

PROFESSIONS AND SKILLS

Report 2022

**THE FUTURE
IS YOU**  **SOCIÉTÉ
GÉNÉRALE**



PROFESSIONS AND SKILLS

In order to carry out the Bank's structural transformations, the Group pays special attention to the quality of dialogue with its employee representative bodies, especially to meet the challenges of changes in businesses and employment. It carries out the organisational transformation projects necessary for the Group's strategic positioning. In line with its current and future business needs, it implements an approach of anticipation and support for its employees.

Offering career paths and training to employees, offering alternative working methods, such as telecommuting, conducting an appropriate compensation policy (see *Performance and Compensation report*), promoting talent and ensuring managerial succession are all essential to attract, hire and retain employees, and develop their employability, in everyone's interest.

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KEY FIGURES 2022

OVER 80,000 EMPLOYEES
have access to a skills management tool

89% OF EMPLOYEES
have taken at least one training course

OVER 22,000
NEW HIRES
in the Group

OVER 10,000
STUDENTS
welcomed

OVER 15,000
INTERNAL TRANSFERS

RESPONSIBLY MANAGING RESTRUCTURING PLANS





MAINTAIN A QUALITY SOCIAL DIALOGUE

In 2022, the Group reaffirmed its determination to continue to overhaul its business units and functions in order to lastingly improve its commercial and financial competitiveness in a deteriorated, uncertain economic environment.

The Group carries out projects to adjust its organisation in line with its commitments as a responsible employer.

The Group has an **ongoing social dialogue about employment and includes its employee representative bodies in company projects** that have a material impact on professions and skills.

The Group's reorganisation and adjustment projects are based on an ongoing effort to improve and strengthen the customer experience and satisfaction, while contributing to the operational efficiency and structural profitability of its activities. These projects are also governed by specific agreements with the employee representative bodies.

In March 2022, Societe Generale SA in France extended its **agreement on changing professions and skills until March 2024**.

This agreement sets out specific actions on:

- consultation and dialogue on the company's strategy and changes to employment;
- employability and employee support (including internal transfers, measures for young people and seniors, and measures for employees' career plans);
- strengthening support for employees impacted by reorganisation (voluntary departure, support with job transitions and training assistance).

Dialogue and consultation with the Employee Representative Bodies is largely based on the "Professions Observatory".

It is a place for discussion and reflection on changes in the main professions and skills within the Company. The trade unions and the Human Resources Division are represented equally in the Professions Observatory. Its role is to have a forward-looking vision of the changes in the Group's main businesses in terms of the strategic directions defined. In 2022, the Professions Observatory met four times.

In 2022, the major project was to merge Societe Generale and Crédit du Nord's retail banking networks, head offices and back offices (Vision 2025). This transformation plan was submitted to the employee representative bodies' information/consultation procedures and for the approval of the competent authorities.

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

ACT AS A RESPONSIBLE EMPLOYER IN SUPPORTING EMPLOYEES

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

Support measures include:

- internal mobility: priority reclassification, support from HR experts, option for skills assessments;
- activity transition: support for start-ups, retraining, or organisation of working time for early retirement;
- voluntary departure: as part of a collective bargaining agreement.

In 2022:

- **The project to merge the Crédit du Nord and Societe Generale banners (VISION 2025)** is illustrated by strong Group HR commitments:
 - To carry out this merger without any forced departures, with priority given to natural departures and internal reclassifications.
 - To support employees throughout the project by setting up a skills assessment process and a major training programme via the Skills Academy, which enables the network's 28,600 employees in France to take stock of their skills, training needs, and career paths;

- To ensure preventive management of psychosocial risks through a comprehensive system for identifying, understanding and acting on the risks inherent in the merger;
- To build a common culture, which is key to bringing the two networks together;
- To maintain and develop appeal during the merger period.

In addition, the Group has assumed its full responsibility as an employer with regard to the situation in Ukraine and Russia, by constantly and closely monitoring of all its employees and customers, and ensuring that they are being supported with the utmost attention.

- **Divestment of banking and insurance activities in Russia**

As a responsible employer, Societe Generale has made an effective and orderly exit from Russia, ensuring continuity for its employees and customers. The Group supported local HR teams in assisting employees and took into account the impact on expatriate employees (particularly in the context of repatriation procedures, as requested by the French Ministry of Foreign Affairs). Particular attention was paid to the continuity of HR services (HR data compliance, e-learning, etc.). The Group has also given those employees the opportunity to apply for transfers to other Group entities.



For ALD employees in Russia, internal workshops were set up to provide psychological support and more than 50% of the employees received a promotion within the entity or a new position at ALD SA France.

- **Support for employees in the ALD Ukraine subsidiary**

In Ukraine, the Group has been very active, with the immediate priority being the protection of employees within its subsidiary. Guidance and support arrangements for their transport, accommodation, safety and health have been put in place.

