

WOMEN'S EMPOWERMENT PRINCIPLES

REPORT 2021

In 2016, Frédéric Oudéa signed the Women's Empowerment Principles of the UN Global Compact for the whole Group: these principles commit their signatories to progress on the promotion of equality between women and men at work, in the economic ecosystem and in the community.

As such, the Group has committed to publish an annual report on its most significant actions.

Societe Generale's [Diversity and Inclusion Policy](#), updated in 2022, affirms the Group's Diversity and Inclusion ambition and reflects the attention paid to the promotion of women in the company and beyond.

Principle no. 1, prerequisite for the signing of the charter: Establish high-level corporate leadership for gender equality

As diversity is an ethical and performance issue, Societe Generale is maintaining its commitment to promoting women in 2021 and relies on various levers:

- Diony Lebot, Deputy Chief Executive Officer, is a Diversity and Inclusion sponsor and takes these issues to the highest level of the organization;
- To drive and accelerate the deployment of its actions, in 2021, the Group established a Diversity and Inclusion Council, composed of members from the Management Committees of its Business Units and Services Units (BUs/SU) with the mission of defining the Group's ambition and orientations in terms of diversity and inclusion, as well as annual (or multi-year) priorities;
- Within the Group, developing an equitable and inclusive work environment is a shared and measured managerial priority in all businesses at all levels of the organization. Each Group entity is in charge of operationally implementing the Group's policy and ambitions in compliance with local regulations;
- The Group gives each employee the opportunity to express themselves and act on the subject. The recent introduction in the Employees barometer of questions on diversity and inclusion allows us to measure employees' feelings and implement targeted actions to make the work environment more inclusive. In 2021, 72% of employees believe that the Group is doing enough to promote gender equality, up 7 points compared to 2020;
- By becoming a partner of the #JamaisSansElles Association, Societe Generale is demonstrating its commitment to advancing the visibility and representativeness of women throughout its organization. #JamaisSansElles is a movement for gender diversity, promoted by a hundred entrepreneurs, humanist actors and stakeholders accustomed to taking part in public debates and events, but who today refuse to take part if there are no women involved;
- In the United Kingdom, Societe Generale signed the Women in Finance Charter in 2018 and committed to reach 30% of women in senior positions by 2025;
- The common goal for all African subsidiaries was achieved in 2021 with an average of 33% of women on executive committees (the Africa Management Committee had announced, in February 2019, a goal of one third of women at the end of 2022). This target has even been exceeded in some subsidiaries, which have more than 40% women on their management committees;
- Societe Generale SA in France is a signatory to the #StOpE charter, which includes eight commitments to combat "ordinary" sexism in companies with 27 other major groups;
- In 2021, Societe Generale also signed:
 - Towards the Zero Gender Gap Charter. This initiative demonstrates the Group's ambition to take action in particular to reduce the impact of unconscious bias in hiring and promotion processes and on equal pay for equivalent positions.
 - the Financial Charter, which demonstrates the Group's commitment to improve gender diversity and, above all, to accelerate women's access to the top of the organization
- **As proof of its ambitions in terms of gender equality, the Group has reaffirmed its ambitions in terms of gender equity** through the implementation of a more proactive diversity policy, combining quantified and measurable objectives over time and an individualized career plan, to accelerate momentum. (See [Diversity and Inclusion Report](#))

By 2023, the Group's management bodies must have a minimum of 30% women, ensuring that this objective is met in both business and functions. This objective applies to the Strategic Committee, the Management Committee and the 160 main executives of the Group.

The Diversity and Inclusion indicators are presented annually to the **Board of Directors**.

At the end of 2021, the representation of women in the Group and in management bodies is as follows:

Share of women...	2018	2019	2020	2021
in the Group	58%	57%	56%	56%
in recruitment	-	57%	57%	55%
in promotions	-	57%	58%	56%
"Ambassadors" (Top 1400)	25%	26%	27%	37%
to the Board of Directors	43%	43%	43%	42%
within the Strategic Committee (Top 30)	-	20%	24%	23%
within the Management Committee (Top 60)	23%	25%	29%	26%
within the Group's key positions (Top 160)	17%	19%	20%	25%

Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination

In 2021, the Group strengthens its commitments to respect human rights, fight against discrimination and promote gender equality through various actions. (See [Report Corporate Culture and Ethical Principles](#)):

