

RESPONSIBLE EMPLOYER

2024 Report

BEING A RESPONSIBLE EMPLOYER



Anne-Sophie Chauveau-Galas
Group Human Resources Director

“

Ensuring quality of life at work, equity, inclusion and professional development are essential if we want to encourage employee engagement within the Group and improve performance.

Being a responsible employer is one of the pillars of the Group's CSR strategy. The Responsible Employer strategy is based on three ambitions, broken down into six commitments, which are presented in this Responsible Employer report.

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ENABLING EACH EMPLOYEE, CURRENT AND FUTURE, TO FULLY REALIZE THEIR POTENTIAL WITHIN THE GROUP



OFFERING THE BEST EMPLOYABILITY PROSPECTS TO ATTRACT AND RETAIN TALENT

KEY FIGURES IN 2024

~ **119,000** EMPLOYEES in more than 60 countries

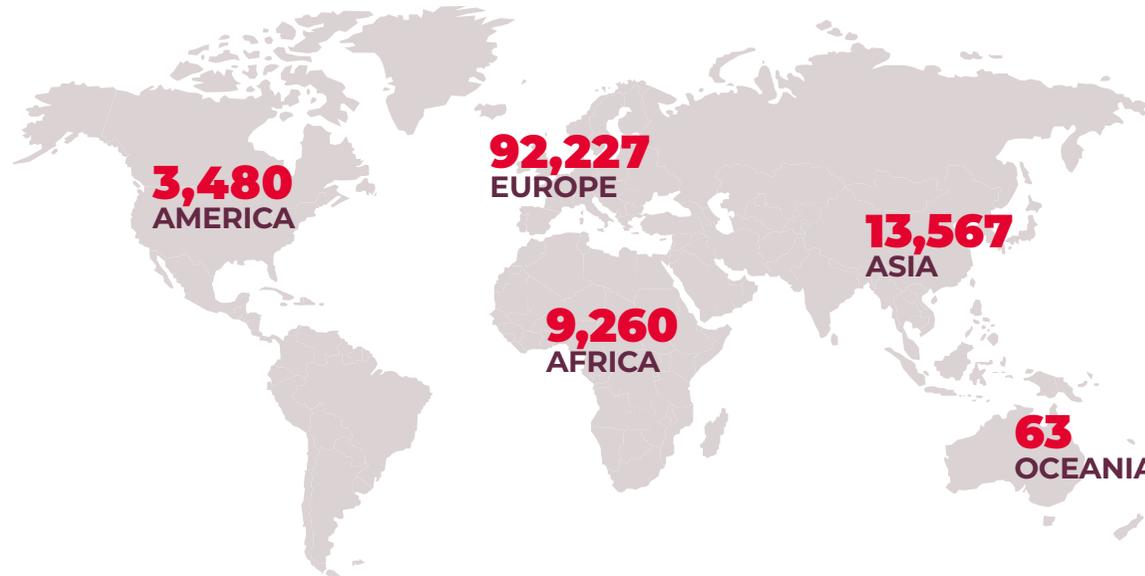
MORE THAN 17,000 RECRUITMENTS*

94% OF EMPLOYEES are on permanent contracts

~ **6.5** MILLION VISITS to the [Careers](#) website

~ **6,200** STUDENTS welcomed

GROUP HEADCOUNT IN 2024



DEFINING THE RECRUITMENT STRATEGY

Joining the Societe Generale Group means embarking on a journey – literally and figuratively. The Group acts as a **responsible employer** from the recruitment stage: as soon as a need is identified, the offer is first published internally to promote the mobility of our employees. Only positions that are not filled internally are then advertised externally, according to fair processes to avoid any form of discrimination or favoritism.

In addition, Societe Generale is adapting its recruitment methods by integrating new features introduced by technology and digitalization: ergonomic online tests accessible on mobile devices, help for candidates to identify a match of their CV with the most relevant positions. The Group is diversifying its recruitment channels via social networks or specialized community websites such as *Welcome to the Jungle*, to highlight new professions and better meet the aspirations of candidates.

The [careers.societegenerale.com](#) recruitment website, which is regularly updated and modernized, lists job offers available at Societe Generale in France and abroad (the positions at Avyens are grouped together on a dedicated website).

IN 2024

Nearly **1.1 million** applications were submitted on the *Careers* website

With about **6.5 million** visits

* 10,038 permanent recruitments and 7,015 fixed-term contracts/work-study students

STRENGTHENING THE ATTRACTION AND PROFESSIONAL INTEGRATION OF YOUNG PEOPLE

RAISING AWARENESS OF SOCIETE GENERALE AND PROMOTING THE VARIETY OF ITS PROFESSIONS TO SUPPORT YOUNG PEOPLE IN BUILDING THEIR CAREER PLANS

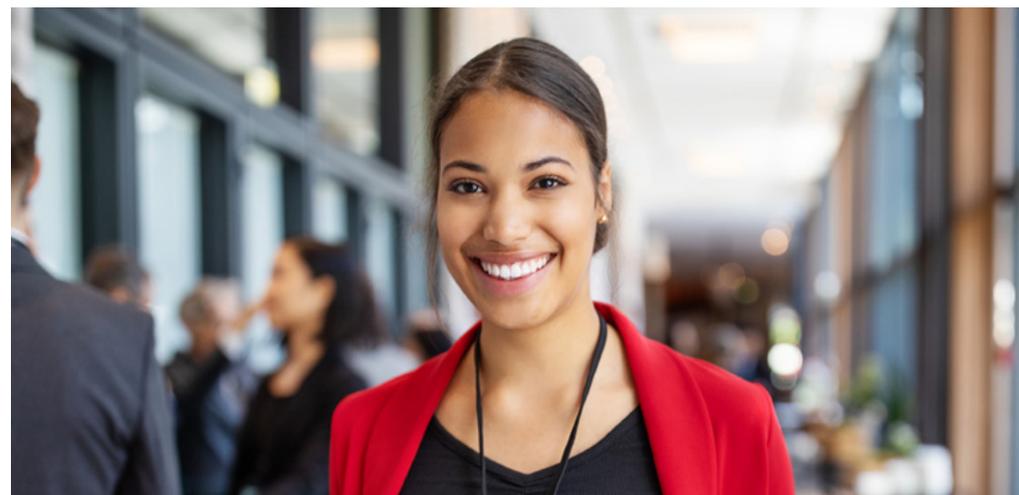
For example, Societe Generale:

- Establishes privileged **relationships with selected higher education institutions** in 95 of the Group's entities. In France, privileged relationships are maintained with ~100 schools and higher education institutions (including 25 partnerships) and more than 300 actions are carried out each year (school forums, expert conferences, hackathons, tutored projects, participation in juries and development committees in order to adapt educational content to the needs of companies within schools, etc.);
- Leads a **community of 230 "school ambassadors"** in France, committed to communicating with students on values, culture, professions, working conditions within the company;
- Funds teaching and research programs, with a total annual commitment of €475,000;
- Offers a catalogue of around 30 **career videos** illustrating the diversity of our professions and employee careers, available in particular on the *Careers recruitment website*;
- Was a partner of the "Cit  de la R ussite" event held in **November 2024 at the Sorbonne and the Coll ge de France**, for cultural debates on the theme of trust, aimed at young students.

PROMOTING A MORE DIVERSIFIED RECRUITMENT OF JUNIORS

In **France**, various actions have been implemented:

- Financial participation and monitoring of the results of two "Equal Opportunities" programs set up at Sciences Po and Paris-Dauphine University, the objective of which is to guarantee opportunities for deserving high school students from rural areas or neighborhoods in priority areas to access excellent academic pathways;
- Events with institutions to promote digital professions to high school girls in order to encourage them to join digital schools and engineering and expert training, in particular through a scholarship for high school girls joining the EFREI school ( cole d'Ing nieurs G n raliste du Num rique);
- A scholarship program with the TBS education school dedicated to students in difficulty;
- **"Women in Finance"** actions aimed at promoting finance careers among young female students;
- A collaboration of the SG Network in France with the French Association of Banks, the Ecole Sup rieure de la Banque and the Agency for Education through Sport;
- A series of job (e)-dating as partner of the government initiative **1jeune1solution**: Societe Generale continued its mobilization for the professional future of young people by organizing a dozen face-to-face



recruitment events throughout 2024.

During these job (e)-dates, students were able to discuss with recruiters about the positions to be filled within the Group or in the Group's client companies, and some applications led to job offers.

In **the UK**, Societe Generale has launched the Young Influencers Program to improve employment opportunities for minority groups in the financial services sector.

LISTENING TO JUNIOR EMPLOYEES TO KEEP IMPROVING THEIR EXPERIENCE

Every year, Societe Generale invites its interns, work-study students in France and its VIEs (international volunteers) to respond to **ChooseMyCompany's HappyTrainees** survey. This independent and anonymous survey allows students to rate their experience at the bank. In 2024, for the fifth consecutive year, Societe Generale was accredited with the *Happy Trainees label*, which rewards companies that take care of the reception, support and management of their interns, work-study students and VIEs.

Happy Trainees Score:
74.2/100

91.8% of students
RECOMMEND the
SocieteGenerale group;

87% SAY they have
opportunities to learn and
develop their skills;

90.7% BELIEVE that
the work done during their
assignment is useful to the
company;

79.9% of students would
like to be hired by the Group.



PROMOTING NEW JOINER EMPLOYEE INTEGRATION

In order to establish a relationship of trust over time and to develop a sense of belonging, the Group implements a system for the integration of new joiners, through:

- a **welcome message** to the Group;
- access to a **common internal space**, allowing them to learn about the Group's culture and values, strategy and activities, particularly around the Group's conduct and compliance;
- **various tools** such as welcome booklets or guides for managers, adapted according to the entities and business specifics;
- a **mobile application** for *pre-onboarding* in the SG Network in France, accessible before the integration of new joiners until the end of their trial period (discovery of the Group, our values and commitments, covering CSR, the main businesses lines, etc.).

DETECTING AND SUPPORTING THE TALENTS OF TOMORROW

The Group's objective is to develop **all talents**. Among them, **high-potential employees** are distinguished by high and sustainable performance, a propensity to develop and learn, and a strong potential to evolve into positions of extended responsibility. The **Talent Management policy** common to the entire Group, its

different businesses and geographies, aims to accelerate their development and careers, as well as to guarantee robust succession plans in strategic functions and areas of expertise, in the short and long terms.

In 2024, the Group continued to strengthen its management system for high-potential employees, in particular through:

- Reviewing the succession plans of the Top 250 (*Group Leaders Circle*) in addition to ~1000 other key positions;
- Continuing actions in favor of diversity with, among other things, two programs aimed at developing and accelerating women's careers (see section on "Gender equality");
- Continuing to support the development of talent, including experts, through several *leadership* programs and personal development tools, such as coaching, development centers, mentoring or 360° (a method aimed at defining an individual development plan based on feedback from an employee's manager, peers, team, etc. and any other actor with whom they interact);
- Continuing the leadership development program created in 2023 for early-career talent to develop them earlier;
- Supporting HR people and the animation of the community of *Talent Managers* to ensure a common and homogeneous system across all professions and geographies.

PROMOTING PERSONALIZED CAREER OPPORTUNITIES ADAPTED TO FUTURE CHALLENGES

KEY FIGURES IN 2024

38.2 HOURS OF TRAINING
per employee per year

56% OF TRAINING COURSES
are digital

60% OF PERMANENT POSITIONS
filled internally

**10.5 YEARS OF AVERAGE
SENIORITY IN THE GROUP**



ENSURING A ROBUST SYSTEM FOR STRATEGIC WORKFORCE PLANNING

ADAPT 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 terms, the Group has embarked on a *Strategic Workforce Planning* (SWP) approach at a global level. This approach aims to identify the impact of the strategy of the professions and changes in their economic, technological and regulatory environments on jobs and skills and to orient recruitment, internal mobility and training policies accordingly. It allows employees to have the means to develop their employability.

This approach is structured in three stages:

- 1. Define a target** for the skills that the business lines and the Group must acquire in the medium to long terms to implement the strategy;
- 2. Establish a diagnosis of the skills** available to the business lines and the *Group*;
- 3. Identify the gap** between the current situation and the target in order to implement the levers (training, internal mobility, recruitment, etc.) and **action plans** to close this gap. It is carried out annually to update the action plans.

Deployed across all of the Group's key businesses, it enables the implementation of an effective strategy for acquiring new skills and adequately developing existing skills in the Group.

This approach is iterative and contributes to a global HR vision, with a shared responsibility between the HR department and the management of the business lines. In France, it is also the subject of a constant dialogue with the Staff Representative Bodies, with the strengthening of the role of the *Observatoire des Métiers* since 2019.



MAPPING SKILLS AND MAKING EMPLOYEES THE MAIN PLAYERS OF THEIR DEVELOPMENT

To map skills, the Group has opted for an approach based on the principle of self-empowerment, making employees the main players in their development and employability, through two complementary tools deployed to the Group's employees around the world:

THE ACE TOOL (APPETITES, SKILLS, EXPERIENCE) FOR THE ENTIRE GROUP

The ACE tool covers 76,650 Group employees at the end of 2024. It is based in particular on a dynamic skills framework and machine learning⁽¹⁾.

Deployed in 81 Group entities and 30 countries, this tool allows:

For the employee:

- To access a list of open positions published in the Group's Job Exchange and in line with their profile of skills and declared interests. If they are on a mobility basis, they can then apply in compliance with the mobility rules set by the Group;
- To identify the professions towards which an employee can evolve, the corresponding skills and the resources and training available;
- To increase visibility within the Group.

