversity and Inclusion Board (D&I Board), made up of members of the Management Committees of its Business Units and Services Units (BUs/SUs), with the task of defining the Group's ambition and guidelines in terms of diversity and inclusion, as well as the annual (or multi-year) priorities.



AT THE BUSINESS UNIT LEVEL

Within the Group, developing **an equitable and inclusive work environment** is a managerial priority that is shared and measured in all business units at all levels of the organisation. Each Group entity is responsible for implementing the Group's policy and ambitions on an operational level, in compliance with local regulations.

AT THE EMPLOYEE LEVEL

The Group has set up awareness-raising initiatives for all its employees so that each individual within the organisation becomes aware of the challenges of diversity and inclusion, and of the impact of biases and stereotypes, and becomes an active driver of inclusion, both as an individual and as a team member.

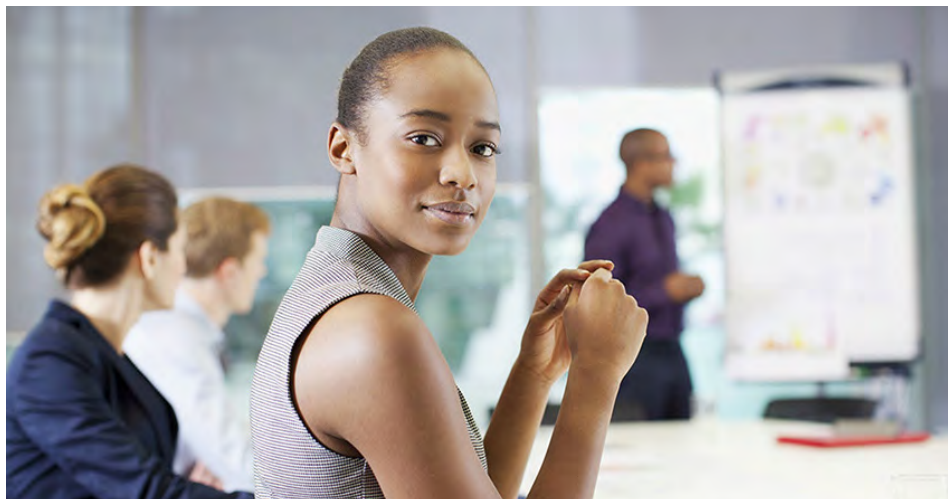
In addition, the Group gives each employee the opportunity to express their own views and take action on the subject.

The inclusion of questions on diversity and inclusion in the Employee Survey makes it possible to measure employees' feelings and to implement targeted actions to make the environment more inclusive.

In 2021, 72% of employees believed that the Group is doing enough to promote gender equality (compared with 65% in 2020).

This indicator is increasing worldwide.

STRONG GROUP COMMITMENTS TO DIVERSITY



STRONGER GROUP COMMITMENTS

In 2021, the Group substantially strengthened its commitments by:

- signing three charters in favour of gender diversity (detailed on page 15);
- signing l'Autre Cercle's charter for LGBT+ inclusion;
- signing the new Parenthood in Business charter;
- participating in the first Diversity Survey of the Club 21^e Siècle, measuring the socio-cultural diversity of the management bodies of major French companies.

These commitments complement those made in recent years, such as:

- signing the Women's Empowerment Principles in 2016;
- signing the International Labour Organization's Business and Disability Network Charter in 2016;
- supporting the UN's LGBT+ Anti-Discrimination Guidelines in 2018;
- renewing the global agreement on fundamental rights, with UNI Global Union, in 2019. Collective bargaining agreements signed with trade unions in France:
 - the 2020-2022 Three-Year Agreement promoting jobs and labour market participation by persons with disabilities;
 - the agreement on gender equality in the workplace.
- the Diversity Charter signed in 2004 alongside 40 other large corporations, in which Societe Generale SA in France made the commitment to reflect the diversity of French society in its workforce. The goal of this charter, drafted by a group of corporate executives, is to promote pluralism and respectful attitudes toward those who are different, fight against discrimination and promote diversity at every stage of the human resources management process.

Besides the commitments made at Group level in favour of diversity and inclusion, **2021 also saw a number of local initiatives** including:

- solidify governance within **AFMO's entities** (Africa, Mediterranean Basin and Overseas):
 - signing the Diversity and Inclusion Charter,
 - appointing a Diversity and Inclusion Coordinator,
 - creating a Diversity and Inclusion Committee at the level of Business Units,
 - creating Diversity and Inclusion Committees in every subsidiary, which deploy local initiatives.
- promoting female candidates in talent development programs in the **Asia-Pacific region**;
- always proposing a female candidate in the hiring process at **SG Stockholm**;
- the requirement to conduct an annual audit of the gender pay gap at **SG Madrid**.

