

CORPORATE CULTURE AND ETHICS PRINCIPLES

Report 2022

THE FUTURE
IS YOU



SOCIÉTÉ
GÉNÉRALE

CORPORATE CULTURE AND ETHICS PRINCIPLES

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

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

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

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KEY FIGURES 2022

37,525 DAYS
 devoted to solidarity initiatives by employees

108,000 INDIVIDUALS
 individuals trained in the management of inappropriate behaviour

97% OF THE EMPLOYEES
 who took the Code of Conduct training module passed the course¹

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

85% OF EMPLOYEES
 feel free to express their ideas

1. The 2022-2023 Code of Conduct training campaign ends in mid-March 2023 with a distribution target of 117,576 people.



HAVING A PERMANENT STAKE IN OUR CULTURE

GIVING SHARED MEANING TO OUR CORE VALUES

A FOUNDATION OF SHARED VALUES

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

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

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

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

THE CODE OF CONDUCT

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

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

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

THE LEADERSHIP MODEL

The Leadership Model describes the key competencies and principles of individual and collective behaviour expected of employees, focusing on how results are achieved as much as on the results themselves.

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

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

In conjunction with this guide, a self-assessment tool available on the Intranet asks 20 questions through which respondents can see how they rate in relation to the appropriate conduct. They can then use the development tools provided to improve in the various areas (see [Declaration of Extra-Financial Performance](#)).



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



INSTILLING A CULTURE BASED ON ETHICS AND COMMUNICATION

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

By continuing to mainstream the right to make a mistake¹ and a culture of feedback in our daily business practices while offering new forums for expressing oneself, such as the Speak Up initiative, and managing problematic issues.

THE CULTURE OF COMMUNICATION (SPEAKING UP)

Societe Generale defines “Speaking Up” or the “Culture of Communication” as an attitude – a mindset intended to promote free expression and active listening.

By inviting every employee to have the courage to speak up, the Group is committed to a dual objective of gathering the best ideas and more readily identifying risks.

Every opinion counts and enhances this joint project, as long as it is expressed in good faith and respect of our Code of Conduct, our values and our Leadership Model.

The prerequisite for supporting the Culture of Communication is offering a calm, inclusive environment that fosters psychological security and allows each person to be themselves, sharing their ideas and concerns – even their mistakes – without fearing any negative impact on their image, status or career. Employees are more inclined to express themselves and speak up when they are recognised and valued, especially by their manager.

Our organisation encourages pooling expertise and promotes creating a cooperative environment at every level. Everyone – from employees to senior management – is invited to have their say and engage in dialogue, without fear of rebuke, mockery or backlash.

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

Centrally:

- A set of materials to accompany the roll-out of this culture and more fully adopt this approach, including a guide to understanding the challenges of the Culture of Communication, or Speak Up, initiative;
- Managers will be provided with fact sheets to guide them and give them turnkey advice on creating open-minded leadership conducive to free expression.

By the end of 2022, 85% of employees said they were ready to express themselves with complete confidence to their team members.

At local level:

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

FEEDBACK

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

The Group encourages this practice that adheres to the following principles:

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

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

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

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

PROMOTING THE HIGHEST STANDARDS OF CORPORATE CULTURE AND CONDUCT



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

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

This programme was rolled out to all employees, confirming and promoting the collective and individual behaviours aimed at ethical, responsible conduct of the Group's activities. Many actions have been successfully taken since this initiative was launched, focusing on the following seven areas: **implementing a Culture and Conduct governance structure at the highest level of the organisation and in the business lines; publishing a dashboard for tracking Culture and Conduct indicators; rolling out a conduct risk management system; aligning Human Resources processes; training and increasing awareness among employees; developing cultural transformation; and communicating in a way that mainstreams Culture and Conduct issues into employees' day-to-day lives.**

The ethical and professional standards committed to by the Group, its employees and its suppliers are presented in the Code of Conduct available on the Group's website and intranet and approved by the Board in 2019. This document is also distributed to all employees when they are hired and to suppliers when contracts are signed (except for business dealings in amounts lower than the thresholds set by the in-house standards).

At the beginning of 2021, **the Culture & Conduct approach was made permanent and continues to be a major priority for the Group.** A central team comprised of members from the Human Resources and Compliance divisions continues to coordinate and guide the effort, including its local anchoring in each business line through a network of Culture & Conduct reporting agents.

