

DIVERSITY AND INCLUSION

Report 2022

**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.”

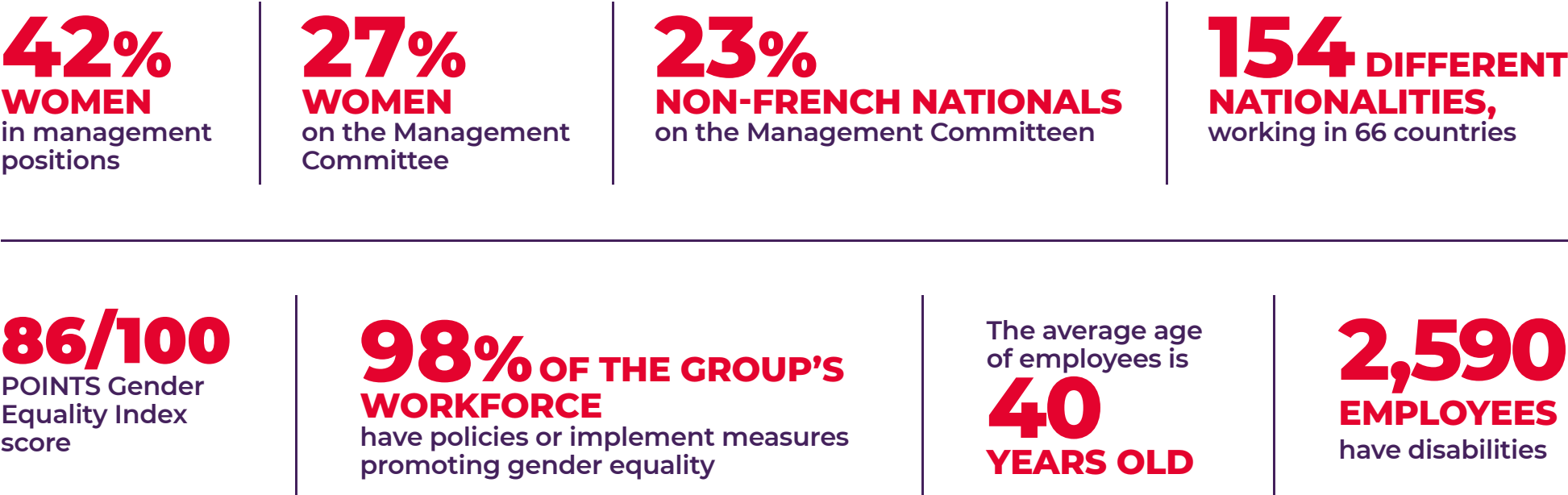
We are determined to be a company where employees feel good as they are, reflecting the diversity of the customers we serve and the society in which we operate.

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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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 **117,500 employees** representing **154 different nationalities** working in **66 countries**, and **52% 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. **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, the Group has a Diversity and Inclusion Board, made up of members of the Management Committees of its Business Units and Service 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.

In addition, a team dedicated to promoting diversity and inclusion manages these issues, drawing on a network of contacts to implement the Group's commitments in the Business and Service Units both in France and abroad.

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 issue, by:

- Specific questions in the Employee Survey to measure how inclusive employees feel their working environment is, and implement targeted actions. Based on a score of 7.3/10 in 2022, employees see the working environment as inclusive;
- A platform introduced in 2023 with which the Business and Services Units are creating their own Diversity and Inclusion Surveys in full transparency and at all times, to measure how equity

is perceived in the companies. This is a supplement to existing Group mechanisms (including the Employee Survey);

- Hands-on workshops for co-building diversity and inclusion initiatives. In 2022, for instance, the Group's Global Banking & Investor Solutions division organised a Diversity and Inclusion hackathon in which over 80 employees were given the opportunity to brainstorm workable solutions for driving diversity and inclusion, four of which were selected for implementation.

Based on a score of 7.3/10 in 2022, employees see the working environment as inclusive.