- **The global framework agreement with the international trade union federation UNI Global Union** on fundamental rights, renewed for an additional 12 months in January 2022, **covers 100% of the Group's workforce**. The agreement takes the form of regular exchanges with the UNI Global Union on the implementation of the commitments, the last meeting having taken place in January 2022;
- Developed in 2018, **the Inappropriate Workplace Behaviour Policy** took effect in 2019 to prevent and combat inappropriate behaviour. In this context, the procedure for reporting and dealing with inappropriate behaviour has been strengthened with the establishment of an alert mechanism and through the disciplinary sanctions policy;
- In addition, the risk management mechanisms associated have been strengthened:
 - As part of the French law of 03/2017 on the Duty of Vigilance, the Group has developed a Duty of Care Plan on Human Rights and Environment, which aims to prevent and mitigate serious breaches of human rights and fundamental freedoms, the health and safety of persons and the environment. The Group's risk management framework was reviewed and updated in 2021 (see [Duty of Care Plan](#));
 - In 2021, Societe Generale implemented internal audits to ensure compliance with the principles of non-discrimination and deployed five additional controls integrated into the internal control system in 2021 on the prevention of discrimination.
- In addition, more than 123 Group entities (98% of the Group's workforce) have policies or carry out local actions in favour of equal opportunities for women and men;
- Since 2013, Societe Generale SA's agreements relating to professional equality in France have enabled it to allocate €18.1 million to correct more than 8,034 gender wage gaps, business line, hierarchical level and equivalent seniority level in the company. The agreement on professional equality of 19 December 2018 was extended until 31 December 2022 and provides for the maintenance of all existing commitments (budget of €7 million divided as follows: €3 million in 2019, €2 million in 2020 and €2 million in 2021) and enriches them with new measures on the elimination of gender pay gaps: an additional budget of 3 million euros has been allocated for 2022 in this objective;
- In France, in 2021, this budget was used to adjust the fixed compensation of 864 women (average increase of 4.9%);
- In France, the salary review on returning from maternity or adoption leave or childcare leave must be at least equal to the average adjustments made for employees in the same category. Quite often, this amount is

exceeded due to application of the minimum raise. Fixed salaries are adjusted for all women returning from maternity or adoption leave.

Principle 3: Ensure the health, safety and well-being of all women and men workers

Societe Generale ensures the health and safety of persons at the workplace and in the performance of their professional duties. The Group relies on its [Occupational Health and Safety policy](#), which is operationally implemented by local entities, taking into account their own laws and local contexts, without distorting its purpose. The Group implements this policy so that each employee has a safe working environment. This environment includes both the workplace and work practices, which must guarantee safety, physical and psychological health and quality of working conditions. The Group ensures that it complies with legal obligations regarding occupational health and safety throughout its entities and geographies. (See [Occupational Health and Safety Report](#))

Among the many health actions implemented within the Group, we can mention the following examples:

- In 2021, **stress prevention initiatives** were carried out in 118 Group subsidiaries and branches, covering 94% of Societe Generale's workforce. They aim to inform, train and accompany employees likely to encounter situations with psychosocial risks, through free assistance programs in partnership with specialists in the health or insurance sector, training and/or awareness of psychosocial risks, surveys and assessments of stress levels and relaxation and relaxation activities.
- Measures to **encourage participation in sport**
Thus, for example:
 - La Marocaine Vie (LMV) rewards employees participating in internal sports challenges with vouchers for online sports sessions;
 - The entity Shine distributes 300 euros per year to employees for their registration for sports activities;
- Specific measures have been put in place, in collaboration with the Group's social workers and occupational medicine, to best support employees who are **victims of violence within the couple**;
- **Specific measures in favour of parenthood:**
 - 94 entities covering 90% of the Group's workforce benefit from maternity leave arrangements that go beyond local regulations and 70 entities covering 69% of the Group's workforce benefit from paternity leave arrangements that go beyond local regulations. Overall, Group employees have a minimum of 12 weeks of maternity leave. For example:
 - In Brazil, the legislative rule provides for 16 weeks for maternity leave. Banco SG Brasil SA adds 8 additional weeks;
 - In Sweden, the Group offers a supplement to the allowance granted to the employee by the social insurance fund, for a total of 360 days, until the child is 18 months old;
 - Since July 1, 2021, in France, the father benefits from paternity and foster leave of the child of 25 calendar days divisible (32 days in case of multiple births);
 - 71 entities covering 86% of the Group's workforce have **daycare benefits**. For example, in France, permanent employees get a regular spot in inter-company daycare service. Within SG Hong Kong, the Family-Friendly policy includes the provision of a corporate daycare for employees;
 - Komerčni Banka (Czech Republic) has a «**Maternity Programme**» which facilitates the return of employees after a maternity leave (maintenance of exchanges during the leave, facilitation of return with the possibility of working part-time, access to training);
 - Within GBIS, the «**KeepinTouch**» **mentoring program** was deployed to maintain a connection with women during their maternity leave and facilitate their return to work. Conferences dedicated to fatherhood have also been organized to accompany fathers/second parents in their role and in the sharing of responsibilities related to parenthood;
 - The Group renewed the signing of the Parenting Charter in October 2021 and produced an advisory guide on parenting, in addition to participating in a working group on the subject of Same-Sex Parenting in Business.