In addition, a local survey programme was launched to regularly collect the feelings and impressions of employees and to assess their stress and safety levels. Appropriate action plans are being deployed as a result. Regular communication on safety is carried out and psychological support is offered to employees.

A specific system for responding to emergency situations has been implemented, including emergency kits available on the premises, first aid and fire safety training, creation of a discussion group to keep in touch with active employees, and housing.

Financial support was also provided, including early payment of salaries and assistance for employees who had left their primary residence.

MOBILISING THE POTENTIAL OF EACH EMPLOYEE AND ATTRACTING NEW TALENT

IN 2022, GROUPWIDE

OVER **22,000**
NEW HIRES¹

93% OF EMPLOYEES
have permanent contracts

3.3 MILLION
VISITS
to the Careers website

OVER **10,000**
STUDENTS
welcomed

1. 13,560 new hires on permanent contracts
and 8,536 on fixed-term contracts in 2022.



ADAPTING THE GROUP'S HIRING STRATEGY TO THE NEW CHALLENGES

A FAIR HIRING POLICY

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

Societe Generale is committed to guaranteeing a neutral hiring process. It is the responsibility of managers and human resources teams to hire employees solely according to the company's needs and the skills of each applicant (see *Diversity and Inclusion report*).

ENHANCING THE EMPLOYER BRAND

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

In line with the Group's transformation and its new commitments, Societe Generale has initiated work to jointly build its new employer promise. The aim of this work is to respond to two major trends: growing recruitment needs (particularly for IT skills) and a tight labour market, and a change in the aspirations and needs of employees in their relationship with work and with their employer.

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



NUMBER OF NEW HIRES IN 2022

Its social performance and good human resources practices are also recognised through external local awards such as, in 2022:

- Several Group entities were certified as a “Great Place to Work” (ALD Automotive Portugal, AXUS Nederland and SG GSC Romania)
- The French entity Shine received the “Best for the world” label from Bcorp in the “Governance” section, which includes social indicators
- SG Seoul was certified as “Family Friendly” by the Ministry of Gender Equality and Family
- SG New York was recognised by Forbes as One of the World's Top Female Friendly Companies for 2022
- ALD Automotive Madrid obtained the “Top employer” certification and the Company Diversity Award
- SG China won the “China Wellness Employer Award” organised by China Human Resources Management Research Institute.

In order to establish a relationship of trust over time and develop a sense of belonging, the Group implements an integration system built around the Group's values. The integration period allows new employees to discover the

Group's culture, methods and values, but also to establish a relationship of loyalty and to lay the foundations for a solid commitment. The integration policy for new hires was revised in 2019 to give everyone a common foundation, supplemented by programmes specific to the Group's various entities. Thus, since 2020, all new hires have:

- the same key messages from the CEO, welcoming them to the Group;
- the same access to an internal common space, where they can get to know the Group's culture, values, strategy and activities, specifically about the Group's conduct and compliance;
- various tools such as start-up kits, welcome booklets, guides for managers, tailored to the entities and the specificities of the business unit.

A RECRUITMENT STRATEGY ALIGNED WITH THE NEEDS OF CANDIDATES

Societe Generale is progressively diversifying its hiring methods, with the inclusion of new technological and digital features (such as online testing, automated applicant selection, hiring via social networks or specialist online communities such as Welcome to the Jungle).

The Group continues to improve and modernise its recruitment website, its primary means of interaction with candidates, and thus to highlight new jobs and respond more closely to candidates' aspirations. Other initiatives, such as MyJob Glasses (a platform for connecting students with volunteer employees) and Talent.io (a developer recruitment platform where Group managers speak directly with target profiles) also aim to provide better visibility of the Group's business lines, digitalise talent recruitment and strengthen Societe Generale's employer brand.

The website careers.societegenerale.com lists jobs available at Societe Generale in France and abroad. In 2022, almost 900,000 applications were submitted to the Careers site, with approximately 3.3 million visits.

In total, the Group hired nearly 22,000 people in 2022, in diverse businesses and geographic locations.

STRENGTHEN APPEAL AND THE RETENTION OF YOUNG PEOPLE

When it comes to employing young people, Societe Generale is committed to a proactive approach and strives to attract, hire and retain young graduates. As part of this approach, **Societe Generale is taking action on four objectives**, particularly in France.

MAKING SOCIETE GENERALE KNOWN AND PROMOTING THE VARIETY OF ITS PROFESSIONS IN ORDER TO SUPPORT YOUNG PEOPLE IN CRAFTING THEIR CAREER PLANS

For example, Societe Generale:

- Has privileged relations with select higher education institutions in 89 of the Group's entities, representing 94% of its employees. More specifically, partnerships with 48 schools in France and nearly 200 initiatives each year (school forums, expert conferences, CV workshops, subject-specific round tables, hackathons etc.);
- Organises interventions on digital topics (blockchain, digital currency, responsible digital) and CSR (e-accessibility, diversity in teams);
- Leads a community of 235 school ambassadors and 74 mentors, all Group employees, who are committed to discussing the values, culture, professions and working conditions of the company with students. Since the end of 2022, it has been possible for work-study students who have been with the company for two or three years to join the community of mentors to promote dialogue between young people;

- For the fourth consecutive year, the Group was a partner in the **ALTERN'UP inter-company competition** organised by FIPA – Fondation Innovations Pour les Apprentissages. The aim of this competition is to promote the entrepreneurial spirit of work-study students by offering them support in their creative endeavours. In 2022, two Societe Generale work-study students were awarded a prize;
- Funding of teaching programmes and research by way of five chairs, representing a total annual investment of €845,000;
- Offers a catalogue of business line videos illustrating the richness of our business lines and the careers of our employees.