STRONG GROUP COMMITMENTS TO DIVERSITY



STRONGER GROUP COMMITMENTS

In the past two years, **the Group has substantially strengthened its commitments** by:

- Signing the One In Three Women Charter opposing violence against women;
- Renewing (for the sixth time) the 2023-2025 Three-Year Agreement promoting jobs and labour market participation by persons with disabilities in France;
- signing three charters in favour of gender diversity #JamaisSansElles, Financi'Elles and Towards the Zero Gender Gap;
- 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, and extending it by one year in 2022;
 - The collective agreement on gender equality in the workplace, signed with labour unions in France.
 - 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, **2022 also saw a number of local initiatives including:**
- In Algeria, Societe Generale signed a Diversity and Inclusion Charter whereby it commits to various issues, including equal pay, equal job promotion practices, and support for women during maternity;
 - In Brazil, Societe Generale launched a Diversity Committee to address all diversity and inclusion-related issues and initiatives;
 - In Côte d'Ivoire, Societe Generale formulated a Diversity policy focused on priority areas, to promote diversity and inclusion and deconstruct stereotypes, instituted governance and a steering committee, and deployed several diversity and inclusion initiatives;
 - In Spain, ALD belongs to a network of companies committed to diversity and equity. It is also a member of the European Diversity Charter.

AMBITIOUS OBJECTIVES FOR 2023

The Group has set binding targets. By the end of 2023, the Group's management bodies must include at least 30% women, ensuring that this goal is met in both the business lines and the 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 170 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 on bias and stereotypes** available to all employees and mandatory for managers and future managers;
- 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



36%

of "Ambassadors" are women



54%

of the Group's 117,000 employees are women



23%

of Non-French on CODIR

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

SHARED TRAINING AND AWARENESS MEASURES FOR AN INCLUSIVE CULTURE



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.

In 2022, the Group continued its work on non-discrimination by adding to its awareness programmes on diversity and inclusion and the impact of unconscious bias and stereotyping in human resources (HR) processes.

These programmes are based on:

- a **Diversity & Inclusion Playlist** comprised of 17 modules available to all employees in the Group on the e-learning platform;
- awareness **training in bias and stereotypes** available to the Group's business lines for sharing with their employees. In 2021, this training was mandatory for the Group's current and former executives;
- training of the Group's Ambassadors in biases and stereotypes, launched in 2022. The Group is working toward the goal of **training 100% of Ambassadors by the end of 2023**;
- six modules of an **innovative new awareness training solution**, supported by the Ministry responsible for Equality between Women and Men, Diversity and Equal Opportunities, adapted for Societe Generale in 2022 and uploaded to the Group's e-learning platform early in 2023;
- a new awareness workshop for managers, to **understand the polarity between inclusion and exclusion**. This approach is meant to spur awareness and managerial actions strengthening cooperation and teambuilding. This initiative is included in the new educational programme for local managers in France;

- several initiatives launched locally in 2022 to train CODIR members and/or managers, or more broadly, employees. For example, the Societe Generale internal consulting firm rolled out the **Diversity Mural** for more than 200 of their employees;
- the roll-out in France of an e-learning course, "Understanding and preventing discrimination in the hiring process", **which is mandatory every four years for hiring managers and HR teams**;
- 14 conferences (accessible to all employees) held over two years by the Diversity & Inclusion Team with a **diversity and inclusion expert**. One of these conferences is focused on gender parity issues and one on domestic violence. Locally, the business lines also started their own conferences, such as a round table about women's strengths and skills that relates the stories of five inspiring women.

For 2023, the Group plans **to continue and intensify its training in non-discrimination and awareness of biases and stereotypes**, by deploying a mandatory e-learning course worldwide on understanding and preventing discrimination in the hiring process. There will also be new awareness modules on preventing fat-shaming, sexism and sexual violence.

1. Ambassadors are the Group's top 1,400 employees in key functions within all of the BU/SUs across all geographic areas. As they speak on behalf of General Management to their teams, they play a driving role in implementing and communicating the Group's strategy.



PROMOTING WORKPLACE GENDER EQUALITY AND EMPLOYEE DIVERSITY THAT REFLECTS OUR CUSTOMERS AND OUR SOCIETIES

The Group's diversity and inclusion policy aims to fight bias and create a culture of inclusion. As such, 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. 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 2022, on the strength of the measures deployed in the Group, 99.2% of the workforce will be covered by controls to ensure that HR processes are not discriminatory.

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 training in non-discriminatory hiring and diversity promotion for HR personnel, managers and recruiters, as a mandatory e-learning course;
- development of a maintenance guide for hiring managers, specifically to sensitise them to non-discrimination;
- a check for discriminatory criteria in our job offers as part of our ongoing monitoring;
- diversifying hiring sources by setting up a number of mechanisms, such as the partnership agreement with the French national employment service, hiring baccalaureate 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;
- creating tools and hiring/promotion processes advocating the elimination of discrimination (see Professions and Skills report).

Managers and human resources teams make sure there are no conflicts of interest in the hiring process of hiring 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 to avoid any potential risk of corruption, conflict of interest, discrimination or favouritism (see the *Declaration of Extra-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 2022, 52% of employees hired were women and 55% of promotions in the Group were for women.



