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CORPORATE SOCIAL RESPONSIBILITY

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CSR GOVERNANCE AND MANAGEMENT

Message from Frédéric Oudéa:

"Corporate responsibility in all of its aspects – be it economic, social, societal or environmental – has been an integral part of our profession as bankers for many years now. Upholding this means respecting, wherever we are in the world, each of the commitments that we undertake and that bear the hallmark of the exacting principles the Group has set itself over the past decade and has formally defined in a set of internal directives.

Societe Generale's first responsibility as a company is to be a benchmark bank for its customers, to cater to their financial needs in a responsible manner and, in doing so, to help finance the economy. If we are to earn the trust on which our very business depends, our focus must be to forge lasting relationships with our customers, to provide a professional and ethical solution to their needs, to constantly seek their satisfaction and feedback, and to support them through good times and bad.

Steadfastly committed to progress at every level, our success depends on each Group employee as they embody our duties as a company. Mobilising and developing their talent in a responsible

manner, Societe Generale's ambition is to constantly enrich the wealth of its human capital to better serve its customers. Ever attentive to the well-being and professional development of its staff, the Bank seeks to nurture the types of behaviour that will ensure the creation of value over the long term. Our aim is also to encourage our employees to commit to today's society alongside the Group's various partnerships and sponsorship programmes.

Being a responsible bank also means carefully managing the Environmental and Social impact of our own consumption and of our products and services. Wherever possible, we will continue to strive to reduce the Group's ecological footprint and to promote social inclusion, as much through our purchasing, our policies as an employer and our sponsorship, as through our financial solidarity service offer, which is adapted to the needs of our most vulnerable customers.

I am confident that our corporate responsibility will cement our position as a benchmark bank for our customers and for society, and rate us amongst the first quartile of the world's banks for their CSR policies and initiatives."

CSR GOVERNANCE AND MANAGEMENT

Societe Generale Group conducts its business with the respect for fundamental human and workers' rights and for the environment – wherever it is in the world.

It complies in full with the obligations of France's Grenelle 2 Law governing the commitment of national companies to the environment, including those relating to Article 225, which requires businesses to report on the environmental and social consequences of their activities, and Article 75, which requires them to carry out a greenhouse gas (GHG) emissions inventory.

In 2011, the Group published its Social and Environmental Guidelines which apply to all its business activities. They are based on the commitments made by the Group under:

- OECD Guidelines for Multinational Enterprises;
- UNEP Statement by Financial Institutions on the Environment & Sustainable Development (UNEP-FI);
- Global Compact's Ten Principles, which are integrated within the Group's strategy, its culture and operations;
- Diversity Charter in France;
- Wolfsberg Group Principles;
- Equator Principles.

Strategy and policy

Societe Generale's aim is to become a benchmark reference in Corporate Social Responsibility (CSR) amongst Europe's leading financial institutions.

Its global CSR policy ensures that the Group upholds each of its commitments and makes sustainable progress according to five strategic priorities, set out below:

- developing responsible finance, notably through enforcement of the Environmental and Social General Guidelines in all business activities;
- rolling out a responsible and solidarity-based banking offer;
- strengthening its role as a responsible employer;
- exemplifying management of its environmental impact and purchasing policy;
- reinforcing its role as a responsible actor at the heart of today's society.

Organisation and governance

CSR management at Societe Generale forms an integral part of the Group's organisation and is implemented by various resources and structures at all levels (governance, compliance and internal control functions, risk committees, new product committees, internal regulations, Code of Conduct, Audit Charter, Tax Code of Conduct, etc.).

The Executive Committee defines the broad outlines of the Group's CSR policy and periodically validates any action plans based on the reporting made by the Sustainable Development Department.

The Group's business lines and corporate divisions are responsible for adjusting and implementing this policy to the specific characteristics of their respective activities. Each entity appoints its own "CSR contributors" (around sixty Group-wide), whose role is to oversee the implementation of this policy at an operating level, i.e. to actively participate in drawing up plans and monitoring their execution.

The Sustainable Development Department reports to the General Management through the Group Corporate Secretary. It is in charge of defining and promoting CSR policy throughout the Group as well as coordinating the activities of its contributors and all related initiatives. It also provides practical assistance to the different entities and encourages both the exchange and dissemination of best practices.

To evaluate its overall CSR performance, the Group has defined a series of quantitative indicators, which are grouped into five categories:

- corporate governance indicators: governance, compliance, ethics, risk culture;
- business indicators: social and environmental assessment of counterparties/projects, product innovation for sustainable development, customer satisfaction, contribution to local development, etc.;
- social indicators: employment, career and skills management, remuneration, working hours, internal feedback, health and safety, etc.;
- environmental indicators: environmental management system, environmental awareness, water and energy consumption, transport, paper, waste, etc.;
- sponsorship indicators.