It is up to each business line to continue the transformation by integrating Culture and Conduct into their daily activities.

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



Recurring initiatives:

- Having the business lines formalise and compile a Culture and Conduct roadmap and maturity grid.
- Producing a Culture and Conduct Annual Report presented to General Management and the Board of Directors. It provides visibility on the top conduct risks in the business lines and identifies the necessary action plans to improve management of these risks, and tracks trends using indicators.
- Quarterly Culture and Conduct supervisory committees chaired by General Management were held with two objectives:
 - having the Human Resources Division and the Compliance Division report jointly on cross-company actions/accomplishments.
 - having two business lines and/or support functions report on their progress toward integrating Culture & Conduct-related themes according to a standardised evaluation chart.
- A website dedicated to the Culture & Conduct community, for the sustainability and management of the community within the Group, is regularly updated (useful contacts, tools, communications material, etc.)
- Key contributors in the assessment of conduct risk were provided ongoing training in connection with the annual Risk and Control Self-Assessment exercise aiming at improving each business line's 2022 results.
- International Culture & Conduct press review.



KEY INITIATIVES IN 2022

- The Culture & Compliance evaluation guide was updated: we are evaluating our employees through the prism of conduct. The guidelines for this type of evaluation have been improved for managers.
- An educational video was provided to all business lines explaining the origin and goals of the Culture & Conduct approach.
- Training was conducted on inappropriate conduct based on real-world cases, promoting awareness and the culture of dialogue.
- Training was conducted on ethics decision-making in the event of a dilemma, developed in consultation with a team of philosophers.
- A tool was created to track conduct incidents and provide information on action plans and disciplinary action.
- The consistency of procedures for managing and tracking conduct risks and Culture & Conduct actions taken was improved, by mainstreaming Culture & Conduct in the internal control committee procedures of the BU/SU and creating normative documentation.
- An awareness campaign was prepared on the culture of dialogue.

1. The 2022-2023 Code of Conduct training campaign ends in mid-March 2023 with a distribution target of 117,576 people.

KEY FIGURES CULTURE AND CONDUCT AT END-2022



88%

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



82%

of employees say they would exercise their whistleblower rights if they witnessed or faced inappropriate behaviour



97%

of employees who completed the Code of Conduct training module confirmed their knowledge at the end of December 2022 during the 2022-2023 campaign¹

EMBODYING OUR ETHICAL PRINCIPLES IN KEY HUMAN RESOURCES MANAGEMENT PROCESSES

Societe Generale is extremely vigilant when it comes to compliance with regulations, inhouse rules and procedures and the ethical principles governing its activities.

In this regard, the Group continues to align the main human resources management processes by applying appropriate disciplinary policies.

A GROUP POLICY ON INAPPROPRIATE BEHAVIOUR IN THE WORKPLACE

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

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

- **asserting the Group's values and commitments in that regard;**
- adopting common definitions and providing examples of this type of act;
- encouraging the implementation of a concrete action plan through mandatory

awareness-raising training sessions for all employees, special training for people likely to be called upon to act against such behaviour and broader preventative and awareness-raising measures;

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

A WHISTLEBLOWING MECHANISM IN PLACE FOR THE ENTIRE GROUP

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

The whistleblowing mechanism is available to all of the Group's entities, whatever their country of operation; all employees of Societe Generale¹; members of the management body; directors²; shareholders³; external and casual employees⁴; and certain third parties as set out by law⁵.

Whistleblowers can get help from third parties called "facilitators"⁶ without prejudice to the alert's admissibility. Whistleblower status may extend to these third-party facilitators, natural persons connected to the whistleblower⁷, and legal entities controlled by the whistleblower, or that employ or have a professional connection to the whistleblower. This list of third parties may be adjusted with respect to the local laws and regulations in force.

It is exercised through the various channels available:

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

In parallel and within this context, the procedure for reporting and addressing misconduct has been strengthened.

In 2022, 108,000 Group employees were trained in the management of inappropriate behaviour.

In particular, it makes provision for **new actors** who may be called upon to intervene alongside HR departments in handling alerts and underscores the possibilities offered to employees to report an inappropriate situation, particularly by using the **Group Whistleblowing tool** (Whistleblowing Centre).