It is comprised of several indicators, such as:

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

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, **€21.1m** has been allocated since 2013 to **correcting over 9,172 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 Agreement on workplace gender equality was extended from 1 January to 31 December 2023. This extension provides for the maintenance of all existing commitments (budget of €10m over 4 years via the 2019 wage agreement, of which €3 million for 2022) and enhances them with new measures on eliminating the gender pay gap: **an additional budget of €3,5m has been allocated for 2023 for this purpose.**

At the same time, for the signature of the Towards the Zero Gender Gap Charter, the Group launched in-house initiatives on the commitments made under this charter, to ensure equal pay for equal work by reviewing and reporting on Equal Pay indicators.

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 2022 financial year.

86/100 POINTS

POINTS GENDER
EQUALITY
INDEX SCORE

A 360-DEGREE APPROACH TO PARENTING

New Parenthood in Business Charter

In 2021, Societe Generale renewed its commitments on parenting by signing the New Parenthood in Business Charter. This updated Charter fits into an inclusive approach, emphasising parenthood in all its forms and at every phase of life. In signing this Charter and as part of its responsible employer approach, the Group is renewing its commitment to work/life balance and confirming the importance of support for parenthood in all its forms. In addition, Societe Generale is committed to continually updating its guides and the information available on its intranets to include “parenthood in all its forms” (single parenthood, same-sex parenthood, etc.) and providing its employees with a parenting advice guide.

Leave for adopting parents

Within Societe Generale SA in France, adopting parents are given statutory leave (70 days for a first or second child, and 126 days for a third), which may be paid leave ⁽¹⁾. 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.

Child arrival leave

In 2022, Societe Generale in France launched the child arrival leave, which is designed to encompass the diversity of parenting situations.

In this arrangement, any employee, regardless of household composition, who does not meet the requirements for adoption or maternity/paternity leave is entitled to 11 calendar days’ paid leave for the arrival of a child.

In taking this approach, Societe Generale is confirming its dual ambition: first, to favour equal rights when a child arrives in a household; and second, to offer arrangements that fit a changing society, like the boom in new family models.



A COMMITMENT AGAINST DOMESTIC VIOLENCE

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.

By signing the One in Three Women Charter, Societe Generale is confirming its investment against domestic violence. HR staff are offered webinars to help them welcome and listen to employees living with domestic violence, and connect them with the best services and solutions for the situations they are facing. Special arrangements are also made in cooperation with the Group’s social and occupational health workers.

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

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, they help 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 2022, 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 sociocultural 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 in children, to foster awareness of people who function atypically (High Intellectual Potential, "Dys" disorders, Attention Deficit Disorder, etc.). Members help employees and managers understand what makes them different and how neuroatypical individuals function, and support them in sharing the information.

WAY: We Are Young

A network 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. It encourages team diversity and the inclusion of diverse perspectives and 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.

SPECIFIC INITIATIVES FOR THE GROUP'S CUSTOMERS



The Group is committed to combating all discriminatory practices in the distribution of financial products and services, and strives to support its customers during their life events.

To achieve this goal, the Group's subsidiaries actively support financial education. Many practical solutions are available for understanding the financial news, following it in real time, and supporting their customers. Here are some:

- Since 2018, French Retail Banking has offered twelve useful services via the Boost platform, for the Bank's younger customers (ages 18-24), including language learning, job hunting, career counselling and driver's education, with services adapted to each customer's needs.
- Societe Generale Private Banking has provided visitors to its website with a series of educational episodes on "understanding responsible investing".
- Since the end of 2020, the Group has provided an electronic wallet to teach 10- to 17-year-olds how to manage their pocket money in a fun, open-ended and friendly way. It also offers its young customers training in how to be responsible online, including knowing the major issues of green IT.

- The Group is serious about protecting its customers, including the "caregiver" autonomy guarantee, which provides guaranteed assistance and insurance to support customers in their caregiver role, or through a responsible and supportive health insurance plan to cover customers and their families.

The Group also makes its services accessible to its customers with disabilities by adapting equipment and making applications user-friendly:

- Access to Societe Generale cash machines (ATMs);
- Bank statements in Braille;
- Bank branches designed to be accessible to people with limited mobility;
- Digitally accessible Societe Generale app.

Societe Generale 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.



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.

In 2022, the Group created its digital footprint on the Mixity platform. It measures the maturity level and the impact of its Diversity and Inclusion measures. In France, this initiative covers five areas: gender, disability, LGBT +, multicultural and multigenerational.