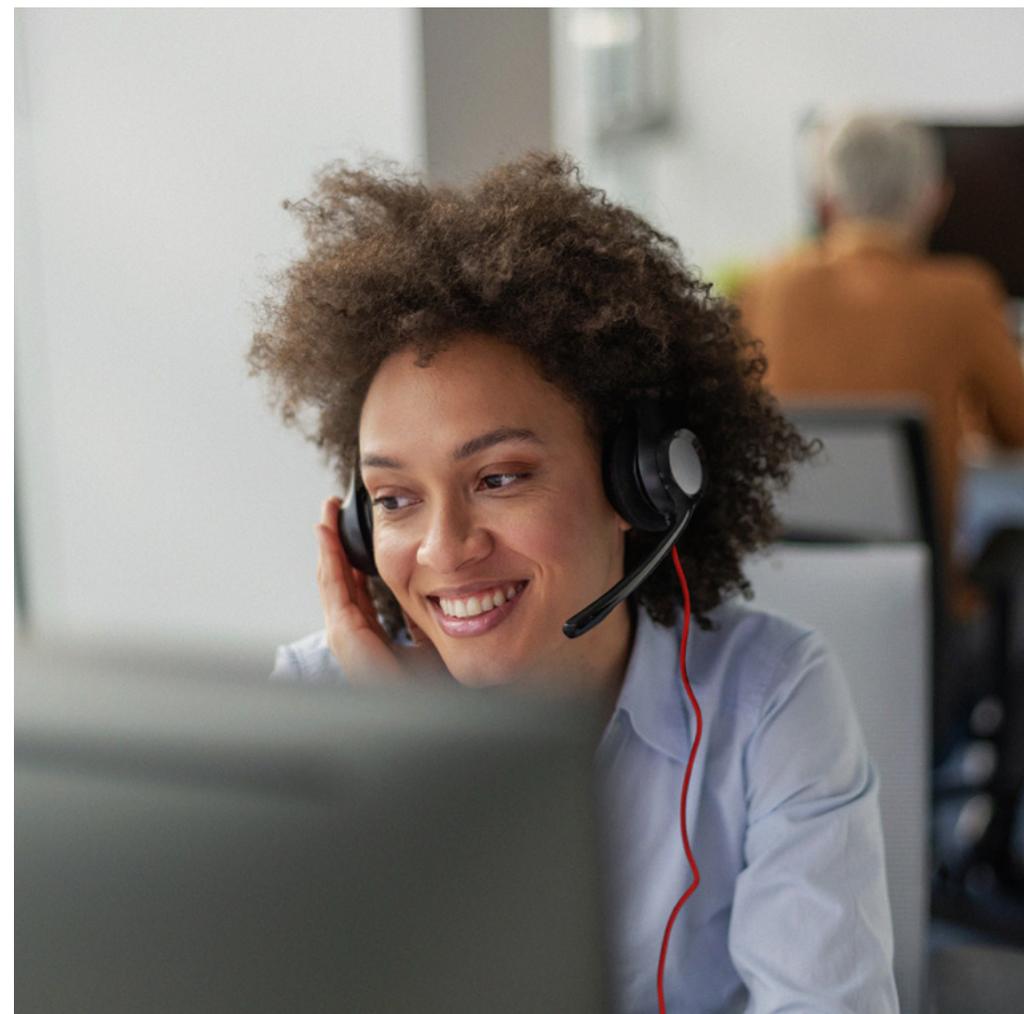
For managers:

- To identify and recruit independently the internal profiles corresponding to their skills needs in the medium to long term, if they are on an opportunistic mobility (choice to evolve towards a new position in their hands after more than 4 years in the position) or official mobility.

For HR teams:

- To fill available positions more easily;
- To better support employees in the face of changes in the professions, in particular through the implementation of individualized support based on skills, thus contributing to better employability of our employees.

The solution was recognized and awarded in 2023 by the Silver Trophy in the "Best co-construction" category of the HR Innovation Night organized by *Republik RH*.



MON|DIAG FOR THE SG NETWORK BUSINESS LINES IN FRANCE

The MON|DIAG skills assessment tool allows each employee to provide information on their motivations, to explore the professions of the SG Network in France and to evaluate themselves

on the basis of expert questionnaires. The main objective is to enable employees to identify their strengths and areas of development and to project themselves into future professions.

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

CONSOLIDATING THE GROUP'S TRAINING OFFER, IN LINE WITH THE KEY SKILLS OF TOMORROW

A GROUP TRAINING POLICY

The **skills development offer** is carried out at several levels, locally, within the business lines and, centrally, with an expertise function. It primarily targets skills that enable it 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.).

Target skills are as follows:

- Business skills, in particular in market activities and corporate finance;
- A culture of risk, responsibility and compliance of employees. Mandatory training for all Group employees covers the following topics: information security, anti-corruption, Code of conduct (including the right to whistleblow and the fight against inappropriate behaviour), the General Data Protection Regulation, international sanctions, the fight against money laundering and the financing of terrorism, conflicts of interest and harassment;
- Data and Artificial Intelligence skills;
- CSR expertise;
- Management and leadership skills;
- Behavioural skills to embody a culture of performance in the interest of the Group, with the highest level of ethics and conduct (improvement of operational efficiency, collaboration, change management, etc.).

Thus, the Group is continuously developing its global training offer and offers **many free and unlimited learning objects**, such as micro-learning, rapid-learning, MOOCs, or face-to-face, digital or blended courses. A few years ago, the Group adopted a *Learning Management System* (LMS): it is an interactive and personalized tool, allowing users to recommend programs adapted to their profile and declared interests. In addition, many training content platforms, generalist (*Coorpacademy*) or specialized by field (IT, finance, languages, etc.) are offered and accessible to the Group's employees.

Certification and diploma courses, such as the Chartered Finance Analyst, the *Autorité des Marchés Financiers* certifications, or the Lean Six Sigma certifications, can also be financed by a contribution from the employer.

In 2023, the first edition of the **Learning Days** took place in France. It was composed of two days that guided employees in their choice of training, federated them around priority development themes, while raising their awareness of key topics for the future: AI, CSR, new learning methods, etc. This event was integrated into the Career Week in 2024 (see "Promoting mobility, a factor of employability and retention").

At the same time, the **Societe Generale Learning Awards** reward each year the most effective, innovative and engaging development programs deployed in France.



SOCIETE GENERALE UNIVERSITY

The Group set up a corporate university in 2024 to promote a learning culture, in coordination with the Academies of all business lines, to support the Group's strategic objectives and enable the acceleration of changes within the organization.

From 2025, "SG University" will offer a common framework for all the Group's entities in terms of Learning & Development:

- A training policy that integrates the needs of the professions and sets priorities;
- A training offer based on more readable and better articulated catalogues;
- Expertise and support for the business lines in their training projects.

A DESIRE TO TRAIN HUMAN RESOURCES PROFESSIONS

For more than ten years, the HR Academy has been in place to support HR teams, which aims to develop the skills of all players in the HR sector and to support them in the transformation of the Group's various perimeters.

In 2024, the HR Academy offered:

- 5 training courses (active listening, mediation, Engaging Communication, etc.);
- 8 development paths (AI capsule, Well-Being@Work capsule, HR Expertise, etc.);
- An inter-company HR development path involving partners such as SNCF, Orange, RATP, Banque Postale, Michelin or Safran;
- 2 Welcome Events for new joiners.

With the aim of internationalizing the training offer, 57% of the development modules were delivered in English, with an average overall satisfaction rate of 4.3 out of 5.



MEASURING TRAINING EFFECTIVENESS

Different approaches are used and combined depending on the strategic importance of the programs:

- All training courses are evaluated by the return on expectations (ROE), which measures the level of satisfaction of learners and the adequacy between the objectives of the training and the expectations of employees. Several performance indicators are calculated, such as the *Net Promoter Score* (NPS), which measures the propensity of employees to recommend a training course, the overall satisfaction rate and satisfaction rates targeted at the quality of content or animation;
- Societe Generale promotes **experiential learning** to strengthen employee engagement in the learning process and maximize the effectiveness of training. Face-to-face training gives an important place to practice, through scenarios and role-play;
- Societe Generale has also implemented training programs using the **AFEST** methodology (on-the-job training action) mainly for Retail Banking in France but also for the General Inspection and Audit Department;

- Societe Generale has also deployed an **edding solution** that encourages the implementation of micro-actions after the training session. This solution is being implemented on the Group's training program for local managers and has been extended in 2024 to training on time management and feedback.

DATA FIRST PROGRAM

In order to develop a data culture at all levels of the organization, the Group has deployed the "Data First" acculturation program in all its entities. The objectives of the program are to support employees towards a better understanding, best practices and better control of critical data for Societe Generale's business.

Thanks to the support of its network of more than 60 Data Coaches, the program reached nearly 15,000 employees in France and in the subsidiaries in 2024, through 7 dedicated courses and a common base while adapting to new regulatory requirements.

Societe Generale intends to continue this dynamic in 2025 so that each employee feels responsible for the quality of their data and contributes to its improvement.

AN ESG TRAINING PLAN AT GROUP LEVEL

Societe Generale Group has launched an ESG acculturation and training plan covering all its employees, with the aim of developing a cross-functional ESG culture around a common knowledge base and supporting the business lines in their needs to develop technical expertise.

This plan was based in particular on:

- The provision of **training courses** for all Group employees and employees looking for ESG expertise, certification training or working in ESG;
- An offer including more than **150 training and awareness-raising modules**, external and internal, based on six main themes: CSR basics, ESG risks, environment and the ecological transition, responsible digital technology, the Responsible Employer axis, finance and sustainable investment;
- Strong **moments of acculturation** with the organization of several conferences, particularly on the new narratives of the transition, nature, etc.

CSR KEY FIGURES FOR 2024⁽²⁾

95% of the Group's employees have taken at least one CSR training course

More than **480,000** hours of training on CSR issues

More than **80%** of the Group's employees (85,000 people) have completed 5 hours of training on the basics of CSR, sustainable finance, the ecological crisis, E&S risks and the Group's CSR strategy

More than **65%** of the Group's top managers have benefited from at least 10 hours of training

More than **38%** of employees (41,000 participants) completed the **Climate Fresk** training workshop

2. Active permanent staff.

RESKILLING COURSES TO DEVELOP THE EMPLOYABILITY OF EMPLOYEES

This program, initiated by the Group in 2020 and developed with business experts, aims to offer employees the opportunity to **reorient themselves professionally within the Group towards professions that are growing or hard-to-fill during a mobility through robust training** that makes it possible to close the skills gap in about six months.

The courses take a work-study format and combine apprenticeship within the teams with professional training, often leading to certification or diploma, tailor-made by recognized academic partners (schools, universities, professional associations, training organizations, etc.).

The Reskilling program allows the Group to:

- Contribute to the adjustment of skills in a context of transformation of working methods;
- Manage costs by promoting internal employment;
- Develop the employability of employees;
- Support employees affected by a transformation plan to promote internal mobility.

In 2024, the Group continued to roll out its reskilling programs by developing them in new businesses. 245 employees (+6% vs. 2023) have committed to around thirty diversified reskilling paths:

- Cohorts in data and IT professions (solutions architect, data designers, data quality managers), project professions (project managers, product owners, agile masters, etc.) or traditional banking professions (CSR experts, ESG risks, actuaries, credit modellers, auditors, wealth bankers, CCPRO, etc.);
- The success rate for the various certificates and diplomas is 93%;
- The employees involved have changed positions or roles in line with the training they have received;
- Around 4% of employees who joined the pathways in 2024 were affected by a transformation plan.



New career paths will be co-constructed in 2025 in the Group, with strong expectations on Data, ESG and AI topics, in line with the aspirations of employees and the Group's skills needs.



PROMOTING MOBILITY, A FACTOR OF EMPLOYABILITY AND RETENTION

The **principles on mobility and filling of positions** are shared by all the Group's entities, including:

- Transparency and fairness on the positions to be filled through systematic publication in the internal job board (Job@SG) in the entities using this tool;
- The job filling is based on a skills-based approach;
- Priority is given to internal employees in the filling of positions.

Several measures promote mobility within the Group:

- The "*Mon Site Métiers*" intranet, presenting nearly **830 job descriptions**, in French and English, makes it possible to identify the bridges between the Group's various business lines;
- **Internal promotion schemes**, such as qualifications, certification or diploma courses in continuing education;
- International **mobility** (in 2024, around 730 positions abroad, expatriate or local status).

GROUP CAREER WEEK

In September 2024, the first week dedicated to career management was organized at Group level ("Group Career Week"). This event allowed the Group's employees to explore opportunities for development, build their professional network, think about their skills and identify the levers for progress. The week's program consisted of more than 100 remote and face-to-face events in 15 countries and was a real success with more than 35,000 connections to the conferences, round tables, forums and workshops on offer.

PROVIDING A FULFILLING, ADAPTED AND EFFICIENT WORK ENVIRONMENT



CREATING THE CONDITIONS FOR A FAIR AND INCLUSIVE WORK ENVIRONMENT



KEY FIGURES 2024

30% WOMEN
leaders (Top 250)

54.5% WOMEN
women in the Executive Committee

145 DIFFERENT NATIONALITIES,
in more than 60 countries

MORE THAN 2,850 EMPLOYEES
with disabilities

40 IS THE AVERAGE AGE
of employees

91/100
Societe Generale SA Gender
Equality Index in France



Pierre Palmieri

Deputy Chief Executive Officer
(Diversity, Equity
and Inclusion Sponsor)

“

The inclusion of all forms of diversity drives employee engagement, innovation and performance. I am deeply convinced that when we bring together our different perspectives, we make better decisions, we create opportunities to explore new horizons and collectively lead our business projects towards success.

”

DIVERSITY, EQUITY AND INCLUSION AT ALL LEVELS OF THE ORGANIZATION

Diversity is a reality within the Group, with approximately 119,000 employees of 145 different nationalities, present in more than 60 countries and 53% of employees working outside France. Through its **DE&I (Diversity, Equity and Inclusion) policy⁽¹⁾**, Societe Generale reflects its desire to recognize and promote all talents, regardless of their beliefs, age, disability, parenthood, ethnic origin, nationality, gender identity, sexual orientation, membership of a political, religious, trade union or minority organization, or any other characteristic that could be subject to discrimination.