AMBITIOUS OBJECTIVES FOR 2023

The Group has set binding targets. By 2023, the Group's management bodies must include at least 30% women, while ensuring that this goal is met both in the business lines and functions.

This objective demonstrates the Group's determination to accelerate the momentum, particularly in terms of gender equity.

It is being applied in particular at several levels within the Group's management bodies and senior management: in the **Strategy Committee**, which includes General Management and the heads of the Business Units and Services Units (approximately 30 executives at the Executive Committee level), in the **Management Committee** (approximately 60 executives), and among the **Group's 160 principal executives** (known as "key positions").

In addition, a **proactive policy is being implemented to increase the representation of international profiles in the governing bodies**, and more broadly to create an inclusive environment at all levels of the organisation.

AN ACTION PLAN TO MEET COMMITMENTS

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

- A strengthened talent management strategy that focuses on supporting the career paths and professional development of women and international profiles with very high potential;
- Awareness-raising courses in 2021 on bias and stereotypes available to all employees, and mandatory for the executives of today and tomorrow;
- Increasing collegiality in the appointment of senior executives in order to encourage diversity in management positions;
- The evaluation of each member of the Management Committee on diversity objectives.



MONITORING AT THE ORGANISATION'S TOP LEVEL

The Board of Directors is committed to accurately monitoring the achievements and results of the Bank's diversity policy on a routine basis.

This monitoring covers the representation of women and international profiles in the pools from which high-potential, future executives and "Key Group Positions" are drawn.

In the written succession plans, participation of women and international profiles in specific development programmes, monitoring of their professional development and of any salary gaps, and visibility of certain profiles in the Bank's management bodies will all be verified.

KEY FIGURES



42%*

of women on the Board of Directors



37%

of "Ambassadors" are women



56%

of the Group's
131,000 employees
are women



27%

of Non-French
on CODIR (Top 60)

* In accordance with legislation and the AFEP-MEDEF Code, the three Directors representing the employees are excluded from the calculation.

VALUES CONVEYED THROUGH COMMON MEASURES



The Diversity and Inclusion policy aims to create the conditions for an inclusive organisation offering equal treatment through various fields of action:

- fighting against all forms of discrimination;
- communicating, raising awareness, training;
- creating a work environment conducive to inclusion;
- supporting the ambition of diversity and inclusion at the Group governance level.

A SHARED SYSTEM TO COMBAT STEREOTYPING AND UNINTENTIONAL BIAS

In order to raise awareness of non-discrimination among Group employees, Societe Generale has made available an awareness and training programme on stereotypes and unconscious bias, accessible to all on the Group's e-learning platform (17 courses available on the Diversity and Inclusion Playlist as of late 2021). Awareness-raising sessions have also been made mandatory for all managers and future managers (EXCO), with the intention of rolling them out to the entire management line and to HR teams in 2022.

Among the efforts conducted by the Group, some good examples include:

- an initial series of seminars was held in 2021, aimed at all French-speaking employees, on the challenges of diversity and inclusion, the impact of bias/stereotypes, inclusive collaboration and collective intelligence;
- a new series of seminars will be offered in 2022 to all employees, with strong and innovative subjects, such as ethnicity, race, physical appearance, religion, and inclusive communication. These 100% digital seminars will be available in French or English;
- the returning to work programme and the provision of training on unconscious bias to executive staff and board members at SG Kleinwort Hambros Bank Limited, a UK subsidiary.

ANTI-DISCRIMINATION MEASURES IN HR PROCESSES

The risk of discrimination in the workplace is included in the Bank's analysis of environmental and social risks, the results of which are detailed in the Duty of Care Plan and in the Group's Declaration of Extra-Financial Performance (see *Duty of Care Plan*). By 2021, on the strength of the measures deployed in the Group, 99.7% of the workforce will be covered by controls to ensure that HR processes are not discriminatory.

In its drive to promote diversity and prevent discrimination, the Group implemented the following measures in 2021:

- consolidating measures to fight harassment and setting up internal audits to ensure compliance with non-discrimination principles;
- deploying five additional controls integrated into the internal control system in 2020 (one control on the prevention of discrimination and four on the legal obligations regarding the employment of people with disabilities);
- strengthening the non-discrimination training dynamic of our teams around the world.