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

Raising an internal alert is a right, and no employee may be sanctioned in any way for initiating an internal alert in good faith. Societe Generale protects whistle-blowers and ensures that their identity is kept strictly confidential throughout the Group and where local legislation permits. Exercising the right to whistleblow must comply with the Group's rules and the provisions of local legislation, specifically with regard to professional secrecy and the protection of personal data and is not intended to replace the bank's statutory obligation to report all operational incidents and other deficiencies.

In total, for 2022, 126 admissible alerts were reported in the Group whistleblowing management tool (122 in 2021), of which 75% were related to HR issues (76% in 2021).

1. This includes those whose working relationship has ended, where the information was obtained in the course of that relationship; and those individuals who applied for a job in the entity in question, where the information was obtained in the course of that application.

2. Members of the management, executive or supervisory board.

3. Shareholders, partners and those who have voting rights in the entity's general meeting of shareholders.

4. Temporary employees, apprentices and interns - including V.I.E. (international volunteer(s) abroad), service providers, employees of subcontractors, directors of service providers and subcontractors, etc.

5. Co-contractors of the entity in question, their subcontractors or, in the case of legal entities, members of the administrative, management or supervisory body of these co-contractors and subcontractors as well as the members of their staff.

6. Any natural person or private non-profit legal entity helping a whistleblower make their report.

7. Individuals who risk being the target of reprisals in the course of their professional activities by their employer, their client or the recipient of their services.



A GLOBAL HR WHISTLEBLOWING TOOL

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

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

A COMPREHENSIVE POLICY ON DISCIPLINARY MATTERS

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

To this end, it includes:

- the formalisation of the principles and best practices in terms of sanctions (right to make a mistake, non-tolerance of misconduct, sanction decisions taken collectively and proportionate to the seriousness of the misconduct, ultimate responsibility of the manager in applying the principles and sanction decisions, follow-up on sanctions);
- the distinction between a mistake and negligence by providing a definition of these two terms;
- bi-annual reporting for the entire Group, to provide General Management (in particular) with an overview of disciplinary actions; Key indicators are reported to General Management;
- the possibility for employees to report any disciplinary abuses of which they may be aware, whether directly or indirectly.

In 2022, of the total human rights sanctions recorded for the Group:

- **56 sanctions are linked to cases of inappropriate behaviour, including 16 cases of harassment (moral and sexual), 12 cases of sexist behaviour, 25 cases of violence and 3 cases of discrimination;**
- **and 2 cases are related to occupational health and safety.**



STANDING UP FOR BASIC RIGHTS AND FREEDOM OF ASSOCIATION

RESPECTING FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

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

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

AN AGREEMENT WITH UNI GLOBAL UNION

In terms of social dialogue, the Group has demonstrated its commitment through a **global framework agreement on fundamental rights, begun in 2015, renewed in February 2019, and in renegotiation in 2023, with the international trade union federation UNI Global Union² covering 100% of the Group's workforce.**

The agreement takes the form of regular discussions with UNI Global Union on the implementation of these commitments and a yearly follow-up meeting that brings together the representatives of UNI Global Union, the Human Resources Department (HRD) and the Group's trade union representatives affiliated with UNI Global Union. Several meetings were held in 2022, specifically about the work undertaken with UNI Global Union on the Duty of Care Plan. Societe Generale held discussions involving representatives of HRD and UNI Global Union both centrally and locally in certain countries, in order to make the duty of care a structural element of the Group's social dialogue.

Several local collective agreements have been signed with employee representative bodies. In 2022, 195 local agreements were signed within the Group (vs. 157 in 2021). These agreements cover compensation, employee benefits, working conditions (working time, terms of employment, remote work, etc.), social dialogue practices, gender equality in the workplace and the conditions for social support of the company's strategic projects.



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

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

- distributing leaflets to employees;
- sending out informational materials to employees by interoffice mail;
- bulletin boards in the workplace for trade union messages;

- a website for each workforce representative accessible on the company Intranet;
- trade union briefings with employees during working hours with no loss of wages for the employee;
- the possibility for employees to subscribe to a representative trade union organisation mailing list to receive trade union messages in their business or personal mailbox.

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

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



MAINTAINING A FAVOURABLE SOCIAL CLIMATE

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

- **The implementation of dialogue and consultation bodies, in addition to its legal framework, to address the corporate strategy in place** since 2013. In 2022, union leaders were given visibility on the strategic and economic directions of the Company and the business lines through:

- 4 meetings with the Chief Executive Officer or his representatives during the European Group Works Council;
- 1 special meeting with the Chief Executive Officer about Societe Generale’s strategic directions;
- 3 meetings of the forum for dialogue and consultation, attended by members of General Management, on the basis for proposed projects;
- 6 meetings with the Chief Executive Officer or his representatives during the plenary sessions of the Central Economic and Social Committee;
- 3 meetings of the professions observatory on the progress of Strategic Workforce Planning (“SWP”) for different functions and an update on the mobility programme.
See the *Professions and Skills report*.