Each year, the corresponding values are entered, consolidated and analysed using a dedicated reporting system that was introduced by the Group in 2005.

Employee training and awareness activities

A training programme on sustainable development and CSR (e-learning and classroom training) has been available for Group employees and managers since 2009 via a dedicated intranet. A website (in French and English) enables employees to find out more about sustainable development issues in general, and within the banking sector in particular, and about the initiatives taken by Societe Generale in this area.

Since 2008, the Group has organised the Societe Generale Climate Change Week every year in December. This event, which coincides with the conferences taking place under the United Nations Framework Convention on Climate Change, is an opportunity to raise employee awareness of major environmental issues and the Group's initiatives. In 2013, this week provided an opportunity to promote internal energy-saving initiatives through the launch of the first-ever Environmental Efficiency Awards based on redistribution of the internal carbon tax, thus creating an innovative incentive that allows all Bank entities to participate in the efforts to reduce CO₂ emissions. (See section 4 p. 247 "General policy and achievements regarding the environment")

Audits and extra-financial ratings

Since 2012, Societe Generale's Statutory Auditor (Independent Third Party Organisation -ITPO- under the Grenelle law) has certified in the Registration Document the presence of extra-financial information under Article 225 of the "Grenelle 2" Law, as well as the nature of its audit work.

In addition, the Group attaches great importance to its extra-financial ratings and strives to obtain ratings that best reflect its CSR actions by ensuring the quality and transparency of the data provided.

A component stock of a number of sustainable development indexes (FTSE4Good, DJSI Europe, Euronext Vigeo, ASPI, STOXX – Sustainability, etc.), Societe Generale's stock is a popular choice amongst a large number of French SRI (Socially Responsible Investment) funds.

Each year, Societe Generale is rated by extra-financial rating agencies. It currently appears in the main sustainable development indexes and is a recognised player for its defined CSR strategy. The transparency of its actions and its good positioning among the sustainable development indexes have placed it in the top quartile of banks for its CSR actions since 2001.

(See Group website)

Dialogue with stakeholders

At Societe Generale, corporate and social responsibility means understanding and integrating the needs and expectations of the Group's different stakeholders.

CUSTOMERS

Societe Generale's ambition is to be the reference relationship bank on its markets, close to its customers and chosen for the quality and commitment of its teams. It has therefore naturally made this challenge one of the major focuses of its strategy. As part of this strategy, all of the Group's business lines have undertaken to launch "Customer Satisfaction" action plans.

Customer satisfaction

Within each of the main customer segments serviced by our Retail Banking in France network (individuals, professionals and corporates), Societe Generale, its specialised subsidiaries (Sogecap, Sogessur, Franfinance, etc.) and Crédit du Nord have been surveying their respective customers as well as those of their competitors for some ten years now in order to assess their level of satisfaction. The survey covers the level of overall customer satisfaction, but also the level of satisfaction as regards the different aspects of banking relations (branch, advisor, telephone and internet banking, products, pricing policy).

These nationwide surveys are further complemented by the annual customer satisfaction surveys carried out locally – each year, 120,000 individual clients, 14,500 professional clients and 5,000 SMEs are surveyed by Societe Generale – which focus on how customers rate the bank's welcome and their relationship with their account managers. "Mystery Visits" are also made to Societe Generale branches which are an excellent means of gathering accurate feedback on the quality of the welcome and advice given, and of identifying areas for improvement.

These two measures are at the heart of a Quality certification programme for its branches, launched in 2013 by Societe Generale to make its resolutely customer-focused strategic orientation a reality.

At Crédit du Nord, 40,000 clients are surveyed. Each branch manager is personally responsible for improving customer satisfaction ratings,

a criterion that is taken into account in their personal appraisals.

Within Societe Generale's specialised subsidiaries, customer satisfaction is measured as close to the field as possible, with each entity adapting their surveys to their recurrent or specific needs (activity, customers, products and organisation). Each entity uses the internal or external resources and methodologies that are best suited to the level of analysis required. Each business line within Societe Generale's Specialised Financial Services and Insurance division has also implemented its own "Customer Satisfaction" action plan.

In addition, awards have been presented to a number of its subsidiaries. For example, Societe Generale Equipment Finance has been awarded twice for the quality of its commitments with European SME customers as well as for its continuing role to finance the real economy in the United Kingdom. In France, Sogecap received the silver award in insurance for the quality of its health insurance services, and SKB was named bank of the year in Slovenia for the 3rd consecutive time by The Banker.