PROMOTING EMPLOYEE DIVERSITY THAT REFLECTS OUR CUSTOMERS AND OUR SOCIETIES

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

EMPLOYEE CAREERS BASED ON SKILLS

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

SOLELY SKILLS-BASED HIRING

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

- awareness-raising training for HR managers on non-discrimination in hiring and on promoting diversity;
- creating tools and hiring/promotion processes advocating the elimination of discrimination; (see Report on *Professions and Skills*);
- verifying the absence of gender bias or any other bias in the drafting of new job or transfer offers;
- diversifying hiring sources by setting up a number of mechanisms, such as the partnership agreement with the French national employment service, hiring bacculaureate graduates with professional experience (within Societe Generale SA in France), and creating a 100% remote learning event for students in France, to introduce the Group, and offer job opportunities on all types of contracts. 40% of participants were from non-partner schools.

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

Moreover, an internal control is carried out at different stages of hiring an employee to ensure that no document contains discriminatory wording as defined by applicable law. The Group publishes the following message at its careers. societegenerale.com website for all its offers of employment: ***"We are an equal opportunities employer and we are proud to make diversity a strength for our company. Societe Generale is committed to recognizing and promoting all talents, regardless of their beliefs, age, disability, parental status, ethnic origin, nationality, sexual or gender identity, sexual orientation, membership of a political, religious, trade union or minority organisation, or any other characteristic that could be subject to discrimination."***

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

Within ALD Automotive Group LTD in United Kingdom, all managers follow a training on discrimination in the workplace recruitment process, this area having been identified as potentially constituting a risk to the business.



A FAIR CAREER MANAGEMENT PROCESS

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

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

- transparency as regards vacant positions through systematic posting on the internal job posting platform, Job@SG (88 entities use this tool);

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

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

**In 2021,
55% of employees hired
were women
and 56% of promotions
in the Group were for women.**

A BALANCED COMPENSATION POLICY



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

Pursuant to the agreements on professional equality at Societe Generale SA in France, **€18.1m** has been allocated since 2013 to **correcting over 8,034 instances of pay gaps between women and men** in equivalent jobs and with equivalent managerial and seniority levels within the Company.

The 19 December 2018 Professional Equality Agreement has been extended from 1 January to 31 December 2022. It was agreed that new negotiations will begin during 2022. This extension provides for the maintenance of all existing commitments (budget of €7m distributed as follows: €3m in 2019, €2m in 2020 and €2m in 2021) and enhances them with new measures on eliminating the gender pay gap: **an additional budget of €3m has been allocated for 2022 for this purpose.**

Moreover, in accordance with the stipulations of the French Loi Avenir of 5 September 2018 that aims to eliminate wage disparities between women and men, Societe Generale SA in France publishes its **Gender Equality Index score, which stands at 86** out of a maximum score of 100 for the 2021 financial year.

It is comprised of five indicators, such as:

86/100 POINTS
POINTS GENDER
EQUALITY
INDEX SCORE

36/40

The pay gap between
women and men

15/15

The promotion
distribution gap

20/20

Disparities in individual pay
raises

0/10

Gender equality among
the 10 highest earners

15/15

The percentage of employees who received a raise during the
year in which they returned to work from maternity leave

ENGAGED EMPLOYEE COMMUNITIES

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

The Group has many **internal communities that actively participate in promoting its commitments to diversity and inclusion.**

In line with the objectives set, these internal networks help to unite employees around common interests and make exchanges and sharing experiences easier.

Thanks to several networking, mentoring and leadership events, employees have the opportunity to express their views and develop their full potential by becoming part of a community of sharing and mutual support. In 2021, the Group has continued to support internal networks, in particular by organising workshops with its women's networks, or by appointing sponsors, such as Diony Lebot, Deputy CEO, sponsor of the Pride & Allies network, or Philippe Aymerich, Deputy CEO, sponsor of Mix and Win.

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

Cultural Diversity Network

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

DKdrés

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

WAY : We Are Young

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

SG for SHE

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

Differently Abled Network

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

ETHNIC MINORITIES

In France, the regulatory and cultural environment makes it difficult to disclose diversity in terms of ethnicity or race. In 2021, for the first time in France, a Diversity Survey was launched to measure the socio-cultural diversity of the management bodies of large companies. In this study, two intersecting areas were studied: ethnic/racial diversity and socio-economic diversity. The purpose of this Survey is to begin the path to progress. The management bodies of the companies surveyed consider ethnic/racial diversity to be a real strategic issue.