The overall score, representing the average of the areas cited above, was 80/100. This places the Group above the total scores achieved by companies in the banking sector (73/100) and by all companies evaluated, all industries combined (65/100).

These initial results are promising and align with the Group's ambition to "be recognised as a company in which everyone can feel free to be themselves, without hiding or conforming."

At the same time, the Group is gradually incorporating the cognitive diversity aspect into its approach and carrying out dedicated actions, including:

- Interacting with the DKdrés in-house network
- Organizing conferences on autistic talent and neurodiversity. This issue will be more fully worked into the cycle of diversity and inclusion conferences in 2023.

GENDER EQUALITY

GENDER EQUALITY

In addition to the binding objectives set for 2023 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

During the 2021 Women's Forum, Diony Lebot, Diversity & Inclusion sponsor for the Group, signed the "Towards the Zero Gender Gap" charter. 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.

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 2022 WEP Report).

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.

#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.

WEARESISTA CHARTER

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

#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.



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, 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

- Launching **two new development programmes**, ACCELERATE and BECOME, specifically for talented women employees in the Group who are identified as potentially moving into key Group positions, both in France and abroad. These programmes are designed to guide participants toward positions of greater responsibility. As such, they will have a customised programme of six to ten months comprised of individual and group coaching, co-development and mentoring. Every promotion will be supported by an executive 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 organises 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.

IMPLEMENTING ACTIONS TO MAKE PARENTING EASIER

- Since 1 July 2021 in France, fathers have been entitled to 25 divisible calendar days of paternity and childcare leave (32 days in the case of multiple births).
- In Madagascar, BFV SG provides a breastfeeding room for its employees.
- 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.
- In Brazil, mothers returning from maternity leave may work from home for 60 days after the statutory leave period.

- 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.

INITIATIVES TO BRING MORE WOMEN INTO THE DIGITAL AND IT WORLD

The Group is committed to staying in the fight against bias and creating a more diverse and inclusive working environment, and has made it a priority in business lines where women are underrepresented. The Group applies a proactive policy and initially set itself the goal of achieving representation of 30% women in senior IT positions by 2025.

In 2022, Societe Generale launched a programme to strengthen the position of women in its Cybersecurity branch. The programme is aimed at onboarding 40-65 more women per year into the Cybersecurity branch, including in senior positions, and developing their skills throughout their careers.

And since 2018, Societe Generale has been partnering with Simplon in launching the inclusive IT School, which trains candidates from the French national employment service in the digital occupations whether or not they have any background in tech. This initiative is helping to:

- Improve gender parity in the Group's IT Function;
- Meet the Group's urgent need for IT skills;
- Foster inclusion and close the digital divide.

The candidates selected in 2022 will receive 400 hours of intensive training in web development and 18 months of work-study immersion in the IT teams, in Societe Generale's technopole.



To match Societe Generale's ambitions in this area, specific actions have been lined up to promote appeal and challenge biases in these business lines, including:

- Mentoring initiatives to help women move into and up through the digital and IT professions, and equitable processes (at least one woman among the candidates for IT businesses; adapted training paths; equal pay, etc.).
- Reskilling programmes composed of mixed cohorts in the tech professions (developer, data quality manager, data designer, data scientist, UX designer, blockchain expert, etc.)
- School events dedicated to women (Women in Engineering Forum, Women in Finance, What path for a woman engineer at Societe Generale, etc.)

RESULTS

For the fourth consecutive year, Societe Generale is recognised for its commitment and actions fostering diversity and inclusion, by appearing in the Bloomberg Gender-Equality Index (GEI), alongside 484 companies (out of 11 sectors and 45 countries).

This index measures companies' performance on gender equality across five categories: leadership and succession, wage parity, inclusive culture, sexual harassment policies and brand image.

The Group earned a score of 78.79 points (+1.88 points vs. 2021).

In 2022, Societe Generale was in the Top 100 of the Equileap international ranking on gender equality, with a score of 66% (+3 points compared to 2021).

For the third year running, 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.