All Group employees are conscious of the importance of customer satisfaction through the Free Share Plan. The fulfilment of two following conditions will trigger the Plan:

- the first, that the Group generate a net profit for the 2012 financial year;
- the second, that customer satisfaction increase between 2010 and 2013 on the three main business lines worldwide: French and International Retail Banking and Corporate and Investment Banking.

(See section 3 p. 243 "Free Share Plan")

Claims and ombudsman

See section 1 p. 225 "Mediation"

INVESTORS AND SHAREHOLDERS

Societe Generale's department in charge of institutional investor and individual shareholder relations is responsible for overseeing the Group's financial communications and disclosure and for ensuring that investors and shareholders are kept up to date regarding its strategy and results.

In 2013, 100 days of roadshows/conferences were organised with analysts and investors around the world (55 days in Europe, including 10 days in Paris; 27 days in the United States and Canada; 16 days in Asia; and 2 days in the Middle East).

In July 2013, Antony Wyand, Vice-Chairman of the Group, took part in the second SRI road show organised by the Group in less than 12 months. The first was held in Paris in November 2012 in the presence of Frédéric Oudéa. This meeting, organised within the Group's offices in London specifically on the theme of governance, brought together very large management firms. The presentations given at the meeting can be downloaded from the Societe Generale website.

In addition to the General Meeting in Paris attended by 800 shareholders on 22 May 2013, three meetings organised in collaboration with the Retail Banking in France network provided an opportunity to meet with 750 individual shareholders in Lille (in March), 800 in Strasbourg (in September) and 600 in Paris (in November). Societe Generale also took part in three information meetings in partnership with other issuers in Bordeaux in April, Brussels in June and Annecy in October, each of which was attended by 200 to 300 participants.

Each quarter, the Group publishes its Letter to Shareholders (140,000 copies) and keeps its shareholders informed through a variety of channels: Shareholders Club, toll-free number, letters, dedicated website, etc.

To make sure it continues to meet the needs and expectations of its individual shareholders, the Group has had a Shareholders' Consultative Committee since 1988, whose primary role is to advise on the Group's individual shareholder relations and communications policy.

In November 2013, the Grand Prize for Shareholder Relations was awarded to Societe Generale.

Societe Generale's financial communication was also distinguished during the 2013 Transparency Awards (October 2013). This award, organised by Labrador and with the guidance of an independent scientific committee, recognises easy access to regulated information for all categories of readers. Societe Generale ranks third among financial institutions according to the criteria defined by this committee (www.grandsprixtransparence.com).

Lastly, in December 2013, Societe Generale received third prize for "Best investor relations by a CEO", an award given by IR-Intelligence to investor relations managers of companies listed on Euronext based on a survey of sell side, buy side, and independent financial analysts conducted by the SFAF (French Society of Financial Analysts) and IR-Intelligence (www.forum-ir.com/trophees).

EMPLOYEES

(See section 3 p. 244 "Feedback and employee satisfaction survey" and "Collective bargaining")

RATING AGENCIES

(See paragraph "Audits and extra-financial ratings" p. 217)

NON-GOVERNMENTAL ORGANISATIONS (NGOS)

The Group is attentive to listen to and engage in dialogue with NGOs that can help it to take controversial situations into account or change its policies in a progress-oriented approach.

Societe Generale makes every effort to promote constructive talks and exchange best practices with stakeholders (NGOs, the OECD, the UNEP-FI, the ORSE, Export Credit agencies, the IFC, the EBRD, the World Bank, the French National Contact Point, etc.), and to factor in recommendations or alerts by NGOs regarding projects, sectors or companies in its decision-making processes. Within the UNEP-FI, Societe Generale participates in discussions with the GHG Protocol (Greenhouse Gas Protocol) to develop a specific methodology of GHG emissions measurement for the financial sector's activities (own account and business).

In 2013, Societe Generale attended various work and discussion meetings with some 15 NGOs (BankTrack, Amis de la Terre, Greenpeace, Oxfam, Profundo, EcoDéfence, WWF, Transparency International, etc.) either through bilateral meetings and emails or during consultation meetings organised by the OECD (Responsible Business Forum, etc.).

These exchanges gave rise to investigation and/or documented responses or measures taken into account in the drafting of certain sectoral policies. Societe Generale monitors its Environmental and Social (E&S) projects in the sectors covered by sectoral policies (see section 1 p. 220).

In 2013, it participated in the Cross-Sector Biodiversity Initiative (CSBI) alongside a few other banks and companies of the extractive industries sector.

Societe Generale organised meetings with various NGOs on the topics of human rights, corruption, financial transparency and tax havens in order to address their specific concerns and respond to their questionnaires, bearing in mind that the Group is not present in any countries that are classed as uncooperative by the OECD or under French or European law.