Internationally, the Group's entities in English-speaking countries have been engaged for many years in concrete initiatives to promote ethnic minorities. For example, the Black Leadership Network is an Employee Resource Group (ERG) that promotes inclusion, community, visibility, professional development, and mobility for Societe Generale's Black employees in the United States of America. In addition, in August 2021, SG London signed the Business in the Community Race at Work charter, an initiative designed to improve outcomes and opportunities in the workplace for ethnic minority employees in the UK.





FIGHTING AGAINST ALL FORMS OF DISCRIMINATION

**All employees are critical
to the organisation.**

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

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

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

In addition, **the Group encourages “Speaking Up”**. Speak Up is about expressing ideas, opinions or concerns openly, constructively and in good faith, in order to contribute to positive change and create 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.

In this way, it contributes to the creation of an open, inclusive, positive and healthy culture, encouraging exchanges among employees and with managers, regardless of our seniority. Societe Generale is committed to creating an environment in which employees feel safe to express themselves.

Moreover, since 2019 the Code of Conduct has detailed the procedure for **whistleblowing** in situations where such action is justified: *“Each of us is entitled to raise an alert if we feel that we have good reason to consider that an instruction received, a transaction or, more generally, any given situation of which we are personally aware does not seem to comply with the rules governing the Group’s activities. This right must be exercised in good faith and in a responsible, impartial, non-defamatory and non-abusive manner.”*

The Group protects whistleblowers, in particular against potential acts of retaliation or disciplinary sanctions, **and ensures that their identity is kept strictly confidential** throughout the Group and where local legislation allows it (see the *Corporate Culture and Ethics* report and the *Duty of Care Plan*). Since 2018, the Group has had a policy on disciplinary matters relying on the development of guidelines and shared best practices throughout the entire Group (see the *Corporate Culture and Ethics* report).



DOMESTIC VIOLENCE: SOCIETE GENERALE TAKES A STAND

As a responsible employer, Societe Generale is committed to providing all employees with a respectful workplace environment favourable to the development of all. These commitments against domestic violence complement the actions taken by the entire Group over the past several years to prevent and combat inappropriate behaviour in the workplace, particularly harassment.

Societe Generale’s role

Such violence can affect anyone, no matter how old they are, what their social status

is, or where they live – and it can influence work life, too.

On International Day for the Elimination of Violence against Women (25 November), the Group committed to providing the best possible support to its employees who are victims of domestic violence. Specific measures have been put in place in collaboration with the Group’s social workers and occupational physician.

GENDER EQUALITY

COMMITMENTS

In addition to the binding objectives set in 2020 and reinforced in 2021 concerning the representation of women in the Group's management bodies (see page 6), the Group's gender equality policy is based on a variety of actions:

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

TOWARDS THE ZERO GENDER GAP

Societe Generale signed the «Towards the Zero Gender Gap» charter on 18 October 2021 at the G20 Women's Forum in Italy. This initiative demonstrates the Group's ambition to:

- mitigate the impact of unconscious bias in hiring and promotion processes;
- set ambitious targets for the recruitment and promotion of women;

- support the retention and advancement of female talent;
- implement equal pay for equal work and ensure it is reflected in reality;
- regularly measure, monitor and evaluate progress in all of the above actions.

FINANCI'ELLES

In 2021, Financi'Elles, which works to ensure gender diversity in the banking and insurance sector, celebrated its 10th anniversary. Founded in March 2011 by the networks of women executives of Societe Generale and BNP Paribas (MixCity), Financi'Elles' mission is to contribute to improving and especially accelerating women's access to the highest levels of organisations in the banking, insurance and finance sector.

#JAMAISANSELLES

By signing a corporate charter and becoming a partner of the #JamaisSansElles Association, Societe Generale is demonstrating its desire to advance the visibility and representation of women throughout its organisation. #JamaisSansElles is a movement for gender diversity, promoted by a hundred or so humanist entrepreneurs, actors and stakeholders used to participating in public debates and events, who today refuse to take part if there are no women involved.

WOMEN EMPOWERMENT PRINCIPLES

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

Accordingly, the Group has committed to publishing a summary of its most significant activities (see the [2021 WEPs Report](#)).