The Group has defined **five priority areas** for DE&I: gender diversity, inclusion of diverse abilities, diversity of ethnic, cultural or socio-economic origin, inclusion of all generations and LGBTI inclusion. In 2024, **100% of the Group's employees are covered by a DE&I policy and 98% have local actions or programs in at least one of the five priority areas.**

- Beyond the issues of ethics and performance, the Group considers diversity, equity and inclusion to be **strategic issues**: the subject is raised at the highest level of the organization and sponsored by the Group's Deputy Chief Executive Officer. General Management annually presents to the Board of Directors a follow-up of the progress made on these subjects, in France and abroad;
- A **DE&I Steering Committee** is composed of members of the Group's Management Committee and a DE&I expert who supports it in its reflections and proposals for orientations;
- A **dedicated centralized DE&I team** relies on an international network of DE&I managers across the Group's various entities;
- A **Diversity, Equity and Inclusion Charter** has been published internally to specify to employees and managers the behaviors expected to foster a diverse and inclusive work environment;
- The Group has set up **awareness-raising actions** for all its employees so that each individual within the organization becomes aware of the challenges of diversity and inclusion, and the impact of biases and stereotypes and becomes, as an individual and collectively, an actor of inclusion;
- Moreover, the Group also supports **internal networks of committed employees** (ERGs – Employee Resource Groups) including, for example: Pride & Allies (LGBTI), Mix & Win (gender), Great Minds (neurodiversity), Differently abled (disability), WAY (We Are Young - young generations), WISE (We Instill Senior Experience - experienced employees), etc.);
- Each Group entity is in charge of operationally implementing the Group's policy and ambitions in compliance with local regulations.



DE&I SUMMIT

This summit is an unprecedented international event that has made it possible to structure a strategy and implement concrete actions concerning the five priority dimensions of the Societe Generale group.

It took place over one day and brought together all the internal partners in the DE&I subject (ERG members, DE&I managers, corporate DE&I team) in collective intelligence workshops to answer the following question: "How to strengthen and promote employee engagement for a more inclusive culture?"

A DE&I conference on the theme "How can Diversity, Equity and Inclusion make a difference to create value?" was also offered to all employees (in France and abroad).

AN AMBITION FOR 2026

Societe Generale has made commitments to gender equity with an ambition to reach at least 35% of women in the Top 250 - Group Leaders Circle by 2026. This ambition demonstrates the Group's desire to accelerate momentum, particularly in terms of gender equity. In addition, a proactive policy is implemented to increase the diversity of international profiles within the management bodies, and more broadly to create an inclusive environment at all levels of the organization.

Our ambition by 2026 is to have at least 35% of women leaders in the Top 250.

IN 2024, ACCORDING TO THE EMPLOYEE BAROMETER, 88% OF EMPLOYEES feel included and accepted as they are (+3 points vs. 2023).

(1) This report outlines the strategies and ambitions of the Societe Generale Group (the "Group") as a Responsible Employer. Please note that not all programs, initiatives, activities and commitments mentioned may be applicable or fully implemented across all Group entities. This variation may be due to the legal and regulatory requirements specific to certain jurisdictions where we operate. For the avoidance of doubt, all programs, initiatives, activities and commitments discussed in this Report that are applicable to and/or implemented in the United States must comply with applicable U.S. federal, state and local laws, rules and regulations.



SHARED TRAINING AND AWARENESS MEASURES FOR AN INCLUSIVE CULTURE

This awareness raising is based on the following initiatives:

AT GROUP LEVEL

- The deployment of the "Understanding and preventing discrimination in the recruitment process" **e-learning**, which is mandatory every four years for HR and managers, and which has been deployed within the Group since 2022;
- An **internal resource space** (articles, benchmarks, studies, etc.) made available to all Group employees (intranet and SharePoint Diversity, Equity & Inclusion);
- The provision in 2025 of **thematic** (and conversational) **guides** aimed at providing keys to understanding and good practices to promote the inclusion of diversities, particularly those concerning disability, neurodiversity, intergenerational and LGBTI people.

IN FRANCE

- A "**Diversity, Equity and Inclusion**" **playlist** available on the Group's e-learning platform has been enriched with new modules and covers the themes of disability, invisible disability, LGBTI-phobia, fatphobia, racism, intergenerational inclusion, sexism, sexist and sexual violence, the issue of second parent leave and reactions to discrimination as a witness;
- A second class of employees has been trained to lead collective intelligence workshops "**Diversity fresk**" which allow them to experiment with the cognitive mechanisms at work in terms of discrimination, to discover approaches aimed at reducing them and to debate on their scope and limits.

FIGHTING AGAINST ALL FORMS OF DISCRIMINATION

In 2024, a set of recommendations was defined for each of the five priorities of the DE&I policy with the aim of accelerating progress on diversity, equity and inclusion across the Group, in compliance with local legislation. These recommendations are the result of working groups that brought together representatives of the internal networks of committed employees and DE&I managers from the Group's entities.

GENDER DIVERSITY

COMMITMENTS

In addition to the committed objectives set for 2026 regarding the representation of women in the Group's management bodies, the Group's policy on professional equity between women and men is based on various axes:

- Steering the representation of women in the entities' managerial bodies, promotions and salary developments;
- Reporting publicly or to employee representative bodies on indicators on the pay gap and the representation of women at various levels of the company;
- Social agreements with target objectives for the promotion and enhancement of women in the company: agreement on professional equality between women and men, dated 18 July 2023 (Société Générale SA in France).

TOWARDS THE ZERO GENDER GAP

This 2021 initiative demonstrates the Group's ambition to act in particular on supporting the retention and advancement of female talent.

FINANCI'ELLES

Founded in 2011 by the networks of women executives of Societe Generale and BNP Paribas (MixCity), Financi'Elles' mission is to help improve and above all accelerate women's access to the top of organizations in the banking, insurance and finance sector.

WOMEN EMPOWERMENT PRINCIPLES

In 2016, the Group signed the UN Global Compact's Women's Empowerment Principles, which commit their signatories to make progress on the promotion of equality between women and men in the workplace.



#STOPE INITIATIVE

Societe Generale SA in France is a signatory of the #StOpE charter comprising eight commitments to fight against so-called "ordinary" sexism in the workplace.

WOMEN IN FINANCE

In the United Kingdom, Societe Generale has achieved the objective set by the signing of the Women in Finance charter in 2018 to increase the percentage of women leaders to 25% by 2022. This target has been updated to now reach 30% of women leaders by 2025.

Share of women...	2021	2022	2023	2024
Within the Group:	56%	54%	53%	54%
Board of Directors	42%	42%	50%	45%
Executive Committee			54%	54.5%
In the Top 250			31%	30%
Managers	43%	42%	42%	41%



ACTIONS

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

- The Group, under the sponsorship of the General Management, has deployed **two development programs, "ACCELERATE" and "BECOME"**, specifically dedicated to female talent. Since 2022, more than 600 women have benefited from these programs, which include coaching and mentoring, aimed at supporting them towards positions of greater responsibility;
- A **mentoring program**, associating members of the Asia-Pacific Steering Committee with female talents is set up to promote their career development.

INITIATIVES TO FEMINIZE THE DIGITAL AND IT WORLD

Societe Generale aims to strengthen the place of women in the IT and cybersecurity sector, at all levels of responsibility, by helping them to develop their skills throughout their careers.

Other initiatives:

- In **France**, a **"Women in Tech"** network was created at the end of 2023 to bring together women in Tech and allies. This internal network of employees held its first summit in 2024 with stakeholders from within and outside the Group;
- Mentoring actions to facilitate the development of women in digital and IT professions and the implementation of fair processes (offering at least one female profile among candidates for IT professions, adapted training courses, equal pay, etc.);
- School events dedicated to women (Women Engineers Forum, Women in Finance, "What career paths for a woman engineer" at Societe Generale, etc.).

RESULTS

In 2024, Societe Generale is positioned in the Top 100 of the **Equileap** international ranking on gender equality with a score of 70% (+2 points vs. 2023).

Several of the group's entities have received awards on this theme:

- In Spain, Ayvens won the *Empowering Women's Talent award*,
- In Italy, SGSS has obtained the *Italian Gender Equality Certification*,
- In Mexico, ALD received the *Marianne Prize*, which rewards initiatives in favor of women,
- In Canada, SG Montréal has been awarded a *Women in Governance Silver Certification*.

In 2024, 53% of the employees recruited are women and 57% of promotions in the Group are women.

A BALANCED COMPENSATION POLICY

The Group has enshrined the principle of gender neutrality of remuneration in its compensation policy and monitors its implementation annually at Group level in order to ensure equal treatment between women and men. A budget of €100 million has been allocated at Group level to close the gender pay gap as part of the strategic plan.

In addition, in accordance with the provisions of Loi Avenir of September 2018, which aims to eliminate the gender pay gap, Societe Generale SA France publishes the level of its Gender Equality Index, which reaches 91 points out of a maximum of 100 points for the year 2024.



It is calculated on the basis of 5 indicators as stipulated in the regulation:



In July 2023, Societe Generale SA France also signed a **new agreement on professional equality** by the unanimous vote of the representative trade unions. It confirms the company's proactive policy in terms of promoting gender diversity, in particular by providing for the continuation of the program to reduce any wage gaps between women and men. In 2024, a gross budget of €9 million was allocated to closing the unjustified wage gap between women and men.

Societe Generale's governance in terms of compensation policy ensures an **exhaustive and independent review of this policy**. Also, as part of the annual compensation review process, a particular monitoring of the distribution, in particular salary increases and promotions between men and women, is carried out each year by the HR teams.

The July 2023 agreement also includes Societe Generale SA's commitments in terms of promotion, training, the articulation between professional activity and the exercise of family responsibilities, and neutralizing the impact of maternity, adoption, parental and paternity leave, in particular:

- **The systematic salary review on return from maternity or adoption leave or child-raising leave**, which must be carried out at least up to the average of the revisions granted to employees in the same category, an amount that is quite often exceeded;
- **Maintaining salaries during paternity and childcare leave:** since 2020, Societe Generale has been providing those eligible for paternity and childcare leave with their full salary for 11 days or 18 additional days in the event of multiple births.



In 2024, the proportion of fathers or second parents eligible for paternity and childcare leave, who have taken at least one day beyond the legal leave of three days is 97%, the proportion of those who have taken the entire paternity and childcare leave (25 or 32 days) is 45%.

In addition, in accordance with the provisions of the so-called "**Rixain**" Law of 24 December 2021 aimed at accelerating economic and professional equality between women and men,

Societe Generale SA France also publishes, for the year 2024, the following indicators:

- Representation of women and men among senior executives: 37% women and 63% men;
- Representation of women and men among the members of the governing bodies (Executive Committee): 55% women and 45% men.

INTERGENERATIONS

COMMITMENTS

Societe Generale encourages cooperation between different generations through social agreements. In France, for example, measures aimed at strengthening **intergenerational solidarity** are present in the framework of the March 2019 agreement on the evolution of professions, skills and employment, aimed mainly at facilitating the anticipation of the end of career and the transition between activity and retirement, the prevention of occupational health risks as well as the transmission of knowledge and skills.

ACTIONS

Societe Generale promotes cooperation between generations through

- The support of its internal networks of committed employees (*WeAreYoung*, *ReGeneration*, etc.), including the "**WISE** (We Instill Senior Experience)" ERG dedicated to experienced employees in France. This network aspires to propose and promote actions within the Group so that seniors have their place, commensurate with their experience, skills and aspirations;

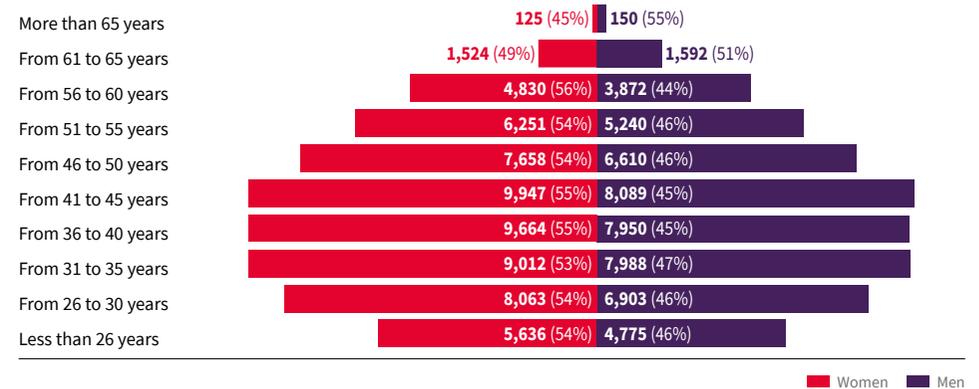
- In France, **the senior part-time scheme and end-of-career leave** allow the transfer of skills and experience within Societe Generale SA France via internal expertise missions or to work outside the company, within a charitable and solidarity association. For example, within Societe Generale SA in France, 58 employees were involved with associations for 15,187 days in 2024;
- In France, participation in an inter-company survey on the feelings and expectations of employees in the second half of their careers and the conduct of an internal survey to improve existing practices.

RESULTS

These initiatives are reflected in the balanced age pyramid of the Societe Generale group. The average age of employees is **40 years old** at the end of 2024 and the average length of service is **10.5 years** at the end of 2024.

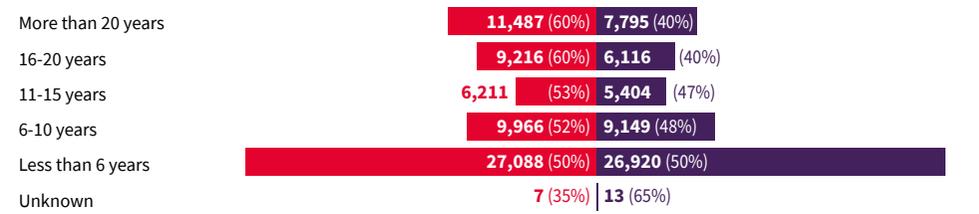


BY AGE - AMER EXCLUDED (Average: 40.3 years)



■ Women ■ Men

BY SENIORITY GROUP (Average: 10.5 years)



■ Women ■ Men

INCLUSION OF LGBTI INDIVIDUALS

COMMITMENTS

As a signatory of the 5 UN Guiding Principles (June 2018), Societe Generale is committed to:

- Respect the human rights of LGBTI employees, customers, stakeholders;
- Eliminate discrimination against LGBTI people in the workplace;
- Provide support to LGBTI employees;
- Prevent human rights abuses in its activities with suppliers, customers, distributors, etc., and insist that its partners do the same;
- Act in the public sphere to contribute to the fight against abuses against LGBTI populations in the countries where they operate;
- Support employees who are victims of words or actions.