“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...	2019	2020	2021	2022
in the Group	57%	56%	56%	54%
managers within the Group	44%	43%	43%	42%
“Ambassadors” (Top 1400)	26%	27%	37%	36%
on the Board of Directors	43%	43%	42%	42%
in the Strategy Committee (Top 30)	20%	24%	23%	21%
in the Management Committee (Top 60)	25%	29%	26%	27%
in key positions (Top 160)	19%	20%	25%	26%

AFRICA

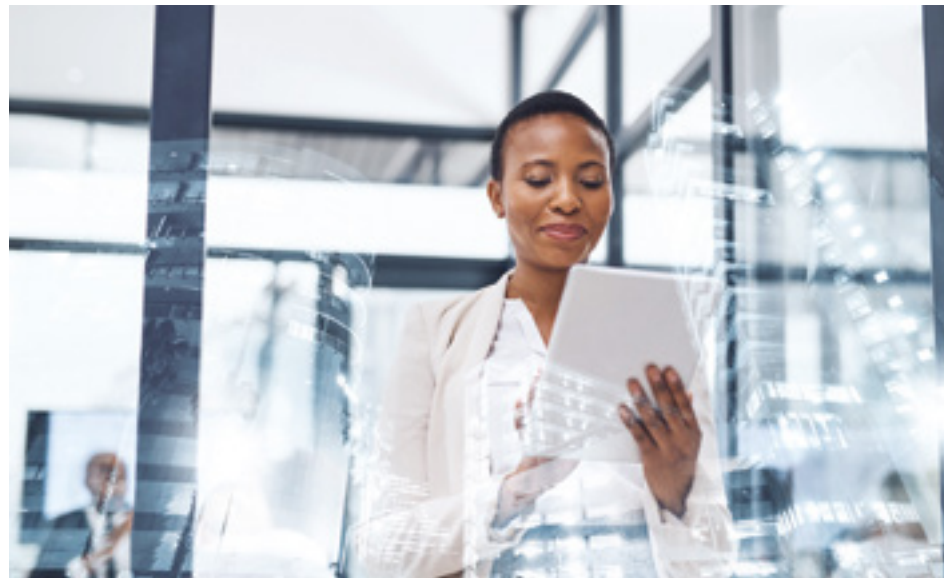
In Africa, Societe Generale is regarded as an employer of choice, particularly with respect to the gender equality of its teams. The Group is improving the corporate culture and decision-making processes of its African subsidiaries in order to create an environment that promotes the equitable professional 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.

The **“Diversity for Africa”** strategy depends on an active and dynamic community of local contacts, represented within each branch by an HR/Business duo. Since 2022, management by OKR (Objective Key Results) has been deployed with the primary goals of improving equity in career management and fostering an inclusive and responsible organisation.

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, to have 30% women on management committees, was exceeded in 2022. Indeed, **the average proportion of women on management committees was 36.9%** at the end of 2022. Some subsidiaries had **more than 40% women on these same committees.**

In 2022, the Diversity For Africa programme continued with several key actions:

- Women’s growing participation in Group development and leadership programmes (like Accelerate and Become), with the goal of giving women the keys to better “Assume their ambitions and clarify their career plan” and “look ahead to key positions”.
- Building awareness of managerial biases and stereotypes, which began in 2020 with the members of all management committees and finalised in 2022 with 450 managers.
- Including diversity and inclusion in special development programmes in the Africa-Middle East (AFMO) business lines, with a successful launch at a seminar, of the Pan African Valley Community (PAVC), the AFMO’s strategic management community.
- Many local initiatives for promoting and raising diversity and inclusion awareness (Societe Generale Madagascar participating in an education trade show, SG Benin and SG Cameroon in “Handidays,” Societe Generale Tunisia at the Sommet de la Francophonie [summit of French-speaking nations] in Djerba to address “connectivity in diversity” issues, and more).



Alongside these efforts, 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.

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.

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, 74% of the workforce are covered by actions targeting employees over 50.