#StOpE INITIATIVE

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

WOMEN IN FINANCE

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

WEARESISTA CHARTER

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



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

ACTIONS

Overall, 123 entities representing 98% of the Group's workforce have policies or programmes in place to promote gender equality at work. Among them are:

DEPLOYMENT OF MENTORING AND LEADERSHIP PROGRAMMES TO PROMOTE WOMEN IN THE COMPANY

- **Leadership development programmes specifically for women** are planned, such as the **WILL** (Women in Leadership) programme for talented female employees in the Group.
- ALD Automotive Italia continues its partnership with Professional **Women's Network**, which promotes gender-balanced leadership and develops mentoring programmes for talented female employees.
- A mentoring programme involving members of the Asia-Pacific Management Committee and talented female employees is in place to promote their career development.



PROMOTING GENDER DIVERSITY

- The **Mix & Win** network, where women and men exchange ideas about gender diversity and attend seminars.
- The **Women in GLBA** (Global Banking Advisory) network has organised several workshops to identify drivers of change in favour of gender equality and to support the entity in defining its priorities when it comes to actively promoting diversity.
- In Morocco, SGMA offers training to all the Management Committees of the Moroccan Region on the subject of gender equality.
- In the Czech Republic, Komerční Banka has introduced a 30% quota for female candidates for managerial positions and requires the presence of at least one woman during interviews for such positions.

THE IMPLEMENTATION OF ACTIONS IN FAVOUR OF PARENTHOOD

- Since 1 July 2021, fathers have been entitled to 25 divisible calendar days of paternity and childcare leave (32 days in the case of multiple births).
- Within GBIS, the "**KeepinTouch**" mentoring programme has been rolled out to keep in contact with women during their maternity leave and make their return to work easier.
- In Madagascar, BGV SG provides a breastfeeding room for its employees. The entity interviews employees who are returning from maternity leave.
- In Tunisia, UIB is committed to ensuring that when it comes to professional development, maternity leave does not penalise female employees.

- In Côte d'Ivoire, SGCI has published a Pregnancy and Maternity Guide designed to provide employees with all the information they need to reconcile their professional and private lives.
- Life at Work renewed the parenting charter in October 2021 and produced a parenting advice guide, in addition to participating in a working group on the topic of same-sex parents in the workplace.

ACTIONS WITH OUR CUSTOMERS

Société Générale is a partner of the Initiative France network, which manages a women's initiative guarantee fund (FGIF) that guarantees bank loans for women who want to start or take over a business.

RESULTS

For the third year in a row, **Societe Generale is included in the Bloomberg Gender Equality Index alongside 418 companies** (across 11 sectors, 45 countries & regions). This index recognises public companies committed to supporting gender equality through transparent disclosure of their information.

In 2021, Societe Generale is positioned in the 2022 Top 100 of the Equileap international ranking on gender equality with a score of 63%, well above the average score for companies in the financial sector (38%).

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

In October 2021, Diony Lebot, Deputy CEO and Diversity Sponsor, and Claire Calmejane, Director of Innovation, were named by Financial News magazine to its FN100 Most Influential Women in European Finance list for the second consecutive year.

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

Percentage of women...	2018	2019	2020	2021
in the Group	58%	57%	56%	56%
managers within the Group	45%	44%	43%	43%
“Ambassadors” (Top 1400)	25%	26%	27%	37%
on the Board of Directors	43%	43%	43%	42%
in the Strategy Committee (Top 30)	-	20%	24%	23%
in the Management Committee (Top 60)	23%	25%	29%	26%
in key positions (Top 160)	17%	19%	20%	25%

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

AFRICA

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

Along the same line, the group’s subsidiaries in Africa are striving to increase female representation in management.

Thus, the objective common to all African subsidiaries was achieved in 2021, with **women making up 33.4% of management committees** (the Africa Management Committee had announced, in February 2019, a target of one-third women by the end of 2022). This objective has even been exceeded in some subsidiaries, which have **more than 40% women on their management committees**.

In 2021, the Diversity For Africa programme continued with several key actions:

- a new programme called **Artémis** was launched to accelerate the skills development of 13 high-potential female employees across the Business Unit (Africa, Overseas France and France) through a career development path including mentoring by members of the Business Unit’s Management Committee;

- The subsidiaries have launched an in-depth diagnosis of gender diversity at all levels of the organisation and in all business units, in order to guide their actions.
- **Building awareness of managerial biases and stereotypes**, which began in 2020 with the members of all management committees, has continued to include their 850 N-1 managers. Finally, as part of the management consultation for the 2025 strategy, one of the projects concerns diversity and inclusion and is being led by a mixed working group of managers from the **Pan African Valley Community (PAVC)**, the Business Unit’s strategic management community.