A signatory of “**l’Autre Cercle**” Charter since 2021, the Group confirmed its commitment in 2024 by re-signing it and with the arrival of new signatories (Société Générale Assurances, Ayvens and BoursoBank).

ACTIONS

At Group level

Societe Generale relies on the expertise of external organizations and hosts various events to raise awareness among its stakeholders and activate engagement levers. In this sense, for example, Societe Generale has:

- Continued its partnership with the think tank *Tetu connect*;
- Participated in the *Têtu Campus forum* dedicated to the entry into the workforce of LGBTI youth;
- Has featured in the magazine *Têtu* since 2020, through the intervention of three members of the Management Committee since 2020;
- Carried out for the second time in 2024 a barometer on the inclusion of LGBTI people within Societe Generale, as part of its partnership with the association *l’Autre Cercle*. This barometer, which collected 1,500 responses, made it possible to identify areas for improvement and actions to be implemented;
- Provision for all employees in France of a training module that specifically addresses the subject of the inclusion of LGBTI people in the professional environment;
- Led a project on the support of transgender people within the company. Good practices were formalized and published in early 2025 in an accompanying guide.

At the local level

The Group also carries out specific actions and policies locally to encourage a culture that is open and respectful to all LGBTI employees worldwide, for example:

- Reviewing the definition of family and children in domestic policies in India to include all forms of parenthood;
- The establishment of an LGBTI Committee in Mexico.

Pride & Allies Network

In addition, Societe Generale relies on its internal Pride & Allies network, which works to promote the inclusion of LGBTI people in France, the United Kingdom, Poland, Romania, the United States, Brazil, India and the Asia-Pacific region. Launched in 2009, this internal initiative regularly organizes large-scale conferences and awareness-raising. For example, the members of the Diversity, Equity and Inclusion Steering Committee were made aware of the results of the *Autre Cercle* barometer and several Executive Committees and HR teams benefited from these events. The network also offers Reverse Mentoring programs in several geographical areas.

RESULTS

Various Group entities have received awards in the field of LGBTI inclusion:

- In the United States, entities have been awarded the *Best Place to Work for LGBTI* award, achieving a perfect score of 100 for seven years in a row;
- In India, Societe Generale was awarded Gold by the *India Workplace Equality Index* (IWEI), the only Indian analytics tool for organizations to measure their LGBTI inclusion efforts;
- For the fifth year in a row, several Societe Generale employees have been named “**Role Models**” at the *Autre Cercle* association's event.

PEOPLE WITH DISABILITIES



COMMITMENTS

Since 2016, the Group has been a signatory of the **Business and Disability Charter under the aegis of the International Labor Organization**, on the promotion and integration of people with disabilities in employment and is thus part of the global "business and disability" network made up of major international companies, employers' and trade unions' organizations and NGOs. This charter facilitates international

exchanges and defines ten commitments, such as the protection of staff against all forms of discrimination, accessibility, awareness and support.

In France, the Group is materializing its commitment through the signing of agreements:

In 2022, Societe Generale SA renewed for the sixth time the **2023-2025 three-year agreement "in favor of the employment and professional integration of people with disabilities"**. This agreement is in line with the Group's desire to facilitate and support the social and professional inclusion of people with disabilities, in line with its diversity and inclusion commitments, and to sustain the following objectives:

- Promote the recruitment of people with disabilities;
- To ensure the integration and retention of employees with disabilities;
- Supporting employees with disabilities, with all stakeholders, throughout their professional career;
- Raise awareness and inform all employees to better understand disability and thus combat prejudice;
- Encourage purchases from the Protected and Adapted Sector (PAS) and adapted companies.

In this sense, this agreement pursues the commitment to put disability at the heart of the company's HR processes. It thus complements the current measures in place with new support measures, in particular:

- **Intensive training for all stakeholders:** managers, HR, disability relays, employee representative bodies and elected officials;
- **Additional days of absence** to allow people with disabilities to go to their medical appointments more easily;
- **An "integration and job retention" team** including a doctor, social worker, HR and even manager, who supports the employee at every key moment: recruitment, assistance with internal mobility, etc.

This agreement recalls the essential role of the various actors, and in particular the 116 local disability relays (RLH)¹ and 12 regional disability referents who benefit from specific support and training by Mission Handicap. They provide information and advice in close proximity to employees, HR teams and managers - Disability Mission can be called upon in situations requiring expertise. They lead, deploy and relay the disability policy as closely as possible to the teams.

Particular attention is paid to **parents of children with disabilities**, in particular by facilitating an adjustment of working hours when applying for a switch to part-time work and by granting them additional days of absence.

Societe Generale has also been a Partner of the **French Handisport Federation (FFH)** since 2003 and has renewed this historic partnership in 2023. Its mission is to offer an adapted and structured activity to anyone with a physical or sensory disability.

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

ACTIONS

To promote the rights of people with disabilities, the Group carries out several actions:

- **Recruitment, integration or support programs**, particularly in Romania, the Czech Republic, India, Japan and the United States, to promote the employment of employees with disabilities;
- **Job retention actions** at Societe Generale SA in France (more than 7,500 job adaptations since 2007);
- **Integration programs for young people**, with awareness-raising and communication actions with the Group's partner schools (work-study programs, internships, ARPEJEH, Hanploi&School, DUO DAY). Societe Generale is committed to young students with disabilities and also pays particular attention to schools with a dynamic policy in favor of students with disabilities;

- In France, **purchases from the adapted and protected sector** (around €10 million in 2024) that have contributed to supporting the professionalization of this sector;
- **Measures to make banking services accessible** to customers with disabilities (adaptation of the networks' ATMs, digital accessibility of applications, Braille account statements, branch layouts, customer service accessible to the deaf and hard of hearing, etc.);
- **Raising awareness and training in disability management for managerial and operational teams** whose job has a direct or indirect impact on the support of people with disabilities (HR managers, communication officers, building managers, account managers, etc.);
- **A dedicated intranet page;**



- **External awareness-raising actions**, such as:
 - The "European Week for the Employment of People with Disabilities": in 2024, it focused its efforts on the theme of disability and career paths,
 - The Group's participation:
 - The Talents Handicap online forum allowing recruiters and candidates to get in touch;
 - The actions carried out by Arpejeh⁽¹⁾ (forums, company visits, workshops). It was an opportunity for Societe Generale to meet students with disabilities and learn about their career paths, experiences and professional projects in order to be able to offer them offers adapted to their needs.

(1) The Arpejeh association, governed by the law of 1901, is committed to an active policy in favor of the employment of people with disabilities, equal opportunities and diversity.

“MISSION HANDICAP” IN FRANCE

Since 2007, “Mission Handicap” has been carrying out multiple actions in favor of the employment of people with disabilities: integration and support in keeping employees in their jobs, training and awareness-raising of teams, school partnerships and use of companies in the adapted sector.

In France, **any employee with a disability can benefit from several types of support and compensation**, including:

- A Supplementary Health Allowance;
- Additional paid days of absence;
- Working time arrangements for employees and parents of children with disabilities;
- Workstation adaptation devices, transport assistance, dedicated software, etc.;
- Inclusive equipment (duplicated in Bangalore and the UK on the IT support portal).

RESULTS

At the end of 2024, Societe Generale employed 2,857 employees with disabilities in the Group⁽¹⁾, representing 2.4% of the overall workforce. Within Societe Generale SA in France, the direct employment rate is 5.47% in 2023⁽²⁾.

1. In the sense used locally.

2. URSSAF declaration data for the year 2023.

OVERALL,
86% OF THE
GROUP'S WORKFORCE
workforce is covered by
actions supporting people with
disabilities



NEURODIVERSITY

The Group is gradually integrating the neurodiversity dimension into its approach and is taking action by:

- relying on its internal networks of employees committed to this subject (such as *Great Minds* in France and the United Kingdom);
- Organizing conferences to raise awareness among employees.

The Group is also committed to:

- Promote the employment and inclusion of neuroatypical people;
- Facilitate accessibility and consideration of people's specific needs.

In 2024, Societe Generale was the only bank present at the first **Neurodiversity Summit** in France.

The Group also measures the engagement of employees who identify as neuroatypical, thanks to a specific question integrated into the annual Employee Barometer.



ETHNIC, SOCIAL AND CULTURAL DIVERSITY

The Group continues its efforts to develop a work environment free of all forms of discrimination and in which **multicultural diversity** is celebrated, valued and represented at all levels of the organization. A set of recommendations has been defined to align practices for the inclusion of ethnic, social and cultural diversity, and thus accelerate progress in complying with local regulations.

Since 2023, an optional question has been asked in the annual Employee Barometer to allow each respondent to identify themselves as belonging to a diversity of ethnic, cultural and/or socio-economic origin. This initiative makes it possible, through cross-referenced and segmented analyses, to identify more precisely the issues to be addressed and to have a more detailed reading of the diversity represented at Societe Generale.

Internationally, some of the Group's entities have been involved for many years in concrete initiatives to promote ethnic minorities. For example, in the United States, networks of committed employees are sponsored by a member of the Executive Committee: *Black Leadership Network*, *Vamos!* and *Asian Cultural Exchange*. SG Hong Kong signed a charter with the *Equal Opportunity Commission* (a public body created in 1996 to fight against discrimination) in 2023 on ethnic diversity issues.

ENSURING THE CONDITIONS FOR A QUALITY OF LIFE AT WORK THAT RESPECTS THE WORK-LIFE BALANCE AND EMPLOYEE HEALTH AND SAFETY

ACTIVE AND SHARED HEALTH AND SAFETY COMMITMENTS

A STRONG HEALTH AND SAFETY GOVERNANCE FRAMEWORK

Societe Generale is developing the momentum around quality of life and working conditions, by mobilizing all the company's stakeholders.

- Occupational health and safety are carried out at the highest level of the organization by the sponsorship of the **Group Human Resources Department**;

- The management of the security of people and property within Societe Generale's premises is ensured by the **Group's Security Department**, within the Group's General Secretariat;
- The team **in charge of Quality and Working Conditions** shares and promotes the initiatives undertaken in the Group and instills a dynamic in favor of the improvement of working conditions and the prevention of occupational risks;

- All **HR actors** play a role in advising, supporting and accompanying managers and employees on a daily basis in conjunction with professionals in the prevention and medico-social sector locally;
- Managers contribute to the deployment of initiatives contributing to the improvement of health and safety at work, and ensure regular exchanges with employees;
- **Onsite workplace doctors** reinforce prevention and support for employees and also provide advice within the company;
- All **employees** participate in the implementation of improvement initiatives and rules of good conduct around quality of life and working conditions, both in the relationship with their colleagues and their manager.

A GROUP POLICY THAT MATERIALIZES OUR COMMITMENTS AND OUR RISK MANAGEMENT

The Group's long-standing commitment to offering the best working conditions is reflected in particular in:

A health, safety and prevention policy, which aims to provide each employee with a safe working environment on the premises and work practices that ensure their safety and protect their physical and psychological health.

A safety and security master plan, including the security of workplaces and during business travel, is defined by the Group's Security Department. The latter has set up a global security approach, aimed at assessing risk levels, then federating all the protection mechanisms to respond optimally to the multiplication of threats (crime, terrorism, geopolitics, health, climate, cybercrime, etc.). This approach is applied to all Societe Generale Group locations through five axes:

- A monitoring system;
- A security standard: describes the security rules for all of the Group's subsidiaries and locations;
- Continuous supervision (including permanent checks and site audits);
- Safety culture actions (conferences, awareness-raising, press reviews, etc.);
- A crisis management system.



ADAPTED AND RESPONSIBLE SOCIAL SYSTEMS AND BENEFITS



IN TERMS OF HEALTH

In 2024, **96% of the Group's workforce has an occupational health service on the premises or has agreements with health organizations.**

Actions for individual and collective health.

In 2024, **98% of the Group's workforce is covered by a health and safety system.**

Various health-related actions were carried out in 2024:

- In **France**,
 - Continued support for employees with a chronic illness;
 - Regular remote or face-to-face facilitation of "Yogist Method" and "Relaxation" workshops by the Prevention and Occupational Health Service (SPST);
- Relay of **"Pink October"**: encouragement of screening consultations, proposal of an awareness session on self-examination and provision of information and prevention brochures for breast cancer;
- Development of an **"endometriosis guide"** for the support of female employees and definition of the support and awareness-raising strategy in line with a commitment made in the framework of the gender equality agreement. In addition, Societe Generale in France has entered into a partnership with the Foundation

for Endometriosis Research. This partnership takes the form of additional training for occupational doctors and a public health campaign;

- In **Togo**, the establishment of an Occupational Health, Health and Safety Committee;
- In **the Czech Republic**, mental health is in the spotlight during the "Health Days" and through the "KB4U" well-being program;
- **Several Group entities** (including in Canada, Belgium, Germany, Ireland, Australia, Japan, India, South Korea, the United States) have set up an **"Employee Assistance Program"**: this is an intervention program designed to help employees find resources to promote their well-being and better reconcile work and personal life. This service is provided by phone and online, anonymously. The professional team (legal aid, financial advice, psychological support, etc.) is available 7 days a week, 24 hours a day.

FIGHTING DOMESTIC AND INTRA-FAMILY VIOLENCE

Societe Generale, alongside the *Fondation Agir Contre l'Exclusion (FACE)*, co-founder with the Kering Foundation of the *OneInThreeWomen* Network, is strengthening its commitment to fight violence against women. Created in 2018, the network now brings together a large number of internationally renowned companies involved in this subject. In 2022, the Group signed the *OneInThreeWomen* Charter of

the same name, joining the mobilization. Webinars are offered to HR actors to better welcome, listen to and direct victims to the services and solutions best suited to the situations they face. Specific measures are also being put in place in collaboration with occupational medicine and social workers in France, who were trained by the Women Safe & Children association in 2024.