In addition to these meetings, three special progress updates were held with the Special Negotiating Group (SNG) for the “Vision 2025” project.

- **Continuing a constructive dialogue on negotiated agreements, including:**

- social support during the merger of the Societe Generale and Credit du Nord Group banking networks;
- creation of Central Economic and Social Committees within the network, and Societe Generale corporate services outside the Paris area;
- electronic voting;
- incentives for 2021, 2022 and 2023;
- one-time release of profit-sharing and incentives;
- Wage Agreement 2023;
- onboarding of Parel employees into SGPM;
- working conditions and quality of life at work;
- integration of people with disabilities;
- donation of days off;
- pension scheme.

The agreements on how the bodies operate and how social dialogue will be organised and conducted are conducive to fluid, quality dialogue and contribute to the economic performance of the company.

Workforce representation in the Group is organised as follows:

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

In particular, it has the function of:

- ensuring that the collective voice of employees can be expressed, allowing their interests in decisions relating to the development of the company’s economic and financial situation, the organisation of work and occupational training to be taken into account;

- contributing to the protection of the health and safety of employees and the improvement of their working conditions;

- **Business and Social Works Councils (BSWC):** at the corporate level at Societe Generale SA in France, these councils are responsible for:

- ensuring that the collective voice of employees can be expressed, allowing their interests in decisions relating to the development of the company’s economic and financial situation, the organisation of work and occupational training to be taken into account;
- contributing to the protection of the health and safety of employees and the improvement of their working conditions;
- relaying the collective or individual complaints of employees to the employer.

MOBILISING FOR POSITIVE CHANGES IN SOCIETY





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

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

SOLIDARITY AND MUSIC, RECOGNISED DUAL EXPERTISE

Since 2021, the Societe Generale The Future is You Foundation has leveraged its dual expertise to:

- **Support educational and vocational integration programmes**

In 2022, 67 projects, ranging from the fight against dropping out of school to training on how to be a web developer right out of college, received support.

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

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

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

A STRENGTHENED EFFORT TO HELP YOUNG PEOPLE BUILD A FUTURE

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

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



A COMMITMENT CENTRED ON FRANCE AND AFRICA

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

With branches in 19 African countries, Societe Generale has made the development of the African continent one of its priorities. Promoting the education of young children, making vocational integration possible or promoting social innovation, particularly by encouraging women to venture into entrepreneurship, are all objectives that the Societe Generale The Future is You Foundation is pursuing in Africa.

Since the launch of an Africa Programme in 2018, 75 projects in ten countries have been awarded grants totalling more than €4 million, in line with its international development strategy and in collaboration with local teams.



SUPPORTING EMPLOYEE INVOLVEMENT IN SOLIDARITY INITIATIVES

PROMOTING SKILLS-BASED SPONSORSHIP

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

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

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

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

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

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

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

In 2022, over 13,000 of the Group's employees participated in one of these initiatives proposed by the company during working hours.





DIVERSE AND VARIED INITIATIVES DEDICATED TO SOCIETY

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

Mentoring Programmes

On a one-off or more continuous basis, for periods of six months to one year and for a few hours a month, employees can coach a person by sharing their experiences and their views as outsiders, and guide mentees through their education curriculum or during their first steps toward employment. There are many mentoring schemes, including:

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

Since 2020, about 850 employees have volunteered as mentors to partner associations of the Societe Generale The Future is You Foundation.

Annual solidarity events

Every year for the past 10 years, in every location where it does business, the Group has organised solidarity events. Although the formats differ according to the year and the country, the guiding idea remains the same: highlighting employees' commitment and the initiatives of the partnering associations of the Foundation or the Group.

Since 2021, employees have mobilised on behalf of youth through the Move For Youth Challenge: a company-wide athletic and civic challenge benefiting local and international associations working at the grassroots level to promote education and vocational integration of young people.

In all, in 2022, **over 17,000 employees in over 50 countries** ran two million kilometres, which were converted into donations to provide concrete support to more than 50 associations.

Solidarity Day

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



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