Societe Generale has been the sponsor of **Project 54** since April 2018. This fund, created together with the **WIA Philanthropy Foundation**, supports female entrepreneurship in Africa. Each year, 54 women entrepreneurs – one from each of the 54 African countries – are selected on the basis of a dossier to benefit from support, coaching and media coverage of their activity.

In 2021, Women in Africa Philanthropy rolled out its 2030 plan and increased the number of beneficiaries tenfold. As a result, 540 candidates received training and coaching. This initiative is part of the objective to support more than 10,000 women entrepreneurs and to indirectly participate in the creation of 100,000 jobs by 2030.



MAKING THE DIGITAL WORLD MORE FEMALE

Digital technology has totally transformed the company and changed the interactions between employees. The IT and innovation business lines thus contribute to the Group’s strategy. It is clear that **women are actively participating in this digitalisation** and following in the footsteps of Societe Generale Group’s Director of Innovation, Claire Calmejane, who was named the most influential French tech personality in 2021. Many initiatives have been deployed:

- For International Women’s Day on 8 March, Societe Generale sponsored **#GirlsInAI**, a 100% digital hackathon organised by «Teens in AI» in more than 25 countries, targeting young people aged 12 to 18, especially girls.
- Societe Generale launched a global challenge, **Female Fintech For Good**, which aims to promote responsible fintech start-ups led by women. In this way, the Group is reaffirming its support for women with positive-impact projects.
- GBSU hosted a conference in March 2021 focusing on female representation in IT. This event celebrated the achievements of women and spread the slogan **#ChooseToChallenge**.
- Cécile Bartenieff, Head of Resources for Global Banking & Investor Solutions, participated in a round table to debate the issue of how to attract women to tech and its professions, during the **VivaTech** show, organised from 16 to 19 June 2021. This was the largest intergenerational gathering of women and girls in tech.
- Marion Cabrol, Senior Data Scientist for the Wholesale business, participated in the round table “**Careers in Tech and Women in Tech**” to share her background, experiences and advice. Lorraine Nyembi Benjenj, senior data scientist in the General Inspection and Internal Audit department, presented a highly educational keynote on «What Artificial Intelligence is and isn’t». Both were inspirational role models for the young participants.

FOCUS ON

GENERATIONAL BALANCE

COMMITMENTS

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

In France, as part of the effort to adapt the “generation contract”, Group subsidiaries have established specific agreements and dedicated action plans for young people and seniors. Societe Generale SA in France continues to hire many young university graduates. Through these efforts, 1,149 young people under 26 were hired on permanent contracts in 2021.

ACTIONS

Societe Generale promotes inter generational cooperation through:

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

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

More generally, 55 of the Group’s sites, employing 73% of the workforce, are implementing actions targeting employees over 50.

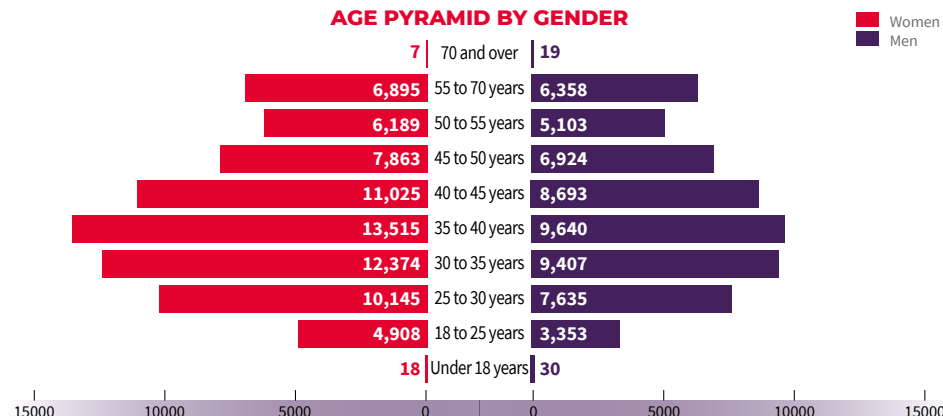
RESULTS

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

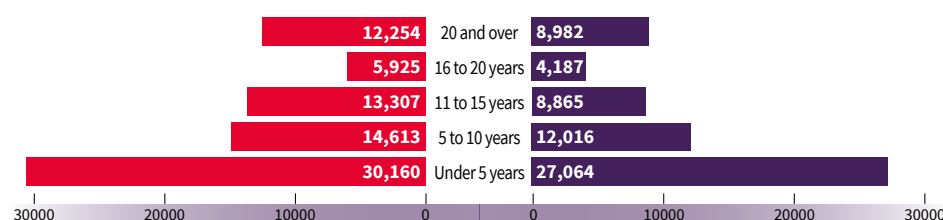
The average age of the Group’s employees was 39 at the end of 2021 (vs. 38 in 2020) and average seniority was 10.1 years at the end of 2021 (vs. 10.3 years in 2020).