In November 2024, on the occasion of the International Day for the Elimination of Violence against Women – known as **"Orange Day"** – Societe Generale SA organized an awareness-raising conference on the detection and protection of employees who are victims of domestic and intra-family violence, led by the *Women Safe & Children Association*.

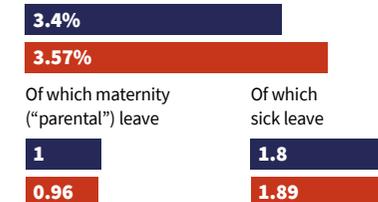
WITHIN THE GROUP

■ 2023 ■ 2024

FREQUENCY OF WORKPLACE ACCIDENTS



TOTAL RATE OF ABSENTEEISM



IN TERMS OF SOCIAL PROTECTION

Each Group entity defines the level of supplementary coverage according to the mandatory scheme in its country. This level of protection must be at least comparable to local market practices.

In France, **Societe Generale Mutual Insurance** covers an average of 127,000 people in 2024 (participating members and beneficiaries). It provides a support

service including a telephone platform accessible 24/7, for consultation with a clinical psychologist. Societe Generale is rolling out prevention campaigns to all its members in France. The actions deployed covered many themes (such as the fight against sedentary lifestyles and cardiovascular diseases, various cancers, endometriosis, nutrition, etc.).

As part of the UNI Global Union agreement, it has also been agreed to set up a **death benefit** for employees of Group companies insuring or supplementing existing local schemes in the amount of two years' fixed salary (unless more favorable conditions exist).



CONSOLIDATING HYBRID WORK AND ASSOCIATED PRACTICES

THE ANCHORING OF TELEWORKING IN THE GROUP

95% of the Group's employees benefit from a teleworking system with modalities appropriate to their local context and approximately 92,300 people teleworking in the Group at the end of 2024.

An open-ended telework agreement was signed between management and the representative trade unions in France in 2021. Through this agreement, teleworking becomes an **ordinary working method accessible to all employees** (fixed-term contracts, permanent contracts, interns, work-study students, new hires). In accordance with the agreement, the principle of regular teleworking, with a reference of two days of teleworking per week, has been defined. It is up to each *Business and Service Unit* to adjust the number of days of teleworking in order to make it a

collective work organization system. The implementation of the agreement has been carried out in compliance with equal treatment, rules on working hours, the right and duty to disconnect, and provisions on the health and safety of teleworkers.

SUPPORTING EMPLOYEES IN THE IMPLEMENTATION OF TELEWORKING

Prevention measures focused on the risks of isolation, communication, detecting psychosocial risks and awareness have been implemented, for example:

- **For managers**, the *Connect Manager* platform centralized resources to support their missions, in particular through managerial training;
- **For all employees**, online courses are available on the Group training platform to support all employees in their remote working practice.



AN ATTRACTIVE AND EMPLOYEE-FRIENDLY WORKING ENVIRONMENT

To help organize efficient hybrid work, the Group's Real Estate Division has provided its occupants with a tool that facilitates the management of days spent on site, to ensure that employees have a workstation available when they come to the site and to facilitate exchanges and teamwork.

In 2021, in France, a workspace transformation program was deployed in buildings in the Ile-de-France region. With this program, the Real Estate Division aims to adapt workspaces to new practices while rationalizing the Group's real estate footprint.

This new layout aims to strengthen collaboration, conviviality and concentration, to facilitate on-site and remote exchanges, by offering new dynamic collaborative spaces, "silence" zones, coworking spaces and collaborative centers.

The Group encourages and supports international entities that wish to engage in similar programs. For example:

- In **Turkey**, the headquarters is certified "LEED" (*Leadership in Energy and Environmental Design*), which is an evaluation system recognized as the international mark of excellence for sustainable buildings;
- In **Algeria**, support for teams in the design of their work environment according to "flex office" concepts for their future headquarters.

SPECIAL ATTENTION TO WORK-LIKE BALANCE

Reconciling work and home life is a balancing act for employees and a way for the Group to attract and retain talent.

Since 2014, Societe Generale in France has been a signatory of the "15 commitments for work-life balance" charter, initiated at the time by the Ministry of Women's Rights and the Observatory of Time and Parenthood in the Workplace. This charter encourages managers to:

- Promote balance and well-being at work through their speeches and facilitate their practices;
- Set reasonable working hours for their employees;

- Limit the sending of emails outside normal working hours;
- Organize meetings efficiently, on time and on time.

In 2024, communication and awareness-raising actions were carried out, particularly around the use of digital tools, the right to disconnect, the organization of meetings, the management of emails.

A COMMITMENT TO SUPPORT PARENTHOOD

Societe Generale is strengthening the link between professional activity and the exercise of family responsibilities through the following actions:

- **Family leave that goes beyond local regulations:**

Type of Family Leave	% of employees entitled to take leave
Maternity leave: protected leave of absence for women who work directly at the time of childbirth (or, in some countries, adoption)	100%
Paternity leave: leave for fathers or, where and to the extent recognised by national law, for equivalent second parents, on the occasion of the birth or adoption of a child for the purpose of care	98%
Parental leave: parental leave for parents due to the birth or adoption of a child to care for that child, as defined by each Member State	94%
Carer's leave: leave granted to workers to provide personal care or support to a relative, or a person living in the same household, who needs care or important support for a serious medical reason, as defined by each Member State	72%

1. Subject to the payment of daily allowances by Social Security and after deduction of these same allowances.



- **Leave arrangements that takes into account the diversity of family situations,** particularly in France, with:

- **Leave for the arrival of the child:** a scheme launched in 2022, which aims to take into account the full diversity of parental situations. It allows an employee, regardless of the composition of the household, who does not meet the conditions for adoption or maternity and paternity leave, to benefit from 11 calendar days of paid leave in the context of childcare;
- **Adoptive parent leave:** the adoptive parent benefits from 70 days of legal leave (for a 1st or 2nd child, 126 for a 3rd) which can be paid⁽¹⁾. No seniority requirement within Societe Generale SA has been required since 1 January 2020 to benefit from this scheme. At the end of this legal adoption leave, the adoptive parent has the option of taking an additional paid leave of either 45 calendar days at full pay or 90 calendar days at half pay;

- **Leave for parents of children with disabilities:** as part of the Societe Generale SA 2023-2025 disability agreement, parents of children with disabilities can benefit from additional paid days of absence that can be split into half-days, in order to reconcile their private and professional lives.

- **Charter of parenthood in the workplace**

In 2021, Societe Generale renewed its commitments to parenthood by signing the new Corporate Parenting Charter. This updated Charter is part of an inclusive logic, insisting on parenthood in all its forms and throughout life cycles. With this signature, the Group has strengthened its commitments to work-life balance and reaffirmed the importance of supporting parenthood in all its dimensions as part of its approach as a responsible employer.



• **UNI Global Union Agreement**

In 2023, Societe Generale signed a new global agreement on the rights of the Group's employees with international trade union federation UNI Global Union, based on the previous agreements of 2015 and 2019. This agreement, valid for four years, sets a new basis for minimum guarantees of social rights for the Group's employees, such as 14 weeks of maternity leave, one week of paternity leave with maintenance of the fixed salary.

• **Initiatives to support young mothers**, including:

- In Parisian **buildings**, two breastfeeding rooms were opened in the medical services in 2023. Comfortable and suitable places to welcome mothers who need it when they return from maternity leave;

- In **Turkey**, after maternity leave, mothers have one and a half hours a day to breastfeed, until their child is one year old. They can also work part-time, while receiving full pay, for a certain period of time;
- In **Romania**, specific training courses are dedicated to women returning from maternity leave.
- **Childcare initiatives, such as:**
 - In **France**, at Societe Generale SA, employees can benefit from a childcare allowance until the child is 12 years old;
 - In **Senegal**, a subsidy is granted to the children of employees aged 0 to 3 years for daycare costs;
 - In **Ghana**, Societe Generale has built a crèche at the Bank's headquarters to facilitate the return from maternity leave.

ARRANGEMENTS FOR THE ORGANISATION OF WORKING TIME

- **Schemes to support employee caregivers.** Societe Generale SA in France offers its employees in a family caregiver situation a day donation scheme, provided for in the December 2022 agreement, which organizes the donation of days between employees in order to allow other employees to benefit from paid days of absence, in particular to take care of someone close to them who is facing illness, disability or loss of autonomy due to age or illness. In order to support employee caregivers, a guide was drawn up in 2024 to remind people of the situation of caregivers, facilitate access to the various schemes, whether general or specific to the Bank, and centralize the

internal and external resources that can be called upon. The employee caregiver may also contact their manager, HR and possibly other Group stakeholders (social workers, occupational medicine and staff representatives) in order to seek solutions compatible with their individual situation and the temporary benefit of an adaptation of their teleworking rhythm, provided for in the January 2021 agreement (Telework Agreement).

- In 2024, the internal collective "**Mon Everest**" was created. It is aimed at all of the Group's caregiver employees, whose objectives are to support employees through a community of mutual aid, information and listening (and thus avoid the associated psychosocial risks), and their manager by informing them of existing measures.
- **Special leave:** business creation leave for the creation or takeover of a business, sabbatical leave, unpaid leave within Societe Generale SA in France.

PROMOTING WELL-BEING AND QUALITY OF LIFE AT WORK

Several initiatives were rolled out across the Group in 2024.

Including:

- The **"Well-being@Work" platform**, which has been created for the Group's employees, who thus have access to a wide variety of tools and best practices, adapted to the needs of employees and managers on this theme;
- A **global network of "Well-being@Work"** referents has been set up in each business line to deploy concrete actions locally with employees helping to promote well-being and quality of life at work;
- A **program dedicated to the Group's human resources players** was initiated in 2022, through conferences and workshops led by internal experts, to enable them to better support employees on a daily basis and give them the keys to understand and regulate stress factors, take care of themselves and their relationship with others;
- In the **United Kingdom**, the *"Mental Health First Aider Group"* working group has been created to discuss well-being at work issues through awareness campaigns or weekly meetings;
- In **Italy**, a well-being program was launched in 2024, between the HR teams and the local CSR team. This program is made up of different initiatives, such as online workshops on introduction to mindfulness or on life balance;
- In **Poland**, the *"Well-being Academy"* was created, based on two pillars: *"Myself"* (with individual actions) and *"Others"* (with solidarity actions).

In France:

- A **Quality of Life and Working Conditions (QWLC) agreement**, signed by the Human Resources Department and the trade unions in November 2022. This agreement marks the common desire of the Management and the signatory trade unions to breathe new life into the improvement of working conditions and the prevention of occupational risks. Implemented from 2023 and for a period of three years, this agreement is based on five themes: work-life balance (work/personal life), new forms of work (teleworking/hybrid work), the right to collective and individual expression, the prevention of psychosocial risks and workload;



- In 2023, the Observatory of Quality of Life at Work and Parenthood in the Company rewarded Societe Generale for its actions to better take into account Quality of Life and Working Conditions.

PROTECTING EMPLOYEES' MENTAL HEALTH AND PREVENTING PSYCHOSOCIAL RISKS

For many years, Societe Generale has been active in a comprehensive approach to preventing psychosocial risks to ensure well-being at work and protect the health and safety of its employees.

To cover the challenges related to the prevention of psychosocial risks, the Group's system is deployed:

- In **each Business and Service Unit**, responsible for raising awareness and ensuring good working conditions for employees. They can rely on tools made available by the Group's Human Resources department;
- For **managers** who receive specific support, particularly when they are involved in reorganization projects, and who are trained in the detection and processing of warning signals;
- For **employees** through communications on the devices to which they can have access and awareness-raising actions.

The actions are based in particular on:

- **Information and awareness-raising actions** for all the company's stakeholders;
- **Training** on the prevention of psychosocial risks offered to employees, managers, the HR line and staff representatives;

- An **annual employee survey** including questions on working conditions and stress levels in France. The various findings from the survey lead to the implementation of action plans at the level of the teams concerned.

These actions meet an essential need to best support teams in different contexts:

- During public health crises, when many actions have been carried out, particularly around the management of uncertainty, resilience and remote working;
- Upon returning to the workplace, in order to act responsibly in normalizing hybrid mode, by implementing best practices and communications;
- As part of transformation projects, and in particular in 2022, the merger between the Societe Generale and Credit du Nord retail banking networks, where psychosocial risk prevention measures were implemented with the teams, and in 2024, during the reorganization of the business lines.



Also, in 2024, initiatives on the prevention of psychosocial risks and on mental health were carried out within the Group, including:

- In **France**, a comprehensive program for the prevention of psychosocial risks was launched in order to address all the dimensions that are both preventive and curative, ranging from preventive training, to the treatment of situations via occupational health services, the use of psychologists, etc. Experiments have been carried out with the help of an expert firm. These studies will make it possible to continue the program in the coming years on different perimeters. It is also in this context that the "*Well-being@work*" Sharepoint was created in France, then extended to the entire Group;

- In **Slovenia**, two psychologists are available to listen to employees' mental health problems and organise awareness-raising workshops;
- In **Romania**, the "*Mind UP*" program was launched in 2024, with the support of a medical service provider, to prevent stress and to improve the emotional safety and well-being at work of employees;
- In **Turkey**, SG Istanbul offers a well-being service that covers psychologist and psychiatrist sessions up to 600 euros per year.

A GROUP POLICY TO COMBAT INAPPROPRIATE BEHAVIOR AT WORK

Societe Generale is committed to providing each of its employees with a respectful working environment that is conducive to the development of all. For several years, the Group has been committed **to preventing and combating inappropriate behavior in the workplace, and in particular harassment, whether moral or sexual, and discrimination.**

The implementation of a Group policy in 2019 aims to prevent and combat any behavior that does not meet the principles defined in Societe Generale's Code of Conduct, by:

- **affirming the Group's values and commitments in this area;**
- adopting common definitions and giving examples of this type of action;
- encouraging the **implementation of prevention** actions, mandatory awareness-raising training for all employees, specific training for people who manage this type of behavior, and more global prevention and awareness-raising actions;
- regularly reminding employees of the existence **of an alert system** for employees who consider themselves to be witnesses or victims of such acts;
- regularly reminding that the perpetrators of such acts will be exposed to disciplinary sanctions that may go as far as the termination of the employment contract.