ENCOURAGING MORE DIVERSIFIED HIRING OF JUNIOR EMPLOYEES

In France, various actions are being carried out:

- **The Meet Match & Learn forum** Twice a year, Societe Generale organises a multi-school, 100% digital event, which aims to increase our appeal to students from all backgrounds (around 60% of registrants come from non-partner schools). This event allowed them to:
 - attend conferences on the Group's current opportunities and challenges (such as the International Volunteer Programme, Women Leadership in Finance, responsible finance);
 - participate in HR coaching workshops;
 - apply for internships, international volunteer positions, and permanent contracts for young graduates in the context of job interviews with managers;



- **Financial participation in two “Equal opportunity” programmes** set up at Sciences Po and Université Paris-Dauphine, whose objective is to guarantee opportunities for access to academic excellence for deserving high school students from rural areas or priority neighbourhoods, and reviewing those programmes' results;
- **Events in 15 new schools** to diversify profiles and meet the needs of tomorrow (e.g. virtual reality, the metaverse);
- Collaboration with **Mission Handicap** (see *Diversity and Inclusion report*) to facilitate the recruitment of junior employees with disabilities;
- Conference with TETU magazine on **LGBT+ issues**;
- **Financing of the AFB / ESB (Ecole Supérieure de la Banque) / APELS (Agence Pour l'Education par Le Sport) / Societe Generale BDDF partnership.** In 2022, 11 work-study students were hired for positions in branches and are preparing for AMF certification;
- **The Job (e)-dating series** As a partner in the 1jeune1solution government initiative, Societe Generale has continued its commitment to the professional future of young people by holding a dozen recruitment events throughout 2022, both virtual and in-person. During these job (e)-dating sessions, candidates were able to discuss with recruiters about the positions available within the Group.



91.3% of students recommend Societe Generale Group;

89.3% say they have learned and developed their skills;

84.1% acknowledge that they benefited from an integration that enabled them to gain self-sufficiency quickly.

PROVIDING AN EVER-IMPROVING EXPERIENCE FOR JUNIOR

Each year, Societe Generale invites its interns, workstudy students in France and international volunteers abroad to complete the **ChooseMyCompany Happy Trainees** survey. This independent, anonymous survey allows students to evaluate their experience within the Group. In 2022, for the third straight year, Societe Generale earned the Happy Trainee label by ChooseMyCompany, which rewards companies that welcome, support and manage their interns, work-study participants and international volunteers.

GIVING OURSELVES THE MEANS TO MOVE YOUNG PEOPLE WHO HAVE HAD EXPERIENCE WITHIN THE COMPANY ONTO PERMANENT CONTRACTS

In 2022, Societe Generale joined the **“Engagement Jeunes” platform** in order to prioritise filling permanent positions with former interns, work-study employees and international volunteers. Since its launch in March 2022, 915 young people have registered on this platform (accessible to recruiters).

In November 2022, Societe Generale organised a webinar entitled “How to continue the Societe Generale adventure / A winning play”, aimed at interns and work-study students, to:

- Present professional opportunities within the Group (international volunteers, permanent and fixed-term contracts)
- Explain how to apply for these opportunities
- Provide advice on how to maximise the chances of continuing at SG
- Share feedback from young people who have joined the company after their internship/work-study course
- Present current job opportunities for young graduates.

In 2022, Societe Generale welcomed more than 10,000 students in all its entities. The Group also has 326 international volunteers. Internationally, Societe Generale is making sure that it also fulfils this commitment by adapting to the specific situations in each of the countries where the Bank is present.

PROMOTING MOBILITY, A FACTOR IN EMPLOYABILITY AND RETENTION

OVER

15,000 INTERNAL TRANSFERS
OF EMPLOYEES IN 2022

53%

of positions filled internally

13%

of employees
change jobs each year

AVERAGE 10.5 YEARS'
SENIORITY IN THE GROUP

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



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

- transparency as regards vacant positions, through systematic posting on the internal job exchange (Job@SG), in entities that use this tool;
- prioritisation of internal employees to fill positions;
- agreement on mobility between employees and their managers;
- and strict adherence to the hiring process defined by the Human Resources Department, so as to avoid any potential risk of corruption, conflict of interest, discrimination or favouritism.