AGE PYRAMID BY GENDER



SENIORITY PYRAMID BY GENDER



NON-DISCRIMINATION OF THE LGBT+ COMMUNITY

COMMITMENTS

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

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

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

- creating an inclusive working environment for LGBT+ employees;
- ensuring equal rights and treatment for all employees regardless of their sexual orientation or gender identity;
- supporting employees who are victims of discriminatory comments or actions;
- measuring progress and sharing best practices in order to improve the general working environment.

ACTIONS

Pride & Allies Network

The Pride & Allies network, a group that brings together employees to encourage and promote equal rights for LGBT+ staff, was created in France in July 2019. The internal Pride & Allies initiative organises regular Group-wide conferences with external speakers on LGBT+ inclusion, representatives of Pride & Allies committees from different regions and key local stakeholders. In collaboration with Pride & Allies, the Group also hosted the «Being LGBT+ at work in 2021» seminar in May 2021 and the «LGBT+ and Coming Out: Why talk about it in companies?» seminar in October 2021, with testimonials from several Group employees.

Conversational guide to LGBT+ issues+

The Group has provided employees with a brochure presenting best practices for dealing with LGBT+ issues, including examples of specific situations. This guide aims to encourage discussion on the topic, whether within teams or with clients (*See the guide*).

Leave for adopting parents

Within Societe Generale SA in France, **adopting parents receive 70 days of statutory leave** (for a first or second child, 126 days for a third) which may be paid leave¹. Since 1 January 2020, there has been no length of service requirement at Societe Generale to benefit from this arrangement. At the end of the parental leave for legal adoption, the adopting parent is eligible for additional standard paid leave, namely 45 calendar days at full pay or 90 days at half pay.

Societe Generale SA in France has also launched in 2021 a reflection on the equality of treatment of LGBT+ people in terms of parental and social rights.

In addition, Societe Generale is committed to continually revising its guides and the information available on its intranets to include «parenthood in all its forms» (single parenthood, same-sex parenthood, etc.).

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

MAJOR ACTIONS TOOK PLACE AT SG GLOBAL SOLUTION CENTER IN INDIA:

- In 2021, the Pride & Allies network raised awareness of LGBT+ topics throughout the organisation to increase employee understanding of what behaviour is expected of them.
- In 2021, SG Global Solution Center partnered with the Indo-French Chamber of Commerce and Industry to offer the second edition of the event «LGBT+: Social responsibility and inclusion in the workplace». The event, which will take place in 2022, aims to raise awareness of the realities of LGBT+ communities and gender identity through the participation of prominent speakers from the outside LGBT+ community.
- In June 2020, SG Global Solution Center launched a bi-monthly newsletter called the Rainbow Letter that aims to inform and engage readers in LGBT+ topics in an entertaining way. These newsletters publish LGBT+ articles from around the world and from Societe Generale, while also addressing specific issues that are rarely covered by the media. The goal is to promote the Pride & Allies network, and in 2022 to continue publishing opinion pieces from network members and colleagues to give a stronger voice to the LGBT+ community.



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

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

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

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

RESULTS

For the second year in a row, two members of Societe Generale's Management Committee have been recognised by the global network INvolve for their active commitment to diversity and inclusion in the workplace. **Frédéric Oudéa and Diony Lebot, respectively Chief Executive Officer and Deputy Chief Executive Officer of the Group**, were on the OUTstanding 50 Ally Executives list in 2021.

They made the list again as the result of actions taken at the highest level over the past two years to create an inclusive work environment and to ensure equal rights and treatment for all Group employees.

In the United Kingdom, Societe Generale won for the first time, in 2021, the «**Stonewall Bronze Employer Award**», rewarding the initiatives implemented on LGBT+ inclusion.

In the United States, Societe Generale New York again this year achieved a **top score of 100 on the Human Rights Campaign's Corporate Equality Index** thanks to its LGBT+ inclusive policies and work practices.

The American entity carried out several cultural activities in 2021:

- a virtual screening of «Gay Chorus Deep South,» a film created in response to the controversial 2016 election and the wave of discriminatory anti-LGBTQ laws in the United States;
- a virtual conversation with Jens Schadendorf, author of «GaYme Changer». This book, which features interviews with three LGBTQ+ employees at Societe Generale, explores how «the LGBT+ community has grown by leaps and bounds in a short period of time: once marginalised, stigmatised, and criminalised, today the ultimate champions of creativity, diversity and innovation in a highly competitive world».