A GLOBAL DISCIPLINARY POLICY

Published in 2019, this policy provides a framework for the exercise of disciplinary power through the affirmation of guiding principles common to the entire Group and guarantees the rules of fairness, transparency of the system and the right to make mistakes.

To this end, it includes:

- the formalization of the principles and best practice in terms of sanctions (right to make mistakes, non-tolerance of misconduct, sanction decisions taken collectively and proportionate to the seriousness of the misconduct, ultimate responsibility of the manager in the application of the principles and decisions of sanctions, support for the sanction);
- the distinction between mistake and negligence by defining these two concepts;
- the implementation of reporting in all the Group's entities, in order to have an overview of disciplinary actions. Key indicators are communicated to General Management;
- the possibility for any employee to report any drift in the implementation of a disciplinary procedure of which he or she is aware, directly or indirectly.



Of the total Human Capital penalties recorded at Group level in 2024:

- 64 related to allegations of harassment (moral and sexual)
- 23 related to allegations of violence
- 6 related to allegations of discrimination
- 15 related to occupational health and safety claims

FOSTERING EMPLOYEE'S COMMITMENT AND IMPACT



STRENGTHENING THE EMPLOYEE COMMITMENT AND A CULTURE OF DIALOGUE TO WORK COLLECTIVELY FOR THE GROUP'S SUSTAINABLE COMPETITIVENESS

THE CULTURE OF DIALOGUE (OR SPEAK UP)

Societe Generale defines "Speak-Up", or "Culture of Dialogue", as an attitude, a state of mind intended to promote free expression and active listening. By inviting each employee to have the courage to speak out, the Group is part of a dual objective of gathering the best ideas and identifying risks more easily.

Every opinion counts and contributes to the common project, as long as it is expressed in good faith and respects our Code of Conduct, our values and our *leadership model*.

The prerequisite for supporting the Culture of Dialogue is to provide a serene and inclusive environment that promotes psychological safety and gives everyone the opportunity to be themselves, to share their ideas, concerns, and even mistakes without fear of negative consequences for their image, status or career. Employees are more likely to speak up and speak up when they are recognized and valued, especially by their manager.

Societe Generale encourages collective intelligence and promotes the establishment of a collaborative environment at all levels. Everyone, from the employee to the senior manager, is invited to express themselves and dialogue, without fear of reprimands, mockery or reprisals.

The Group carries out actions to promote the dissemination of this culture of exchange and free expression at several levels, including:

- A **set of materials** (presentations, videos, workshops) intended to support the deployment of this culture and to better appropriate this posture, and in particular a reference document to better understand the challenges of the Culture of Dialogue or Speak-Up. Information available on the Group intranet and the *Well-being@Work portal*;
- Regular **communication campaigns**, for example with employee testimonials on the benefits of a culture of dialogue;



- The training of certain populations of managers to set up conditions conducive to dialogue within teams;
- Continuous **training** for HR sector players on this topic via the *HR Academy program*;
- A **Serious Game** to understand the importance of dialogue (expression and active listening) in co-construction situations;
- Awareness-raising **workshops** on anonymized real cases of inappropriate behavior. These workshops provide an opportunity to discuss the root causes of a situation, its feelings and to collectively develop a culture of responsibility and exchange within Societe Generale;
- The multiplication of **moments of exchange** and sharing such as:
 - Q&A sessions with executives during strategic presentations,
 - "Coffee Corners" that allow the employees of a department and its directors to exchange informally on free subjects.

IN 2024,
83% OF EMPLOYEES
 say they can give their opinion,
 express new ideas or concerns
 to their team.



FEEDBACK

The practice of regular feedback allows you to build an environment conducive to *Speak-Up*.

The Group encourages this practice of feedback, which respects the following principles:

- Based on factual, concrete elements, without any personal interpretation;
- Including positive elements and areas for improvement;
- Based on respect for others, listening, transparency and benevolence;
- Regular to check on progress;
- Confidential: it must take place one-on-one, without a third party;
- During an exchange with the employee: he must be able to receive feedback and give his point of view.

As a cornerstone of employee development, managers are trained in the culture of feedback, in particular through *e-learning* and practical sheets. Establishing this feedback culture within the Group also allows employees to become aware of their strengths and areas for improvement, whether in terms of their technical or behavioral skills.

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

THE EMPLOYEE LISTENING SYSTEM

Societe Generale measures employee engagement through the **Employee Barometer**, an annual, anonymized internal survey deployed throughout the Group. This survey invites employees to express themselves freely and give their impressions on various themes, related to the life of the company, in complete confidentiality. Shared with employees, the results give rise to action plans, working groups involving employees in each *business line*, in a spirit of continuous improvement. These elements are presented to the Board of Directors.

In 2024, 76% of the Group's employees responded to the survey, a significant increase (+3 points compared to last year). This new edition made it possible to evaluate the themes of commitment, efficiency, responsibility and perspectives, with the following key figures:

- The Group's **engagement rate** increased slightly to 65% (+1 point);
- In terms of **Diversity, Equity and Inclusion**, 88% of employees feel included and accepted as they are (+3 points);
- 75% of employees perceive a good **work-life balance**;
- 83% of respondents would systematically exercise their **right to alert** if they witnessed or were confronted with inappropriate behavior;

- Regarding the **CSR dimension**, 90% of employees consider that behavior is ethical and responsible within their entity (+5 points) and 75% consider Societe Generale to be responsible from a social and environmental point of view;
- 79% of employees **feel proud** to belong to the Societe Generale group (+3 points);
- The "**Speak-up**" indicator remains high (83%);
- **Feedback from managers** is declared "constructive" by 77% of employees;
- 75% of respondents consider themselves to be able to manage the **workload**;
- 70% of employees believe that they have the **means and resources** they need to achieve their objectives (+4 points);
- The **stress level** is at 6.6/10 (+0.2 points);
- **Well-being at work** is at 6.4/10.

At the same time, local consultations are being conducted in several Group entities to assess the well-being and health of employees. For example, SG Stockholm launches an annual survey on the health and working environment of employees, through its external supplier *Feelgood*, whose report is presented to the management for the implementation of the necessary actions. In Japan, an annual survey called *Stress Check* is also conducted among employees.

CONTRIBUTING INDIVIDUALLY AND COLLECTIVELY TO ACTIONS WITH A POSITIVE IMPACT



ACTING WITH THE SOCIETE GENERALE CORPORATE FOUNDATION

Faced with the scale and simultaneity of the societal challenges that are imposed on everyone, the Societe Generale Foundation acts to contribute to living together, with the ambition of helping its partners to grow their projects and their positive impact on society. The Foundation's mandate was renewed for five years in 2024.

The three areas on which the Foundation focuses its actions are:

- **Education**, in particular fundamental knowledge, financial education, education through sport and culture, professional integration, particularly around professions in the ecological and digital transition. In this area, the Foundation is prioritizing its action on the most vulnerable young people;
- **Culture**, in particular classical music and modern and contemporary art;
- **The environment**, in particular the preservation of nature – in particular biodiversity and the oceans – and raising awareness on these subjects in addition to the Bank's action to support the energy transition of its businesses.



A COMMITMENT TO FRANCE AND THE INTERNATIONAL MARKET

The Societe Generale Corporate Foundation is the cornerstone of the Group's philanthropic action. It acts in France at the national and regional level, and also supports multi-country or international projects. In the field of education, the international share represents more than 20% of the projects supported.



WORKING WITH PEOPLE AFFECTED BY NATURAL DISASTERS

In the event of an emergency related to an exceptional situation (humanitarian crisis, health crisis, natural disaster, etc.), the Group can respond to needs identified by public interest structures operating in the geographical area concerned, in France and/or internationally.

In December 2024, following the violent cyclone that hit the Mayotte archipelago, Societe Generale and the Mauritius Commercial Bank Group decided to trigger a joint emergency aid package of €400,000 to support local populations, for the benefit of Médecins Sans Frontières and the French Red Cross. In addition, and in partnership with the Red Cross, the BFCOI organized a solidarity collection (non-

perishable food, hygiene products, etc.) for the benefit of the people of Mayotte.

Generally speaking, Societe Generale employees regularly mobilize in the context of emergency situations, including when the response is provided at the local level only (such as during floods in Central Europe in 2024, or following the riots in New Caledonia in the summer of 2024).

IN 2024, the Societe Generale Corporate Foundation has a budget of **€11 MILLION** to carry out its actions. As part of the new multi-year action program for the period 2024-2028, a total of €55 million is being devoted to its philanthropic action.



PROMOTING SKILLS-BASED SPONSORSHIP

To amplify the impact of its action, Societe Generale relies on employees who want to get involved in contributing to societal issues. In 2024, skills-based sponsorship was gradually generalized within the Group to give the opportunity to devote at least one day per year to solidarity actions during working hours. This framework is deployed in conjunction with the entities in the countries where the Group is present and according to local labor laws. More than 75% of employees have access to this system. The harmonization work will continue in 2025.

Societe Generale offers its employees the opportunity to **support the Group's partner associations** through skills sponsorship programs, which are levers of social utility that extend the company's action and the positive and sustainable impact in the countries.

The commitment of employees allows structures to access human support and acquire new know-how to consolidate or develop their activity. Employees develop their skills, mobilize for the benefit of a cause of general interest and concretize their desire to respond to societal challenges thanks to their backgrounds and experiences.

Financial education, mentoring, *pro bono* days, solidarity days, and one-off skills sponsorship allow them to promote their experience and know-how in a civic environment different from the company, with a view to ever stronger cooperation between these two worlds.

In France, the Foundation has a **commitment platform** on which partner associations can express their skills needs, with the corresponding assignments then being offered to employees.

SUPPORTING THE CIVIC INVOLVEMENT OF EMPLOYEES IN SOLIDARITY ACTIONS

In addition, the Foundation also promotes the personal commitments of the Group's employees and retirees through its support for the Talents & Partage association. The association financially supports solidarity projects in which employees and retirees are personally involved.

In addition, the Group's employees are committed to working alongside the **CRESUS** association, as part of skills sponsorship. The objective of this association is to act against financial exclusion, in particular by training young people to manage a personal and professional budget in order to develop their autonomy.



Within Societe Generale SA France, employees can benefit from three days per year during their working hours to get involved with the Foundation's partner associations.



IN 2024, MORE THAN **280** EMPLOYEES

in France have signed up as mentors with partner associations of the Societe Generale Corporate Foundation.

LONG-TERM SKILLS SPONSORSHIP AT THE END OF ONE'S CAREER (MTS)

In 2024, within Societe Generale SA in France, the number of employees engaged in this scheme will be 58 employees for a total of 15,187 days of commitment. The associations eligible for senior part-time work are:

- Current partner associations of the Societe Generale Corporate Foundation that work in education and professional integration;
- More generalist solidarity associations that the Group can call on directly in the context of so-called emergency situations.

MENTORING

On an ad hoc or more regular basis, for four months to a year, for a few hours per month, employees can support a person by sharing their experiences and outside views and guide mentees in their school curriculum or their first steps towards

employment. There are many mentoring schemes, including helping high school students from priority neighborhoods to build their professional project, or supporting refugees to integrate through work.

THE ANNUAL SOLIDARITY HIGHLIGHT

The fourth edition of the **Move for Youth** sports and solidarity challenge was launched in 2024 and mobilized nearly 22,000 employees in 58 countries with the aim of supporting associations that act in favor of youth and professional integration.

With 352 teams on the starting line, more than 700 solidarity actions were carried out in two weeks. The target of 15 million points has been reached to support 4 partner associations of the Societe Generale Corporate Foundation. The associations Plan International, CRÉSUS, Play International and Simplon each received a donation of 50,000 euros to help grow their actions.

THE DAY OF SOLIDARITY

At the request of a manager or a committed colleague, employees can get involved as a team and mobilize to help an association partner of the Foundation meet a logistical, event or one-off need for a day. For example, employees can work as a team to provide advice during *job coaching sessions* with young people from E2C Paris, recycle toys with Rejoué, make recycled cardboard objects with Carton Plein, or sort clothes collected during donation campaigns with the Cravate Solidaire or Emmaüs Alternatives.

SOLIDARITY COLLECTIONS

In December 2024, the Societe Generale Foundation and Talents et Partage organized **two solidarity collections in the Paris central services of La Défense and Les Dunes**, in partnership with the *S'engaGer* collective and the teams of the Sustainable Development Department:

- **A toy collection**, for the benefit of the APUI associations Les Villageoises and Les Restos du Cœur de Paris, in view of the end of year celebrations;
- **A collection of hygiene products**, for the benefit of the Apprentis d'Auteuil association.

 **SOCIETE GENERALE**
Fondation d'Entreprise

 **Talents et Partage**

COMMITTED EMPLOYEE GROUPS

Societe Generale has many internal networks of committed employees, ambassadors of the Group's actions who actively participate in the construction and deployment of commitments, particularly in terms of diversity, equity and inclusion, but also on environmental issues. These networks make it possible to federate employees around common interests, to facilitate exchanges and the sharing of experiences. To do this, they organize networking events and mentoring and development programs, among other things. Societe Generale supports and promotes the development and animation of these networks by appointing sponsors at the highest level of responsibility of the organization, such as the Group Audit and Inspection Director, sponsor of the *Pride & Allies France network*.

In addition of the DE&I ERGs, there are **cross-functional networks such as the S'engaGer network**, which is a collective of Group employees aiming to drive and catalyze transformations within the company to participate in the construction of a responsible, sustainable and solidarity-based bank. S'engaGer acts through concrete actions on social and environmental themes (conferences, round tables, Q&A sessions on our core business, workshops and challenges to help disseminate good practices and

solidarity operations for the benefit of associations). Other internal networks acting in favor of the environment exist in the Group, such as *One Planet US, Asia Pacific Green Club* and *UK Green Community*.