Among the many safety actions implemented within the Group, we can mention the following examples:

- Banque Courtois integrates security and **incivility management** into the employees' trainings given by the security managers in agencies;
- Within Societe Generale SA in France, **programs to prevent commercial aggressions** are organized, through mandatory training in the network of agencies and a psychological support system for employees who are victims of armed robbery or commercial assault;
- Due to the health situation, **specific safety measures** have been put in place within the Group entities based on the identified needs. Thus, for example:
 - SG Benin has created a Health, Health and Safety Committee in order to support and raise employees' awareness of the **barrier gestures**;
 - The teams in charge of real estate and security in central Paris have put in place the **necessary measures to apply the health rules** (mask and gel availability, posted safety instructions, floor marking and direction of travel to ensure social distancing). A **flow management tool** has also been implemented to regulate the flow of arrivals and departures in buildings, in corporate restaurants and to best ensure social distancing.

Many actions in terms of well-being at work are deployed throughout the Group, as part of the global program of quality of life at work ("Life at Work"). This programme includes the promotion of teleworking, flexible working hours and the signing of a charter on the work-life balance by the General Management. This year, the actions were mainly focused on the following topics:

- Change management linked to the implementation of the extension of telework by setting up a comprehensive support system. In addition, a hybrid work guide has been made available to employees and a cycle of digital conferences on topics such as resilience or motivation in difficult environments has been organized;
- Managerial transformation with the establishment of workshops aimed at understanding the challenges related to distancing and detecting weak signals from employees in order to create positive rituals and detect emotional symptoms (anxiety, sadness, irritability, etc.), cognitive symptoms (difficulty concentrating, low self-esteem, etc.), behavioural symptoms (absence, avoidance, laconic response, atypical work schedules, etc.);
- The identification of psychosocial risks through the provision, for example, of a guide and video clips.

Principle 4: Promote education, training and professional development for women

Societe Generale is involved in many initiatives in support of women's education, training and development in the Group.

Among the many actions taken in favour of women, we can mention the following examples:

- **The deployment of mentoring and leadership programs to promote women in business:**
 - The implementation of leadership development programs specifically aimed at women are proposed in the image of the WILL (Women in Leadership) program for the Group's female talents;
 - ALD Automotive Italy continues its partnership with Professional Women's Network, which promotes gender-balanced leadership and develops mentoring programs for talented employees;
 - A sponsorship program involving members of the Asia-Pacific Executive Committee and female talent is being implemented to promote the development of their careers;

- For its part, SG Dubai is an active member of the **mentoring program for women entrepreneurs in the Middle East**, within the framework of the UN Global Compact, and anchors this commitment of the Group to its local partners.
- **Promoting gender diversity:**
 - The Mix & Win network welcomes women and men to exchange on the subject of gender diversity during workshops and conferences;
 - The Women in GLBA (Global Banking Advisory) network facilitated several workshops to identify levers for action in favour of gender equality and support the entity to define its priorities for action in the area of Diversity;
 - SG Dubai has again rolled out the **KYWE - DATA4YOURFUTURE** (Know Your Women Employee) program, which aims to better understand colleagues' goals, challenges, needs and track their progress. This is a 16-month coaching and personal development training program dedicated to women;
 - In the Czech Republic, Komerční Banka introduces a 30% rate of female applications for managerial positions and requires the presence of at least one woman during interviews for the recruitment of managers.

Principle 5: Implement enterprise development, supply chain and marketing practices that empower women

Societe Generale promotes the development of female entrepreneurship.

- This year, Societe Generale has joined forces with the **Women in Africa Philanthropy** (WIA) Foundation to support women's entrepreneurship in Africa. The objective of this fund is to promote the dissemination of education in the field of economic development and the training of future creators of innovative enterprises. Each year, 54 women entrepreneurs from each of the 54 countries of the continent are selected on application to benefit from support, coaching and media coverage around their activity. In 2021, Women in Africa Philanthropy rolled out its 2030 plan and increased the number of beneficiaries by 10 times. As a result, 540 candidates received training and support. This initiative aims to support more than 10,000 women entrepreneurs and indirectly help create 100,000 jobs by 2030;
- Societe Generale subsidizes **Adie**, a pioneering microcredit association in France and Europe, to promote women's entrepreneurship at both national and local levels ;
- Societe Generale is a sponsor of the **Female Fintech Challenge**, a competition for women-led startups looking to raise funds and develop their networks. In this way, the Group supports women carrying innovative projects and encourages them to get started.