Several systems encourage mobility within the Group:

- the "Professions" intranet, which profiles more than 300 professions and can identify bridges between professions and career simulations;
- the ACE tool, which is used by more than 46,000 employees to figure out their employability and career paths;
- internal promotion schemes, such as degree or certification courses in continuing education (Certificats Intégration Mobilité Bancaire, BTS Banque, Bachelor Conseiller Patrimonial Agence, Licence conseiller clientèle expert, Institut Technique de Banque, Mastère Conseiller professionnel, Conseiller financier de clientèle professionnelle, Certificats Investissement & Patrimoine, Expert en conseil patrimonial,

Certificats Négociation d'influence) aimed at supporting employees in positions of greater responsibility. In 2022, a total of 866 Societe Generale SA employees in France completed one of these courses or programmes;

- international mobility (over 830 positions internationally, as expatriates or with local status);
- temporary assignments with an internal transition management programme. For example, experienced managers from Societe Generale SA in France are offered the chance to join a new internal entity specifically devoted to transition management, to oversee projects lasting 6-18 months in various banking fields.

Mobility is a factor in employability and retention.



In adjusting its employee retention strategies to fit the local context of its locations, Societe Generale's ambition is to provide the following, in as many locations as possible:

- opportunities for varied career paths that can be adapted to employee plans, including secondments (e.g. assignment to internal start-ups, or Lean Six Sigma training with continuous improvement projects).

Shared services centres SG GSC in India and SG EBS in Romania offer their employees Lean Six Sigma training for continuous improvement projects in their range of services.

The Bank also proposes short-term international assignments (a few months) for employees working in international teams. More flexible than an expatriation contract, these assignments increase synergies and improve relations in multicultural teams.

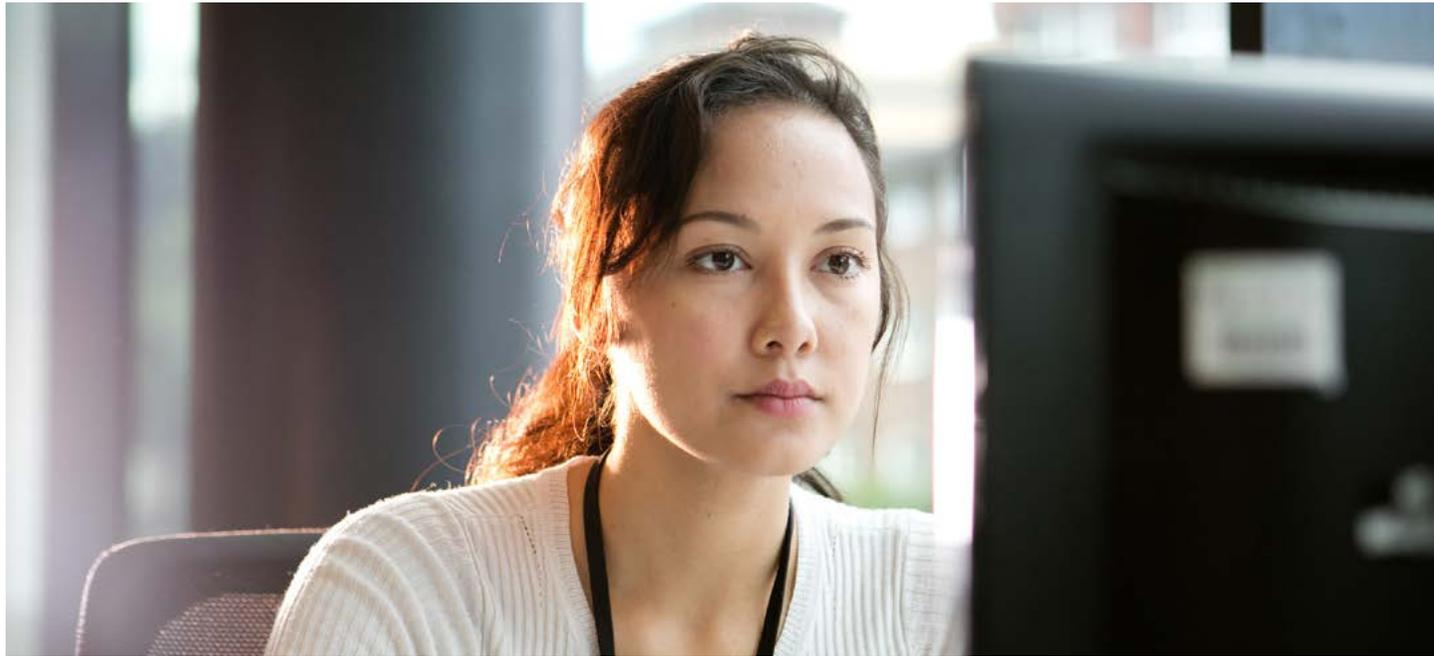
- attractive compensation and benefits (see Performance and Compensation report);
- an ergonomic working environment that promotes well-being, innovation and collaborative working (see Occupational Health and Safety report);
- or the opportunity to take part in civic initiatives (see the Societe Generale Corporate Foundation for Solidarity website).