FOCUS ON

PEOPLE WITH DISABILITIES



COMMITMENTS

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

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

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

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

This agreement also makes provision for developing the skills of the network of local representatives with disabilities. As a result, more than 110 RLHs have been identified in 2021 and are receiving specific support and training. They can thus share local initiatives as well as deliver information, help and support the HR teams and managers in connection with supporting employees with disabilities, with the possibility of calling on Mission Handicap in situations requiring external expertise.

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

ACTIONS

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

- **hiring, integration and support programmes**, particularly in Romania, the Czech Republic, Germany, Serbia, Spain, Algeria, India, Japan and the United States to promote the employment of the disabled. In France, the “Laboratory for inclusive innovations for the disabled” (LAB21, supported by Mission Handicap) provides help to disabled persons to develop their skills and is combined with fixed-term “springboard” contracts;
- **measures to keep employees in their jobs** at Societe Generale SA in France (591 initiatives in 2021 and more than 5,500 adjustments to workstations since 2007);
- **integration programmes for young people** (work-study programmes, scholarships, Kedge Business School “Management & Disability” chair, EPITECH partnerships, Sciences Po Accessible, ARPEJEH, Hanploi&School);
- **purchases from the protected disabled worker sector** (€7.4m in 2020), contributing 384 jobs and supporting the professionalisation of this sector. Societe Generale SA in France has supported the protected disabled worker sector in implementing a SWP¹ model for its human resources management;
- **measures ensuring its banking services are accessible to disabled customers** (adapting the networks’ bank machines, providing digital access to mobile applications, offering bank statements in Braille, renovating the branches, making the customer service accessible to the deaf and hearing impaired, etc.);

- **awareness-raising and training in managing disabilities provided to management and operations teams** whose activities directly or indirectly impact the disabled (HR managers, communication staff, building managers, customer relationship managers, etc.), notably through a “Managing employees with disabilities” MOOC;. In addition, an online course dedicated to digital accessibility is available for all employees.
- **external awareness-raising activities**, such as:
 - the **European Week for the Employment of People with Disabilities (EWPDP)**. In 2021, the EWPDP focused its efforts on the subject of youth with disabilities and employment;
 - operation **Handiskin**, an initiative launched by Societe Generale with the aim of bringing disability to the forefront of video games to better represent society in these activities. In partnership with the Fédération Française de Handisport, which organises sports in France for the disabled, Societe Generale has created six new «playable skins» (character attributes), representing six visible and invisible disabilities;
 - participation in **Inclusiv’Day** as an Official Partner. This event, which was held in a 100% digital format, provided an opportunity to share Societe Generale’s experiences and best practices in terms of diversity and inclusion policy, through subject-specific seminars and dedicated meetings with our experts.



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

Coordination of internal networks of employees on disability

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

Organising exchange and mutual support sessions

A session on creating LinkedIn profiles was offered for the entire community of people with disabilities (from outside Societe Generale) and several articles are available on the «Tous unique» website blog, including video feedback from managers and employees with disabilities.

1. SWP: Strategic Workforce Planning.

MISSION HANDICAP SOCIETE GENERALE

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

KEY FIGURES

- More than 250 people with disabilities have been hired since 2017.
- Since 2007, more than 6,500 jobs in France have been adapted to the needs of disabled employees.
- More than 1,800 employees declared RQTH¹ in France.
- More than 400 local contacts to support the employees concerned on a daily basis: Local disability representatives, occupational physicians, social assistants, HR managers, etc.
- One anonymous toll-free number to ask any question.

1. *Reconnaissance de la qualité de travailleur handicapé* (Recognised status as employees with disabilities).

Mission Handicap Societe Generale has partnered with several student associations that promote the professional integration of students and strengthen our presence in the Group's target schools by integrating actions on disability.

RÉSULTATS

At the end of 2021, Societe Generale employed 2,597 employees with disabilities², mainly in France, the Czech Republic, and Russia, accounting for 2% of the overall workforce;

The direct employment rate for France at SGPM is 4.66% in 2020.

**OVERALL
78 ENTITIES**
REPRESENTING 87%
OF THE GROUPS WORKFORCE
CONDUCT ACTIVITIES SUPPORTING
PEOPLE WITH DISABILITIES



2. As defined locally.

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