Societe Generale encourages its suppliers and sellers to implement a gender equality strategy or policy. For example, in calls for tenders on categories of purchases identified as being at risk in terms of discrimination, the Group evaluates and weighs in the overall evaluation of the tenders the supplier practices in terms of gender equality. Certain criteria such as the signing of an agreement on equal opportunities, the Gender Index, the share of women in senior management or the actions implemented in terms of remuneration or professional development are analysed.

Societe Generale develops financial products and services, which target a female clientele or the promotion of gender equality, this includes:

- Everyday banking and insurance products with Socially Responsible Investment (SRI) indices aimed at promoting professional equality. For example, in early 2021, Societe Generale launched a **new 100% responsible savings offer** for all its customers. The proposed new investment solutions will systematically integrate social and environmental issues, including the consideration of the criterion of gender equality in companies;
- **Charity payment cards.** There is notably the *October Rose card*, which supports the Curie Institute in its fight against breast cancer and the *Care card* which allows to support female entrepreneurship through training in business management, to help women refugees from war, or fight violence and harassment at work. With each payment made with these charity collection cards, Societe Generale pays 5 cents € to the partner institution.

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

Finally, since 2018, Societe Generale has been a signatory to the FAIRe programme of the Union des Marques (UDM) and has engaged in a progress approach based on 15 commitments for responsible communication, including:

- A **commitment around the recurrence of stereotypes**. The Group applies to all of its communication media the stereotype recurrence identification grid provided by the UDM. Various indicators are monitored and evaluated by the UDM, such as the assignment of a stereotyped activity or visual to the woman or man or the referral to a stereotyped role of the woman. The goal is to ensure that sexist and harmful stereotypes are removed.
- A **commitment linked to the integration of social and environmental parameters** in the selection of the Group's communication partners.

Principle 6: Promote equality through community initiatives and advocacy

Societe Generale promotes gender equality through the actions of its Corporate Foundation, which invests in associations working for women's entrepreneurship, the empowerment of girls and women and social diversity.

In 2021, the Societe Generale Group decided to pool its corporate philanthropy in the fields of solidarity and music within a single corporate Foundation: Societe Generale The Future is You Foundation.

Societe Generale The Future is You Foundation supports projects with a positive and lasting impact in the Group's countries of establishment, mainly in France and on the African continent. The Foundation has an annual budget of €7 million to carry out its activities.

This year, the **Foundation** renewed its support for several associations, including:

- **Rev'Elles** - offers innovative guidance assistance programmes for young women from modest backgrounds;
- **DesCodeuses** - promotes the inclusion of women in the IT and digital sectors through training and empowerment;
- **Claire Amitié** - welcomes and trains young women from all countries in precarious situations to become FREE: Women Responsible Epanouies and Entrepreneurs;
- **Social Builder** - trains women in digital skills and tech professions through orientation, training and vocational integration actions. The Foundation offered employees mentoring the beneficiaries and donated fifty refurbished computers;
- **Empow'Her** - provides personalized support to women who want to lead an entrepreneurship project in France and around the world. The association promotes the social and economic empowerment of women.

Principle 7: Measure and publicly report on progress to achieve gender equality

Societe Generale communicates on its actions in favour of gender equality in the Group's [Universal Registration Document](#), its Integrated Report, its institutional website, its reports on wage gaps in the United Kingdom-Uni, or its corporate balance sheet for Societe Generale SA in France. These reports include gender-differentiated indicators. In addition, the Group publishes a [Diversity and Inclusion report](#), which summarises the main indicators, policies and actions in favour of equal opportunities for women and men.

As part of the Group's new arrangements and in order to reach the target of 30% women in senior management, an action plan has been put in place, including **the evaluation of each member of the Management Committee** on Diversity objectives, starting in 2021. In addition, the Board of Directors is committed to monitoring the achievements and results of the diversity policy in a precise and regular manner.

Reflecting this commitment, Societe Generale is included in the main sustainability indices: DJSI (World and Europe), Euronext Vigeo (World, Europe and Eurozone), MSCI Low Carbon Leaders Index, FTSE4Good (Global and Europe), EURO STOX ESG Leaders 50, STOXX Global ESG Social Leaders indexes, STOXX Global ESG Environmental Leaders indexes, STOXX Europe Low Carbon Indexes (Europe), STOXX Europe ESG Leaders 50.

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

For the third consecutive year, **Societe Generale is part of the Bloomberg Gender Equality Index** alongside 418 companies (out of 11 sectors, 45 countries & regions). This index recognizes companies that are committed to advancing gender equality and being transparent in the disclosure of their information.

In addition, and in accordance with the provisions of the Loi Avenir of 5 September 2018 aimed at eliminating the gender pay gap, Société Générale SA in France publishes the level of its **Gender Equality Index** who reach 86 points out of a maximum of 100 points in 2021.