The Group proactively drives its employee retention strategies, managing its turnover and adapting its HR policies when necessary.

In 2022, the Group recorded voluntary turnover of 8.6%, mainly due to:

- the Vision 2025 transformation plan in France (project to merge the Societe Generale and Crédit du Nord retail banking networks);
- the tight, competitive market in the financial sector, especially in the IT business lines;
- a post-COVID catch-up effect.

At the same time, the Group hired nearly 22,000 employees in 2022.



IDENTIFYING AND SUPPORTING THE TALENTS OF TOMORROW

The aim of the Talent Management policy, which is common to all the Group's business lines and geographical areas and is structured around the Leadership Model, is to identify, develop, and retain employees with high leadership potential. It aims to ensure short-, medium- and long-term management succession in the Group's Key Positions, and includes the management of succession plans for these positions.

In 2022, the Group continued to strengthen its system for identifying, managing, and developing high-potential employees, in particular through:

- Annual update of succession plans for Key Positions with **97% of management positions covered by an updated succession plan by 2022.**
- Continued **actions in favour of diversity**, particularly gender (see *Diversity and Inclusion report*), supporting the objective of **30% women in key Group positions by the end of 2023.** In 2022, the Group launched two new professional development programmes aimed at accelerating the careers of women, with the objective of offering this programme to 300 female employees per year. Efforts to increase **diversity of nationality and professional seniority** were also continued.
- The **resumption of face-to-face or hybrid training for several Corporate University development programmes**, which had been adapted to an exclusively distance learning format during the pandemic, was a major development in 2022 and enabled a return to a very high level of commitment from the employees selected for these programmes. Other **personalised development tools such as 360°, coaching and “leadership development centres”** continued to be made available to the more than 4,000 Group employees identified for their leadership potential in France and internationally.
- **The support of HR players and the coordination of the community of Talent managers** also continued to ensure that the Talent policy was being uniformly implemented throughout the Group and kept thoroughly active. In addition, a special effort was made to **improve the quality of the data in the Talent tool, with the aim of developing a system for steering Talent Management** via qualitative and quantitative indicators, both at the Group and BU-SU level.

ADAPTING JOBS AND SKILLS TO DEVELOP THE EMPLOYABILITY OF EMPLOYEES

IN 2022

OVER 80,000 EMPLOYEES
have a personalised development plan

89% OF EMPLOYEES
completed at least one training course in 2022

AROUND 32 HRS OF TRAINING
per person per year

86.2 MILLION-EURO BUDGET
for training and education

57% OF TRAINING COURSES
are digital



ENSURE A ROBUST JOB AND SKILLS MANAGEMENT SYSTEM

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

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

This approach aims to adapt HR policies, particularly in terms of training and filling positions, to the skill requirements of the business lines corresponding to the Group's strategic challenges. It gives employees access to resources to develop their employability.

This approach consists of three stages:

1. defining a qualitative and quantitative target concerning the skills that the Group must acquire in the medium to long term to implement its strategy;
2. preparing a diagnosis and mapping of the skills available to the Group;
3. identifying the gap between the current situation and the target in order to implement the levers (training, internal transfers, recruitment, etc.) and action plans to bridge this gap.

It must become a regular process, so that the corresponding action plans can be updated accordingly.

Deployed in all of the Group's key business lines, it covered almost all business lines in 2022, to implement an effective strategy for the acquisition of new skills and the appropriate development of existing skills in the Group. In France, this approach is governed by an employer-employee agreement signed in 2013 and renewed in 2016 and 2019.

This approach is iterative and contributes to a global HR vision.

Responsibility for the process is shared between the HR department and business line management.

In France, it is also the subject of constant dialogue with the Employee Representative Bodies, with the role of the Professions Observatory being strengthened in 2019.



MAPPING SKILLS AND MAKING EMPLOYEES THE MAIN PLAYERS IN THEIR DEVELOPMENT

To map skills, the Group has opted for an approach based on the principle of self-empowerment, making the employee the main player in their development and employability, through tools to report their own skills.

In 2022, these tools were rolled out to nearly 80,000 of the Group's employees worldwide.

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

THE ACE TOOL (INCLINATIONS, SKILLS AND EXPERIENCE) FOR THE GROUP AS A WHOLE

The ACE tool is based on a dynamic skill set and machine learning¹. Deployed in 80 Group entities and 30 countries, this tool enables:

Employees:

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

Managers:

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

HR teams:

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

MON|DIAG FOR FRENCH RETAIL BANKING BUSINESSES

The MON|DIAG skills assessment tool allows each employee to enter their motivations, explore the professions of the Societe Generale network in France (SGRF), and test their knowledge through expertise questionnaires.

The main objective is to enable employees to identify their strengths and areas for development in order to support them in their skills development for their position.