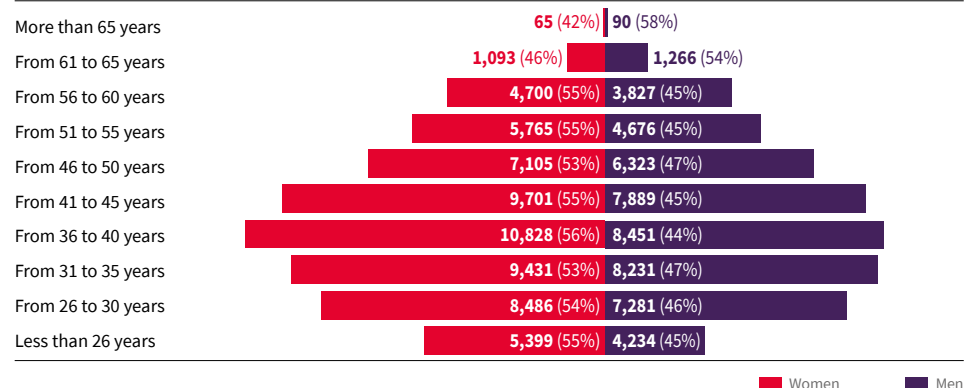
RESULTS

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

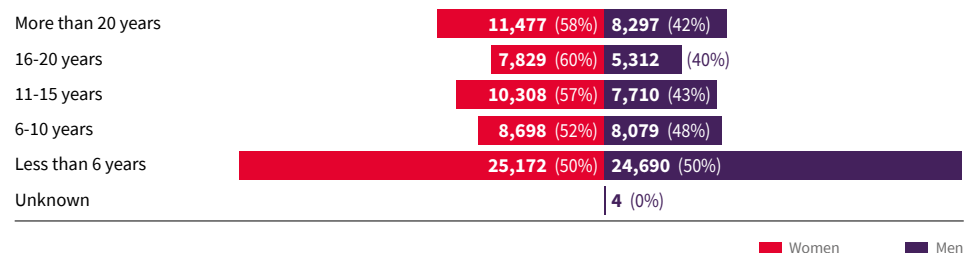
The average age of the Group’s employees was 40 at the end of 2022 (vs. 39 in 2020) and average seniority was 10.5 years at the end of 2022 (vs. 10.1 years in 2021).



BY AGE (Average: 40 years)



BY SENIORITY GROUP (Average: 10.5 years)



FOCUS ON

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** (26 June 2018), **Societe Generale implements concrete solutions, in every facet of working life, for tackling discrimination against LGBT + individuals in the business world. 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.

From interviewing to hiring to promotion to our management principles, Societe Generale sees to it that everyone feels heard and valued, regardless of their sexual orientation or gender identity.

Societe Generale is a signatory to the **Other Circle's LGBT + Commitment Charter**. By signing this charter, the group reaffirms 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

In the Group

By calling on the expertise of outside organisations and hosting various events, Societe Generale raises its stakeholders' awareness and activates the drivers of commitment. For example, Societe Generale has:

- Renewed its partnership with think tank Tetu connect (2022). Partnered with that think tank and the National Rugby League to sponsor an anti-homophobia in rugby programme (2020);
- Also renewed its partnership with Other Circle and thereby conducted its first survey on the inclusion of LGBT + individuals at Societe Generale in France (2022). This survey identified areas for improvement and actions to be taken;
- Sponsored the "Role model" event organised by the Other Circle, which rewards those who have had a positive impact through their inclusion of LGBT + individuals in their company;
- Organised two dedicated conferences for all employees:
 - For the International Day Against Homophobia, Transphobia and Biphobia, the Group organised a round table to discuss the **important role of allies and the inclusion of LGBT + employees at work**. Many in-house employees spoke up and shared their stories.

- For International Coming Out Day, the Group held a conference on the essential words to use in **cultivating sensitivity to the importance of words and their impacts on others**.

Prides & Allies network

In addition, Societe Generale relies on its internal Pride & Allies network, a group that brings together employees working toward the inclusion of LGBT + individuals at Societe Generale. Launched in 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 2022, more than 2,000 people participated in awareness events about company inclusion of LGBT + individuals. For example, members of the Diversity & Inclusion Council were made aware of the results of the Other Circle survey, and several Executive Committees and HR teams benefited from these events.

To this purpose, alongside Pride & Allies, which unites our employees in different countries, **the Group defends and applies a corporate culture intended to promote inclusion and equal rights of LGBT + personnel.**

Conversation guide

To accomplish this, Societe Generale also provides various tools, such as a conversation guide to LGBT + subjects. This brochure, which is provided to all employees, presents

1. Gender identity: the gender a person identifies as.

best practices for addressing LGBT + issues, including examples of specific situations. This guide aims to encourage discussion on the topic, whether within teams or with clients.

Special leave days are also offered, such as adopting parents' leave and child arrival leave (see "A 360-degree approach to parenthood", p. 11).

At local level

The Group also conducts actions and specific policies locally to encourage a culture that is open and respectful to all LGBT + employees worldwide.

In the Americas region,

- Societe Generale has committed to giving employees the option of declaring who they are – whether that's a member of an LGBT + population, an ethnic group or a person with a disability. This confidential, voluntary information is used to better assess the ways in which the company is meeting its employees' needs.