Other associations within the Group allow employees to get involved, such as **Amicadres** (or Amicale des cadres), the association of executives with the promise of being "a universalist association and a network to develop links and contribute to the life of the Group". The association organizes and, above all, facilitates/subsidizes moments of exchange and events (such as conferences or solidarity actions) to develop links between colleagues of the Societe Generale group (at Societe Generale's headquarters, in France, and in the 66 countries where the Group is present).

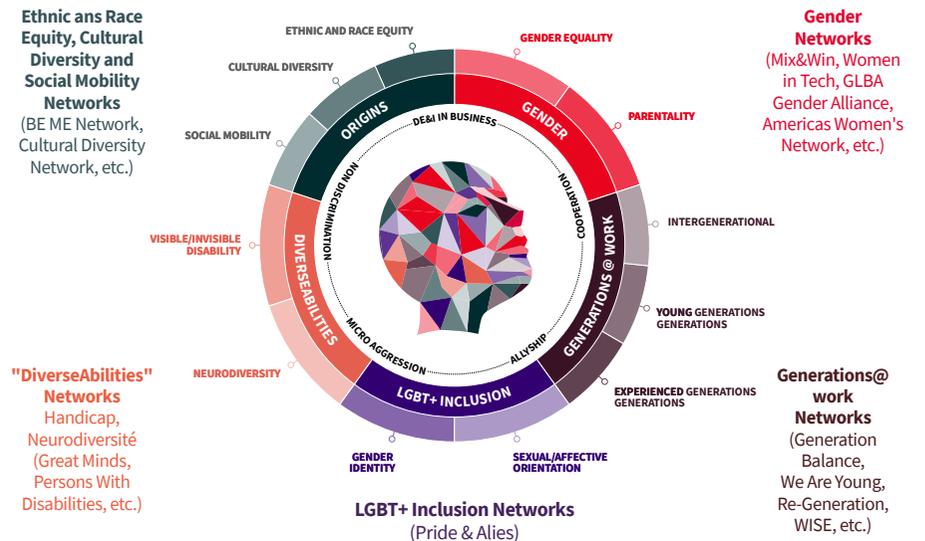
ACTING IN FAVOR OF MIGRANTS AND REFUGEES

45 Group entities representing 57.32% of the workforce have a policy or program dedicated to migrant workers. For example, the retail banking network in France works in collaboration with the Each One association to train refugees in front office jobs on a work-study basis.



Within the Group, S'engaGer wants to raise the voice of employees on CSR issues, regardless of their profession and geography

In 2024, Societe Generale has around fifty internal networks dealing with DE&I themes, covering the five priority areas defined by the Group:



COMMON SOCIAL MEASURES



PERFORMANCE & COMPENSATION

OFFER AN ATTRACTIVE AND FAIR REMUNERATION POLICY TO RETAIN OUR EMPLOYEES

On average, in the Group, the lowest salary received is 60% higher than the local legal minimum



1. Personnel expenses include all employee-related expenses and as such include expenses relating to employee benefits and those related to payments on the basis of Societe Generale shares.

The Group strives to offer attractive and fair compensation, contributing to employee retention and the Group's long-term performance. The remuneration policy is based on the principles of non-discrimination and equity between employees and is based on common principles for all. It is then broken down according to the businesses and countries in which the Group operates, taking into account market practices and contexts in accordance with national regulations.

The Group's remuneration policies and principles are presented annually in the Report on the Group's remuneration policies and practices in accordance with applicable regulations.

Adapting to the economic, social, legal and competitive context of the markets in which the Group operates, this policy is nevertheless based on principles common to all sites, including:

- Compliance with regulations, standards and internal procedures in force;
- Sound and effective risk management that does not encourage excessive or reckless risk-taking and inappropriate attitudes;
- Taking into account individual and collective performance;
- The consideration of non-discrimination and equity, including the application of gender neutrality of the remuneration policy;
- An effective lever for attracting and retaining staff members to attract, retain and motivate strategic talent and key resources;
- The convergence of the interests of customers, employees, the Group and shareholders.

Monetary remuneration includes a **fixed remuneration**, which remunerates the level of training (in particular diplomas

and certifications), the level and field of expertise, skills and responsibilities, as well as the nature of the activity and the missions, taking into account market practices. It also includes **variable** (non-contractual) compensation, aimed at recognizing collective and individual performance (see: Report on Compensation Policies and Practices).

For the 2024 financial year, total personnel expenses⁽¹⁾ for the Group amounted to €11.5 billion (vs. €10.6 billion in 2023; see: Personnel Costs and Related Party Transactions).

As a responsible employer, the Group is committed to fair and sustainable compensation. In particular, by taking into account the **living wage benchmarks** developed by *FairWage* for each country and region of the world.

RECOGNIZE THE CONTRIBUTION OF EACH PERSON TO THE GROUP'S PERFORMANCE

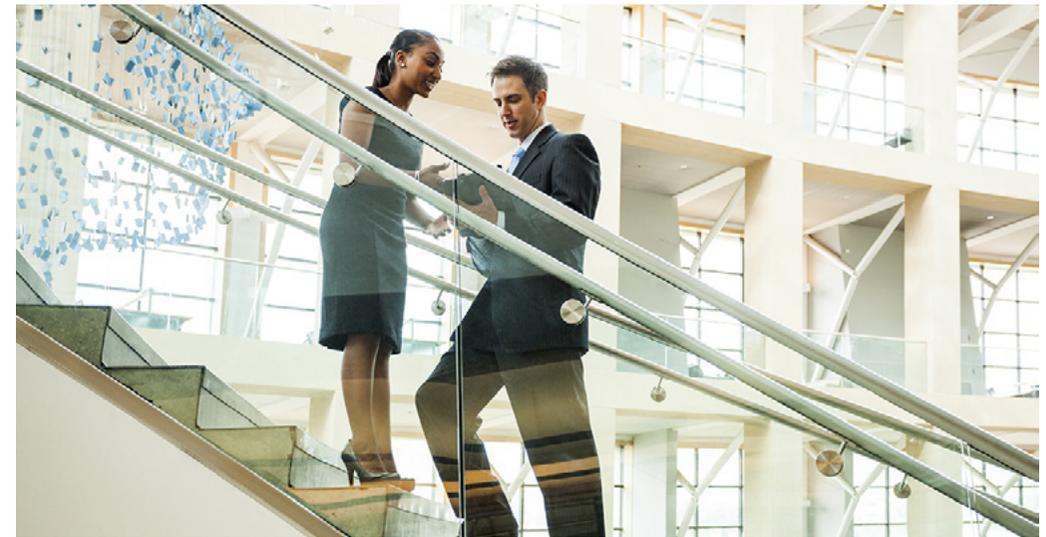
As a guarantee of fairness for Societe Generale, all employees benefit from an evaluation of their performance based on a common model, in place in the Group since 2008.

- The individual performance of employees is determined with regard to **quantitative and qualitative, operational and behavioral objectives**, set annually;
- The methodology recommended for setting objectives is the **SMART method** (specific, measurable, accessible, realistic and time-determined objective) in order to define precisely identified and observable objectives through indicators known to the employee;
- Qualitative objectives are individualized and linked to the professional activity and the hierarchical level of the position. The quality of risk management and the means and behaviors implemented to achieve results (cooperation, teamwork, people management, customer satisfaction) are recommended. One or two development objectives must therefore relate to the **axes of the Group's Leadership Model**⁽¹⁾;
- Employees are evaluated during an exchange with their direct manager. In addition, a manager with a functional

attachment can be asked to give feedback. In addition to this common system, the Group encourages the regular practice of feedback and recognizes the right to make mistakes.

IN 2024,
91% OF EMPLOYEES
on permanent contracts received
an annual appraisal interview.

The performance of all employees is monitored throughout their career, in particular through development plans and an annual evaluation campaign. The evaluation of employees is organized through three stages and is structured around two interviews between the manager and the employee: the setting of objectives at the beginning of the year, in line with the Group's strategy ("Direct") and the end-of-year evaluation ("Evaluate"), with a follow-up and support phase between these two interviews throughout the year ("Mobilize"). The process is based on the use of a dedicated tool deployed across all the Group's entities, thus guaranteeing uniformity and consistency in the



methodology followed during performance evaluation campaigns. In addition, the professional interview, which complements the appraisal interview, also allows the Group's employees on permanent contracts to discuss with their manager, in particular on the prospects for professional development in the medium and long term. Since 2018, the Group's annual employee performance evaluation tool has included a mandatory Conduct and Compliance section, allowing the manager to take into account cases of behavior that does not comply with internal regulations and rules. It is also in this context that the employee is evaluated with regard to compliance with the requirements related to the Group's CSR policy. In addition, ESG aspects are taken into account in the independent assessments carried out each year by the control functions, as part of the annual process for determining variable remuneration packages.

1. The Leadership Model defines the behaviors and skills expected of employees, managers and executives, in line with the Group's values (Innovation, Responsibility, Commitment, Team Spirit) and its orientation towards the customer.

ENSURE THAT COMPENSATION DECISIONS TAKE INTO ACCOUNT PERFORMANCE EVALUATIONS

Remuneration decisions should take into account performance evaluation, which should be based on quantitative and qualitative criteria (operational and professional behavioral development objectives), as well as the assessment of behavior in terms of compliance with applicable regulations and internal rules, including the Code of Conduct, the Anti-Corruption Code and the Code of Conduct Tax. Depending on the position, the evaluation must include in particular the criteria of:

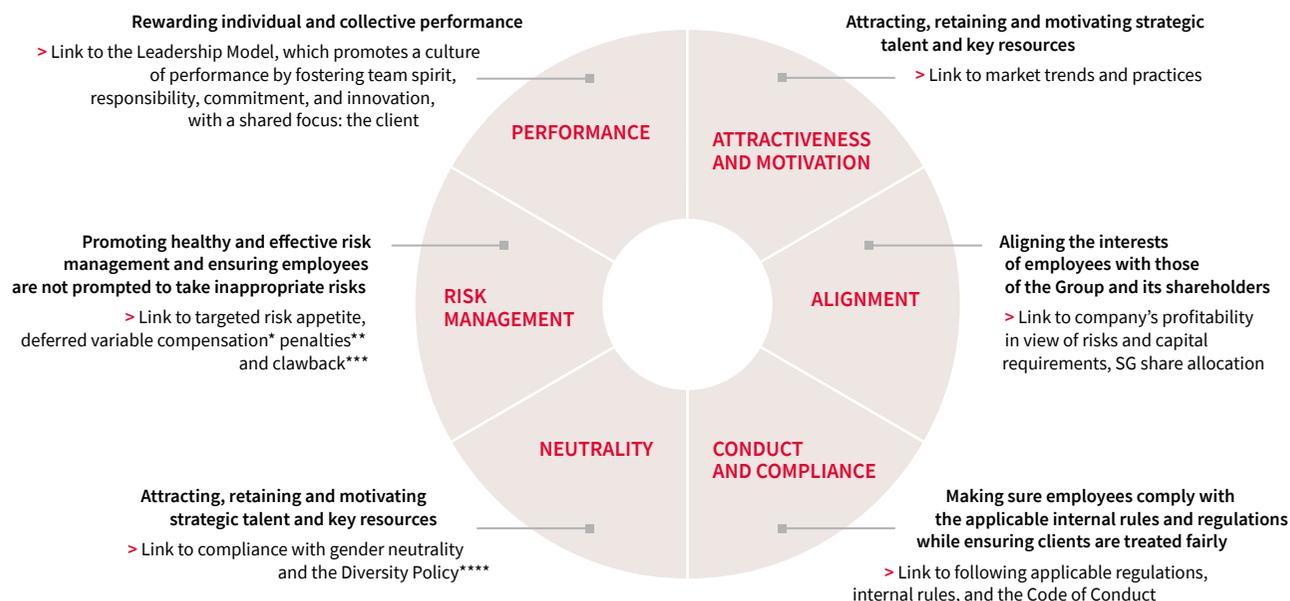
- sound and prudent risk management;
- respect for the mandate granted in terms of activity and limits;
- compliance with procedures for granting credit and entering into customer relations;
- respect for the interests and fair treatment of customers;
- sustainability risk management.

The remuneration policy provides that the setting of remuneration must not be influenced by the fact that an employee has issued a whistleblower, in accordance with the Group's whistleblowing procedure (see: section "A whistleblowing system in place for the entire Group").

Individual situations (fixed remuneration plus, where applicable, variable remuneration and/or long-term incentive plan) are reviewed each year (see Chapter 5 of the Universal Registration Document).

During recruitment, the Group adjusts the compensation of each employee according to several criteria, including experience, technical and behavioral skills and training, in line with internal and external practices. The principles and governance rules governing remuneration are detailed in the Group's normative documentation. The diagram above summarizes the objectives of Societe Generale's remuneration policy.

OBJECTIVES OF THE GROUP'S REMUNERATION POLICY



* Deferred compensation: Payment of variable compensation is deferred in order to align the compensation structure with risks and long-term performance.
 ** Penalty: the Bank may reduce or cancel the deferred variable compensation before the vesting or payment date if performance conditions are not met or in response to a case of inappropriate conduct.
 *** Clawback: the bank can request the return of variable compensation components already paid, subject to regulations in force.

In order to prevent any conflict of interest, variable remuneration is not directly and solely correlated to the income generated.





PROFIT-SHARING, PROFIT-SHARING AND EMPLOYEE SAVINGS

In France, employees are also permanently involved in the Bank's development through profit-sharing and/or profit-sharing agreements. For Societe Generale SA in France, these schemes are linked to the company's overall performance (financial and extra-financial) and regulated by agreements signed with the representative trade unions. Profit-sharing and profit-sharing bonuses can be invested in employee savings schemes or received in cash.

For 2023, the amount of **Societe Generale SA's** profit-sharing and profit-sharing (including project profit-sharing) paid in 2024 amounted to €141.5 million, of which €12 million was related to the CSR objective, thus demonstrating the Bank's good performance in terms of corporate social responsibility.

The Group's employee savings schemes, the **Company Savings Plan (PEE)** of Societe Generale SA, the Group Savings Plan (PEG) and the Collective Retirement Savings Plan (PERECOI) of the majority of subsidiaries that join them offer the possibility of medium/long-term savings and financial⁽¹⁾ conditions and advantageous tax benefits. The range of FCPEs offered in these schemes is made up of a diversified panel of FCPEs, including seven in PEEs/PEGs, including the employee share ownership fund (Fonds E).