This tool allows 28,600 SGRF employees to look ahead to future jobs and provides HR and managers with skills mapping.

In 2022, this system drew on the deployment of more than 740,000 hours of training for the BDDF and CDN networks.

ESTIMATING THE BENEFITS OF COLLECTIVE MANAGEMENT OF JOBS AND SKILLS

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



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

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

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

This distinctive approach to job and skills management has been recognised outside the company. **In 2021, the ACE tool won the Digital HR Awards** in the Ambition category at the first edition of this event organised by Losam Agency and Deloitte. In the second edition, in 2022, ACE was nominated in the "Business partner" category.

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

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

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

A GROUP TRAINING POLICY

The group draws up an annual training plan which aims to (i) match the strategy of the entities, business lines and services with development and training needs, and (ii) consolidate these needs into overall strategic training needs.

The Group's training policy pursues several goals:

- supporting employees in the Group's transformations, particularly in the context of skills development and/or changing professions;
- introducing new and more digital ways of learning;
- giving employees a more proactive role in their development and employability by offering a broad range of training programmes and guidance on how to access training content that is relevant to their plans, as a supplement to existing HR and managerial support;
- and embedding a culture of responsibility through risk and compliance training.

Training guidelines are established in line with Societe Generale's strategy and based on the company's key business lines identified through the business line observatory and the Strategic Workforce Planning exercises carried out within the Group.

The training programmes, offered by various players (central teams or academies specific to Business or Service Units or subsidiaries) and in a variety of formats (e-learning, face-to-face, MOOCs, videos, etc.), therefore prioritises the relevant skills that enable the Group to meet the challenges of customer relations, the use of innovative technologies, the transformation of working methods and the evolution of the Group's business model in relation to its ecosystem (new banking players, start-ups, etc.):

- expertise in businesses and digital culture;
- managerial culture and corporate social responsibility;
- behavioural skills (agile method, collaboration, management, change management, etc.);
- customer focus and new practices in customer relations;
- employees' Risk, Responsibility and Compliance culture (including conduct risks and ethics).

More specifically, for 2023, the focuses mainly concern innovation and digital transformation to continue to develop customer satisfaction and experience, increasing the skills of all employees on CSR issues in order to be major players in the bank's ESG transformation, and improving operational efficiency in a context of transformation linked to the changes in our organisations (Vision 2025 project and acquisition of LeasePlan by ALD in particular) and to the acceleration of digital technology.

Moreover, in 2022, the regulatory training that is mandatory for all Group employees addressed the following matters:

- financial security (anti-money laundering, terrorist financing and international sanctions);
- information security, General Data Protection Regulation;
- the Code of Conduct, conflict of interest and harassment;
- behavioural skills;
- managerial culture;
- management of environmental and social risks.

As such, the Group is constantly expanding its global training programme and provides over 20,000 learning tools that encompass micro-learning, rapid learning, MOOCs, fact sheets, and in-person, online and blended (face-to-face and online) courses, the majority of which are open-access and free of charge for employees. The interactive, personalised MYLEARNING platform recommends training programmes suited to the user's profile and their reported fields of interest.

Training for certification or degrees, such as Chartered Financial Analyst, French financial market authority (FMA) certifications, IT certifications (IT4IT™ Foundation, CISSP, CISM® - Certified Information Security Manager, etc.), and Lean Six Sigma certifications can also be financed by employer contributions.

In addition to the training described above, "academies" specific to certain businesses or functions (e.g. large corporate advisory, Retail Banking salespeople, Private Banking, Human Resources, Audit, etc.), targeted learning communities, expert groups on the internal corporate social network, and personal development opportunities (coaching, co-development, mentoring and reverse mentoring) strengthen employee support and align practices between Group entities.

Group employees are supported by their HR teams and managers in planning their careers.

Individual employee development, aspirations and training needs are discussed during annual performance reviews and during regular meetings with the HR manager or the manager. In France, a career review is held with the manager every year.

In all, Group employees completed 4 million hours of training in 2022, an average of nearly 32 hours per person.

As such, 89% of Group employees completed at least one training course during the year (vs. 88% in 2021).



MEASURING TRAINING EFFECTIVENESS

Societe Generale assesses the effectiveness of training using different methods depending on the programme. The following methods may be used:

- return on expectations (ROE), which measures the impact of a programme based on performance indicators such as participants' Net Promoter Score, impact on work efficiency and quality, and impact on behaviour and knowledge, as taken from surveys and questionnaires during and/or six months after training;
- for certain programmes that allow it, quantitative or financial ROE, such as via quantification of gains in efficiency in the two Lean Six Sigma certification programmes. In these programmes, the training's ROE is calculated using the gains reported by those certified on the Green Belt, Black Belt Lean Six Sigma and Lean Management projects they have completed. As 2022 was a year of managerial reorganisation of these two certification systems, the gains can only be measured at the end of the training courses currently underway

A WILLINGNESS TO RAISE AWARENESS AND PROVIDE TRAINING ON DIGITAL ISSUES

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

As part of its digital transformation, the Group has set up a skills development centre to support the development of transformational and IT professions. This academy offers a complete range of training courses for Group employees in the following areas of expertise: Agile, Architecture, Data, IT Development, Infra, Project Process, IT CSR, Security.