In the Asia-Pacific region,

- a diversity council supports four diversity networks led by regional employees: gender, culture, disability 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, at:

- Societe Generale Hong Kong:
 - Is an active antenna of the Pride & Allies network;
 - Has an equal opportunity policy with special clauses designed to combat discrimination toward LGBT + people;
 - Organises check-ups dedicated to sexual health and vaccines (Hepatitis A and B or HPV) which are subsidised and, in the case of HIV/AIDS, covered by insurance;
 - Offers a significant contribution through one of the Societe Generale insurance companies to gender transitioning (including surgery);
 - Provides gender-neutral toilets on every floor of all office buildings;
 - Offers discussions and training to employees and managers on LGBT + related topics, such as coming out;
 - And, for the past several years, has sponsored PinkDot Hong Kong, an event that supports LGBT + individuals and celebrates inclusion, diversity and the freedom to love.
- Societe Generale in India:
 - In 2022, partnering with the India-France Chamber of Commerce, organised the second edition of the event "LGBT +: Social responsibility and inclusion in the workplace". The event raises awareness of the realities of LGBT + communities and gender identity;
 - Held conferences, workshops and discussions with network members during Pride Month;
 - Updated its health coverage policy to cover HIV screening.



In Europe,

- Societe Generale in Romania hosted an LGBT + awareness workshop and updated its life insurance policy to cover the partners of all employees including unmarried and same-sex couples.
- Societe Generale London created and distributed a newsletter to its employees with an LGBT + focus, organised a conference entitled "How to foster belonging in the workplace", and participated in the London Pride March.
- Societe Generale in France began drafting guidelines on trans identity for the purpose of creating a document for HR, managers and all employees.

RESULTS

For the third year running, several Societe Generale employees were named **"Role Models"** at the Other Circle event. One member of the Management Committee was named LGBT + Role Model.

In Germany, Group subsidiary Hanseatic Bank was **certified by the Pride Index**. This index spotlights companies that are especially committed to their LGBT + employees.

In the United Kingdom, Societe Generale appeared in **Stonewall's Top 100 employers for equal rights in the workplace** and received their silver award. This index rewards notable employers who commit to supporting their LGBT + staff and customers.

In the United States, Societe Generale again received the **"Best Place to Work for LGBT +"** by the Human Rights Campaign Foundation. This award recognises employers who have taken concrete measures to guarantee greater equity in LGBT + inclusion.

PEOPLE WITH DISABILITIES



COMMITMENTS

Societe Generale has made a number of commitments illustrating its ambition to instil better social and professional inclusion of people with disabilities.

Since 2016, the Group has been 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. In this way, it has become part of the “business and disability” global network composed of major multinationals, employer and union organisations and NGOs. This charter facilitates international discussion and also defines 10 commitments such as protection of all personnel against all forms of discrimination, accessibility, awareness and support.

In France, the Group manifests its commitment by signing major agreements:

In 2018, Societe Generale signed the **Manifesto for the Inclusion of the Disabled in the Economic World**, which aims to promote inclusion through a proactive human resources policy, accessibility development and responsible sourcing.

In 2019, Societe Generale signed the **Responsible Digital Charter**, which contains an inclusive digital policy.

In 2022, for the sixth consecutive year, Societe Generale renewed the **2023-2025**

Three-Year Agreement “promoting jobs and labour market participation by persons with disabilities”. This agreement is in line with the Group’s determination to facilitate and support the social and professional inclusion of people with disabilities, in connection with its diversity and inclusion commitments, and to make the following goals permanent:

- Promote hiring of people with disabilities;
- Ensure integration and retention of employees with disabilities;
- Support employees with disabilities, with all stakeholders, throughout their career;
- Promote awareness and inform all employees to gain an understanding of disability and thereby combat prejudice;
- Encourage purchasing from the Protected and Adapted Sector (PAS).

In this respect, the agreement furthers the commitment to make disability a core HR process for the company and displays its ambition of hiring and retention. Thus, it adds new support measures to the current mechanisms in place, specifically:

- Intensive training for all stakeholders: managers, HR, disability contacts, staff representative bodies and delegates;
- Additional days off so that people with disabilities can attend their medical appointments more easily;

- An “integration and retention” team comprised of the doctor, social worker, HR, and manager, which supports the employee with every pivotal moment, including hiring and internal mobility;

Special attention for the parents of children with disabilities.

This agreement is a reminder of the essential role of local disability contacts. With this system, 115 RLHs receive support and special training from Mission Handicap. They provide information and advice locally to employees, HR teams and managers – Mission Handicap can be called upon in situations requiring expertise. They lead, deploy and relay the disability policy directly with the teams.

Societe Generale has also been an Official Partner of the Fédération Française Handisport (FFH), France’s parasport federation, since 2003. Its mission is to offer appropriate sporting activities to anyone with a physical or sensory disability, and to provide a structure for such activity.