The matching contribution paid by French companies that are members of the Group's various employee savings plans represents nearly €80 million⁽²⁾ in 2024. As part of this employee savings plan, Societe Generale offers its employees the opportunity to invest in various SRI⁽³⁾ (Socially Responsible Investment) FCPEs, some of which are certified by the Inter-Union Committee for Employee Savings.

OFFER A SHARE OF REMUNERATION BASED ON THE GROUP'S COLLECTIVE COMMITMENT MECHANISMS

In addition to the variable remuneration packages determined according to the company's overall performance, Societe Generale offers its employees collective commitment schemes: profit-sharing and profit-sharing, employee savings and employee shareholding.

As of December 31, 2024, all SRI funds in the Group's savings plans in France represented €665 million in assets under management.

EMPLOYEE OWNERSHIP

Global Employee Share Ownership Plan (PMAS)

In 2024, during the 31st PMAS, more than 116,000 people in 35 geographical locations were able to subscribe to the capital increase reserved for them. In total, approximately 46,000 people have subscribed to the Global Employee Share Ownership Plan for a total amount of €186.9 million.

At the end of 2024, nearly 93,000 Societe Generale employees and former employees were shareholders of Societe Generale under the Group's Company Savings Plans (PEE) and Savings Plans in France and abroad (PEG and PEGI) and held 10.2% of the share capital and 16.3% of the voting rights.

Employee plans for the free allocation of performance shares

Free allocations of performance shares have been made in France since 2006 and internationally since 2009 within the framework of authorizations granted by the Shareholders' Meeting. The Board of Directors, on the proposal of the Remuneration Committee, defines the allocation policy.

The purpose of the award of performance shares is to remunerate, motivate and retain three categories of employees in the long term: those whose contribution to the Group's results is significant in accordance with the responsibilities entrusted to them, those who, being high potentials, have the skills most sought after on the job market, and those whose services have been useful to the company.

1. Abondement de l'entreprise sur l'épargne versée et décote sur l'action Société Générale en cas d'augmentation de capital réservée aux salariés et anciens salariés retraités.

2. Brut pour Société Générale SA et la majorité de ses 37 filiales adhérentes au Plan d'Épargne Groupe en France.

3. (FCPE) SG Obligations ISR, SG Diversifié ISR, SG Actions Internationales ISR, Amundi label actions solidaire ESR.



ALIGNING EMPLOYEE COMPENSATION WITH CORPORATE SOCIAL RESPONSIBILITY (CSR) ISSUES

The alignment of the remuneration of employees, including the Executive Officers and the members of the Management Committee, with the challenges of corporate social responsibility operates at several levels:

COLLECTIVE REMUNERATION

IN THE COLLECTIVE REMUNERATION OF Societe Generale SA EMPLOYEES IN FRANCE in 2024 for 2023 (45,681 employees), a component of the profit-sharing envelope of €12 million depended on the achievement of a corporate social responsibility (CSR) objective. Since the agreements signed in 2014, Societe Generale SA has linked part of its profit-sharing formula to the achievement of CSR objectives. Since the 2021 financial year, the Societe Generale group must be in the 1st quartile of the annual sector ranking of companies assessed by the extra-financial

rating agency S&P Global CSA and/or Sustainability and, on the other hand, obtain a rating of at least BBB from the MSCI agency. The Group has met the criteria for 2023 and €12 million in CSR profit-sharing has been paid.

REMUNERATION OF MEMBERS OF THE EXECUTIVE COMMITTEE

IN THE REMUNERATION OF THE MEMBERS OF THE MANAGEMENT COMMITTEE (about sixty people, excluding corporate officers). The members of the Group Management Committee have common collective objectives including:

- Customer satisfaction and experience according to the *Net Promoter Score approach*;
- The employee engagement rate, measured by the Group's Employer Barometer;
- The objective related to the Group's commitment to reduce exposure to the oil and gas production sector;
- Financial performance.

These objectives condition part of the variable remuneration.

EXECUTIVE COMPENSATION IN THE REMUNERATION OF EXECUTIVE CORPORATE OFFICERS

CSR CRITERIA IN THE 2024 ANNUAL VARIABLE COMPENSATION OF EXECUTIVE CORPORATE OFFICERS:

The criteria for determining the annual variable remuneration of Executive Officers include a significant part of CSR objectives. These objectives, common to the Executive Officers, represent 20% of the performance criteria of the annual variable compensation. The CSR objectives were divided into four themes, all of which included quantifiable objectives:

- Improved customer experience: measured based on the evolution of the NPS rate of the main activities;
- Development of our priorities in the area of responsible employer: measured through the respect of our commitments in terms of feminization and internationalization of management bodies and on the evolution of the employee engagement rate;
- Implementation of the CSR strategy announced at *Capital Markets Day* in September 2023 with a strengthening of governance and compliance with

- trajectories compatible with the commitments made by the Group for the energy and environmental transition;
- Implementation of the European *Corporate Sustainability Reporting Directive* (CSRD) and the ECB's recommendations on CSR and climate change.

CSR CRITERIA IN THE 2024 LONG-TERM PROFIT-SHARING SCHEME OF EXECUTIVE CORPORATE OFFICERS:

The acquisition of the long-term incentive depends for 33.33% on CSR conditions related to the Group's commitment to align credit portfolios with the Paris Agreement.

The targets for the 2024 plan are as follows:

- For 50%, the target is linked to the Group's commitment to reduce exposure to the oil and gas production sector. For this criterion, if the target of the 70% reduction in exposure as at 31 December 2029 compared to the exposure as at 31 December 2019 is achieved, the acquisition would be 100%. If the target is not reached, the acquisition would be zero;
- For 50%, the target is linked to the Group's commitment to contribute €500 billion to sustainable finance by the end of 2030. For this criterion, if the target contribution of €425 billion by 31 December 2029 is reached, the acquisition would be 100%. If the level of 350 billion euros is reached, the acquisition would be 75%. Below €350 billion, the acquisition would be zero.

All the performance criteria for the annual variable compensation and the long-term incentive of the Executive Officers are set out in chapter 3.1.6 of the Universal Registration Document.



SOCIAL DIALOGUE

MAINTAINING A QUALITY SOCIAL DIALOGUE

The Group maintains an **ongoing social dialogue with the social partners**. This is carried out both with staff representatives in all entities where such mechanisms exist, but also with trade union organizations at the global level and in countries.

Employee representation within the Group is organized as follows:

- A **European Group Committee**: a forum for information, dialogue and exchange of views on economic, financial and social issues of strategic importance and of a transnational nature, which meets at least twice a year;
- A **central social and economic committee**, responsible for decisions taken at the level of Societe Generale SA in France. It meets at least five times a year and is responsible in particular for ensuring that employees express themselves collectively. He may be informed or consulted on business projects implemented in France

and is also consulted on issues related to knowledge of the general situation of the company (strategic orientations, forward-looking management of jobs and skills, general training orientations), the economic and financial situation of the company and its social policy;

- **Social and economic committees** within Societe Generale SA's establishments in France and within subsidiaries in France, which can be consulted or informed about projects decided on within the scope of the body and also make it possible to collect employees' concerns, in a spirit of continuous dialogue.

In January 2024, Societe Generale SA in France extended its **agreement on the development of professions and skills until the end of 2025**. This agreement provides for specific actions on:

- consultation and dialogue on the company's strategy and employment developments;
- employability and support for employees (internal mobility, measures for young people and seniors, measures around employees' professional projects, etc.);
- Strengthening support for employees affected by reorganizations (voluntary departures, support for business transitions, training assistance, etc.).

Dialogue and consultation with the Staff Representation Bodies (IRP) is based in particular on the "Observatory of Professions".

It is a place for exchange and reflection on the evolution of the main professions and skills within the company.

It is composed of equal numbers of representatives of the trade unions and the Human Resources Department. His role is to have a forward-looking vision of the evolution of the Group's main businesses with regard to the strategic orientations defined.

ENSURING RESPECT FOR FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

The Group interacts with its employees in accordance with the values and principles set out in the following main **international conventions**:

- the Universal Declaration of Human Rights and its related covenants;
- The ten conventions and the Fundamental *Principles and Rights at Work declaration*, recognized as fundamental texts by the International Labor Organization (ILO);
- the UNESCO World Heritage Convention;
- the OECD⁽¹⁾ (Organization for Economic Co-operation and Development) Guidelines for Multinational Enterprises;
- The United Nations Guiding Principles on Business and Human Rights.

AGREEMENT WITH UNI GLOBAL UNION

In order to reinforce the importance of social dialogue, the Group signed in 2023 the renewal of a global agreement on the rights of the Group's employees, with the global union federation UNI Global Union, based on the previous agreements of 2015 and 2019. **100% of the Group's employees are covered through this global agreement.**

This four-year agreement reinforces Societe Generale's commitment to human rights. It also strengthens UNI Global Union's role on the HR pillar of the Bank's Vigilance Plan, introduces new rights for the Group's employees and improves trade union rights. It also recognizes the bank's commitments implemented with the rise of new work organizations.

The agreement gives rise to regular exchanges with UNI Global Union and an annual meeting to monitor commitments, bringing together representatives of UNI Global Union and the Human Resources Department. Several working meetings were held in 2024, the last of which was in October 2024.

Numerous local collective agreements signed with the social partners

In 2024, 191 local agreements were signed within the Group, covering 68% of employees. The agreements in force cover remuneration and benefits, working conditions (working hours, teleworking, etc.), social dialogue arrangements, professional equality, health and safety and skills development. In addition, 99.3% of employees are in entities that consider social dialogue to be good or very good

Concerned about the quality of social dialogue and respect for freedom of association, specific means are made available to Representative Trade Union Organizations to communicate with employees.

Societe Generale SA in France provides employees with resources that promote dialogue, including:

- the distribution of leaflets to employees;
- Bulletin boards of union communications in the workplace;
- the website of each Representative Trade Union Organization accessible via the company's intranet;
- union information meetings with employees during working hours without loss of pay for the employee;
- the possibility for employees to subscribe to a mailing list of Representative Trade Union Organizations to receive their trade union communications on their professional or personal e-mail.



1. Societe Generale confirms its adherence to the OECD Guidelines for Multinational Enterprises and its commitment to comply with all employment laws, collective agreements, national health and safety regulations, as well as applicable laws and internationally recognised human rights, in all markets where Societe Generale operates.



MAINTAINING A FAVORABLE SOCIAL CLIMATE

The Group is committed to maintaining a favorable social climate, in particular by **setting up bodies for dialogue and consultation** on the company's strategy in France since 2013. In 2024, the visibility given to union leaders on the strategic and economic orientations of the company and the business lines has materialized through:

- 2 meetings with the Chief Executive Officer or his representatives on the occasion of the European Works Council;
- 3 meetings of the dialogue and consultation body in the presence of members of the General Management on the basis of the projects envisaged;
- 5 meetings with the Director General or his representatives during the plenary sessions of the Central Social Economic Committee;
- 3 meetings of the Observatory of Professions on the progress of the work of Job Management and Career Paths for different sectors.



SUPPORTING OUR EMPLOYEES DURING TRANSFORMATIONS

Societe Generale is committed to supporting every employee impacted by the transformation plans.

The accompanying measures include:

- **Internal redeployment:** priority in redeployment, support from HR experts, possibility of skills assessments, etc.;
- **Transition of activity:** organization of working time for early career ends;
- **Voluntary departure:** support for business creation, retraining and other training as part of a collective contractual termination scheme.

The Group also ensures that the planned changes are presented at information meetings for employees located in the areas concerned, that they are recontextualized with regard to the banking sector and that the teams answer questions. Special support for managers is put in place so that they can act on a daily basis in close proximity to the teams and promote the culture of dialogue, which is particularly important in a context of transformation.

DEVELOPMENT OF AYVENS (RESULTING FROM THE ACQUISITION OF LEASEPLAN BY ALD)

In 2024, Ayvens continued its integration plan with a major HR component to continue to support employees during this period of transformation:

- Consolidation of a **common culture** around a cultural manifesto (*Manifesto*) based on common values: collaboration, authenticity, curiosity, commitment;
- Implementation of an **ambitious HR strategy** composed of four pillars:
 - Development and Performance
 - Experience and Commitment
 - Culture and Conduct
 - Diversity, Equity and Inclusion
- Development of employee support initiatives: Become One, TeamUp;
- Monitoring of employee engagement through listening devices: Group Employee Barometer, integration surveys;
- Intensification of communication and time for exchanges between management, managers and employees: PowerUp, speak-up culture;
- Further harmonization of HR systems (global HRIS, evaluation and training tools) and HR policies to achieve common processes.

EXTRA-FINANCIAL RATINGS AND RECOGNITION



Societe Generale once again distinguished itself in 2024 in the three dimensions of Environment, Social and Governance (ESG) with rating agencies, demonstrating the quality of human capital management.

Its extra-financial ratings are available at the following link: [!\[\]\(45acdcb21fd12d7bbe8a0102023ff54e_img.jpg\)](#)

Its social performance and good practices in human resources are also recognized through **external distinctions** at the local level such as, in 2024:

- Canadian entities have obtained Top Employer Certification;
- Several Group entities have been designated "Great Place to Work": SG GSC Romania and SGEF Brazil;
- BoursoBank has obtained B Corp Certification;
- Leaseplan Germany has been recognized as "Top Company 2024";
- Several entities have been awarded by Ecovadis: ALD Germany (Ecovadis Sustainability Rating Gold); SGEF Czech Republic and United Kingdom, Axus Belgium (silver); Axus Luxembourg (platinum); ALD Chile (gold).

CONCLUSION

The Responsible Employer strategy positions **Human Capital** at the heart of future prospects by taking into account not only the **expectations of stakeholders**, but also regulatory **developments** that highlight the growing importance of the **"S in ESG"**. Societe Generale is fully aware of these challenges and is committed to continuous improvement in its commitments as a responsible employer.