Numerous initiatives are being carried out within the Group to promote performance and innovation, some of which were rewarded in 2022:

- Societe Generale's Techweek digital event won the gold medal in the "Most Innovative IT Project" category at IT Night. This 100% digital event, aimed at all employees worldwide, immersed more than 25,000 participants from 53 countries in a virtual 3D space. This unprecedented immersive experience enabled participants to increase their knowledge of digital technology and illustrate the transformation of the Group's business lines to serve its customers. The opportunity to discover the Group's technological advances and to understand how they serve their daily lives and those of their customers. This platform offered 17 seminars, master classes and workshops on digital trends, as well as more than 30 notable demonstrations of technological solutions developed by Societe Generale.
- The Fullstack Web Developer course offered by the IT School, launched by Societe Generale in partnership with Simplon, earned the *Grande École du Numérique* label. This label honours training in development professions open to all, to meet the growing need for skills in this field and to promote inclusion.

2022 KEY FIGURES

More than **5,000** employees trained on digital issues in 25 countries

More than **2,000** training sessions conducted by employees on the 15 references in the Agile domain catalogue 2021

68% of IT employees are mature in agile practices

A SPECIFIC CSR TRAINING PLAN

Corporate Social Responsibility (CSR) issues are at the heart of Societe Generale's corporate purpose and are a strategic priority for the Group. The Group's ambition is to accelerate the development of the skills of all its employees so that they can play a major role in the bank's ESG transformation and support its clients in their transition.

Societe Generale is committed to rolling out an ambitious training and awareness plan, with the strategic objectives of:

- Developing a cross-cutting CSR culture with a shared knowledge base
- Supporting the business lines in their need to develop their employees' technical expertise.

The Group's CSR training programmes are mainly based on:

- Nearly 100 training and awareness modules for all employees. These modules, accessible through a single entry platform, are available in a variety of formats (E-learning, masterclasses, conferences, workshops, etc.) and on six areas of expertise to cover all CSR topics:
 - ESG basics
 - Risks and ESG analysis
 - Environmental and ESG transition
 - Digital responsibility
 - Sustainable finance
 - Sustainable investment.
- A support system based on five levels of skill enhancement, including:
 - A common basic pathway for all employees
 - Specific pathways for certain target populations (ambassadors, executive committee members, new hires, juniors).

- A desire to widely deploy Climate Fresk among the Group's employees, with a goal of training 30% of employees by the end of 2024.
 - Specific programmes, in particular a CSR graduate programme and a CSR reskilling plan.

Main achievements in 2022

In 2022, Societe Generale carried out a number of training and awareness-raising initiatives on CSR issues, including:

- Cross-cutting communication and awareness-raising actions aimed at all employees:
 - Communications on the Group's CSR ambition and, in particular, on the acceleration of the Group's commitments to the energy transition;
 - Webcasts and discussion sessions dedicated to supporting the Group's customers in the energy transition;
 - Expert conferences on the challenges of protecting diversity, presentation of the Plan for the Transformation of the French Economy by "The Shift Project", etc.
- Expanded training options, particularly including:
 - Certification modules (EDHEC and ESSEC) on sustainable investment;
 - E-learning on eco-actions, responsible consumer expectations and digital accessibility;
 - Workshops available to employees: biodiversity mural, Climate Fresk, 2tonne workshop, MyCO2 conference, etc.
- Dispensing mandatory training on responsible investment to internal target audiences;
- Training all members of the Group's Executive Committee in the Climate Fresk;
- Training for all Energy Transition Ambassadors;
- Participation in Positive Impact Week;
- Establishing business-line platforms dedicated to training and awareness.



KEY FIGURES

Since 2021, at the Group level:

- More than 100,000 training sessions have been taken on CSR issues
- More than 65% of employees have been trained via MyLearning modules on CSR issues, including for example:
 - 40,000 employees trained in E&S risk management
 - 20,000 employees trained in Societe Generale's CSR strategy
 - 10,000 employees trained in digital responsibility
 - 10,000 employees trained in sustainable investment
- More than 60 CESGA-certified employees
- 10,000 employees trained in the challenges of the energy transition and customer support (ENE module)

PROPOSE SPECIFIC INITIATIVES TO DEVELOP THE EMPLOYABILITY OF EMPLOYEES

A PROACTIVE MOBILITY APPROACH

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

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

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

After a pilot phase in 2020, and a roll-out to Central Services in 2021, this initiative is being progressively rolled out across the Group (India in 2022, several countries planned for 2023).

A RESKILLING PROGRAMME

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

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

The reskilling programme makes it possible to:

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

In 2022, the Group continued to deploy reskilling programmes by developing them in new business lines.