1. RLH: Relais Locaux Handicap (Local Disability Contacts).

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 employment of the disabled.
- **measures to keep employees in their jobs** at Societe Generale SA in France (660 initiatives in 2021 and more than 6,500 adjustments to workstations since 2007);
- **integration programmes for young people**, with awareness-raising and communication initiatives conducted with the Group's partner schools (work-study programmes, scholarships, Kedge Business School "Management & Disability" chair, EPITECH partnerships, Sciences Po Accessible, ARPEJEH, Hanploi&School and DUO DAY). Societe Generale is committed to making it easier for young students with disabilities to enter the business world, and is particularly attentive to schools that have a policy of actively supporting students with disabilities;
- **purchases from the protected disabled worker sector** (€8.9m in 2021), which helped support the professionalisation of this sector;
- **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 two MOOCs, "Managing employees with disabilities" and "Working with a disabled coworker". In addition, an online course dedicated to digital accessibility, and various e-learning on the issue of invisible disabilities, are available to all employees. A booklet, "Am I affected?," has been provided to all employees;
- **external awareness-raising activities**, such as:
 - the **European Week for the Employment of People with Disabilities (EWPDP)**. In 2022, the EWPDP focused its efforts on job retention and invisible disabilities;
 - Operation **Handiskin**, an initiative launched by Societe Generale with the aim of bringing disability to the forefront of video games, to better represent the diversity of our gaming society. Handiskin won three awards including **two Gold medals** in the "**Brand Content**" and "**E-sports communications**" categories, and a Bronze in "**CSR & sports – great causes.**"



- The Group's participation in:
 - **Inclusiv' Day** as an Official Partner. This event provided an opportunity to share Societe Generale's experiences and best practices diversity and inclusion policy, through subject-specific seminars and dedicated meetings with our experts;
 - The Talents Handicap online forum where recruiters and job seekers can find each other;
 - And the Arpejeh reverse forum on work-study. This is Societe Generale's chance to meet with students with disabilities and learn about their career paths, experiences and plans so as to offer them the most suitable options for their needs.

The entities are also developing initiatives supporting the disabled at the local level, hosting internal employee networks about 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)..

1. Arpejeh, a non-profit association, pursues an active policy of employment of people with disabilities, equal opportunity and diversity.

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.

In France, every employee with a disability is eligible for several types of accommodation and compensation, including:

- A Supplementary Health allocation
- Additional paid days off
- A special retirement scheme
- Working time arrangements for employees and parents of children with disabilities
- Workstation accommodations, transportation assistance, special individual equipment, etc.

KEY FIGURES

- More than 350 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 disabled 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.
- 1 anonymous toll-free number to ask any question.

RÉSULTATS

At the end of 2022, **Societe Generale had 2,590 employees with disabilities⁽¹⁾**, mainly in France, India and the Czech Republic, accounting for 2.2% of the overall workforce.

The direct employment rate for France at SGPM is 4.77% in 2021.

1. As defined locally.

OVERALL, 86%
OF THE GROUP'S WORKFORCE
IS COVERED BY ACTIONS
SUPPORTING PEOPLE WITH
DISABILITIES

MULTICULTURAL DIVERSITY



In 2022, with more than 117,500 employees of different nationalities, working in 66 countries, and 52% of employees working outside France, Societe Generale confirmed its ambition to make equity and diversity & inclusion a reality for all its employees and a managerial priority for the Group.

In France, the regulatory and cultural environment prohibits disclosing diversity in terms of ethnicity or race.

However, in 2021, for the first time in France, a Diversity Survey was launched, in which Societe Generale participated, 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.

In addition, the Societe Generale Foundation has a great many partnerships with associations specialising in cultural and social diversity (see the Corporate Culture and Ethics report).

Internationally, some of the Group's entities have been engaged for many years in concrete initiatives to promote ethnic minorities, for example:

- The creation and hosting of the **Black Leadership Network**, an employee network that promotes inclusion, community, visibility, professional development, and mobility for Societe Generale's Black employees in the United States;
- In 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 United Kingdom;
- The **Diversity Month celebration** in the AMER region, with events organised to honour the various mindsets and cultures present in the region's entities and encourage discussion to foster understanding of how to create a more diversified workplace;
- In 2022, SG Asia signed the Hong Kong Equal Opportunities Commission's **Racial Diversity and Inclusion** Charter, which promotes a more diverse working environment in which everyone can flourish, regardless of ethnic, religious or cultural background.

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