More than 200 employees (+35% vs. 2021) are involved in 30 diversified reskilling programmes (compared to 149 employees reskilled in 2021 through 19 courses):

- Programmes included IT profession cohorts, with sessions specifically dedicated to women, solution architects, auditors, project analysts, process experts, sanctions and embargoes experts.
- The success rate for the various certificates and diplomas is 90%;
- The employees involved changed jobs or roles with a job code that matched the training they received;
- 23% of the employees who joined the programmes in 2022 were on opportunity mobility (choice to move to a new position after more than four years); it was the group's reskilling programmes that led them to change jobs.

New career paths will be co-created in 2023 with high expectations on Data and ESG topics in line with the aspirations of employees and the Group's skill needs.

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

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



PROMOTING ALTERNATIVE WORKING METHODS TO STIMULATE COLLABORATION AND INNOVATION

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

With this programme, and in order to offer a quality work environment in line with needs, the Group's Real Estate Division aims to adapt workspaces to new uses while streamlining the Group's real estate footprint. The new layout aims to strengthen collaboration,

user-friendliness and concentration, and to facilitate on-site and remote exchanges by offering new dynamic collaborative spaces, "silent" zones, coworking spaces and collaborative centres.

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

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

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

At the same time, several entities have already been rethinking their workspaces to encourage interaction and innovation, using modular premises and digital tools. This has taken place, for example, in Algiers, Luxembourg, Hong Kong, London, New York, and, in France, at the Boursorama head office and at the Paris-area real-estate complex Les Dunes.

Various working methods are developed in the Group to promote more agile operating models and help employees develop new skills. They are specifically based on:

- experimentation with agile methods (design thinking and lean start-up, Scrum, Kanban, the Test & Learn method and user experience);
- Open innovation: Societe Generale was recognised in December 2022 as a winner of the Corporate Startup Stars Awards, presented by the International Chamber of Commerce, Corporate Startup Star and Mind the Bridge in London. This award recognises the Group's open innovation strategy and its ability to invent and propose innovative services and offers for customers, while forging strategic and commercial partnerships with start-ups in the French and European ecosystem;
- FlexWork, as adopted widely in the Paris region, as well as at the Societe Generale Global Solutions Center in India;

- direct investment in external innovation ecosystems. Societe Generale co-founded and provided €2 million in funding for a FinTech/InsurTech incubator called "SWAVE", based in La Defense (the Paris business district) and focused on the fields of neo-finance, cybersecurity, artificial intelligence and machine learning.

Furthermore, innovation is one of the Group's values in serving its customers and employees. True to its entrepreneurial spirit, the Group is transforming its working methods and is continually seeking to innovate by cultivating sharing, experimentation and disruptive thinking and by engaging its employees. The CésaR tool is one example of this. Launched in 2022 by the Group's Sustainable Development Department, CésaR allows employees to get answers to their public questions on CSR through a system of entertaining interactions with a bot. The bot adapts to the employee's needs (improving their knowledge of the Group's CSR actions or the need to access more CSR information in the context of their professional activities) and redirects the employee to the appropriate Group resources.

INTERNAL COMPETITIONS TO PROMOTE INNOVATION

The Innovation Award

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

Participants are asked to submit innovative ideas around proposed themes via the SG Markets innovation platform¹. All of the division's employees can compete for the award, individually or as a team. Winners receive expert support to launch their innovation journey.

The inter-ISD (Information Systems Divisions) challenge

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



Internal environmental efficiency award to encourage change

The 9th edition of the Internal Environmental Efficiency Award recognises the best initiatives launched by employees in the areas of real estate, IT, paper, transportation and the circular economy (including waste management, concepts that extend useful life and responsible consumption). Based on an original internal carbon tax system, this award aims to reduce Societe Generale Group's carbon footprint. As proof of the enthusiasm of employees, nearly 115 applications were submitted in 22 countries, responding to a twofold incentive: reducing the Group's carbon emissions by 2030, while ensuring financial savings over the long term. In total, the 51 eligible initiatives prevented nearly 4,580 tons of CO2 emissions and generated €1.1m in savings.

Innovation Labs

Locally, since 2016 BRD has been supporting "Innovation Labs", the first pre-accelerator programme for tech startups in Romania, launched by the Polytechnic University of Bucharest. In 2022, BRD highlighted sustainability issues (environmental, social and governance) and invited teams to design sustainable solutions for several industries, with implications and benefits for civil society and public institutions. The selected teams will benefit from a five-month mentoring and support programme. This phase will help them turn their ideas into a minimum viable product (MVP), validated by real customers. Eight BRD mentors will support the teams throughout the programme.

1. SG Markets Innovation is a collaborative open platform for everyone to propose and support innovative ideas.

This service allows employees to find the resources and identify the experts needed to carry out their project, and to exchange ideas, problems, needs and challenges in order to participate in the transformation of Societe Generale.

OTHER PUBLICATIONS

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

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