OTHER STAKEHOLDERS

The Group maintains regular, constructive contact with CRESUS (a network of associations specialising in providing assistance to individuals with excessive or poorly structured debt) through its partnerships with Group entities (CGI, Franfinance, BDDF) as well as a dialogue on the role of lending institutions in preventing individuals from getting too far into debt and assisting people in difficulty.

Also in 2013, more than 100 employees were paired up with members of CRESUS to promote skills sponsorship for a pilot financial education project for young apprentices ages 16 to 25.

In November 2013, 18 months after the initial assessment, the French standards body AFNOR performed a follow-up audit of CGI's CSR approach and issued an opinion on the sustainability and effectiveness of the approach. In 2012, two entities, CGI-CGL and ALD France, prepared for ISO 26000 evaluation by AFNOR Certification, placing them amongst the first French companies to seek external certification for their corporate social responsibility.

The Group has also set up a number of partnerships with various associations. (See section 5 p. 254 "Partnerships and corporate sponsorship")

OECD: Organisation for Economic Co-operation and Development.

UNEP-FI: United Nations Environment Programme – Finance Initiative.

ORSE: Observatoire de la Responsabilité Sociétale des Entreprises (French Study Centre for Corporate Social Responsibility).

IFC: International Finance Corporation.

EBRD: European Bank for Reconstruction and Development.

1. RESPONSIBLE FINANCE

ENVIRONMENTAL AND SOCIAL COMMITMENTS

General guidelines

Societe Generale's proactive role in financing the real economy requires that it lend sufficient importance to environmental, social and economic convergence factors at play within its sphere of influence.

The Environmental and Social (E&S) General Guidelines and the E&S sector and cross-sector policies appended to them set out Societe Generale's commitments in this area. These commitments have a status of Internal Directive, which is signed by the Chairman and Chief Executive Officer. They provide a global framework based on the Group's institutional commitments and specify the standards that Societe Generale deems most relevant in certain sensitive sectors, or in connection with specific problems, based on international initiatives (United Nations Global Compact, Equator Principles, etc.) and best practices.

These Principles are to be found in the Group's communications and on its website.

Sector and cross-sector E&S policies

The E&S sector and cross-sector policies now cover around ten sectors in which the Group played an active role in 2013. Two new sector policies (palm oil, forest exploitation and products) have enriched the already existing (civil nuclear, defence, shipping, thermal power plants, mining and metals, oil and gas, dams and hydropower) in addition to the cross-sector policy on biodiversity.

Developed by cross-business working groups, these policies are approved by the Executive Committee.

The defence sector policy particularly specifies that the Group shall not knowingly provide banking and financial services to businesses, parent companies or subsidiaries of companies that produce, manufacture, store or sell antipersonnel mines or cluster bombs. Regarding the transactional funding of military and defence equipment, very strict rules are also imposed.

In the ongoing improvement process, sectoral monitoring makes it possible to assess the need to update existing policies. New sector and cross-sector policies are being developed.

These policies are public and accessible on the Group's website.

Equator Principles

For more than ten years, the credit risk management policies and processes have gradually incorporated the assessment of

environmental risks. This commitment was formally defined in 2007 with the adoption of the Equator Principles (EP) in the project finance sector. Since then, Societe Generale has been an active member of the Equator Principles, participating in several working groups.

Backed by its experience and internal processes already firmly in place, Societe Generale lent its support to the revision of the Equator Principles (EP3) and approved their adoption in June 2013.

Human rights

Societe Generale conducts its business with the utmost respect for fundamental human and workers' rights, wherever it is in the world.

As part of its E&S General Guidelines, the bank is committed to carrying out all of its activities in accordance with the values and principles of:

- the Universal Declaration of Human Rights and associated covenants (namely, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights);
- the main conventions of the International Labour Organisation;
- the UNESCO World Heritage Convention;
- the OECD Guidelines for Multinational Enterprises.

The Group acts and cooperates in compliance with the international programmes to which it is signatory, such as the United Nations Global Compact and the Statement by Financial Institutions on the Environment & Sustainable Development (United Nations Environment Programme), the new due diligence process proposed by the OECD.

Currently, in E&S assessments of customers and transactions, particular attention is paid to the Performance Standards of IFC (International Financial Corporation) World Bank Group, particularly with regard to labour and working conditions.

As part of its responsible purchasing policy, Societe Generale is careful to ensure that all of its service providers comply with its commitments, including Human Rights. (See section "General policy and achievements in sourcing", p. 250).

As an employer, Societe Generale is committed to carrying out an employee policy that respects Human Rights and the main conventions of the International Labour Organisation for employees. (See section 3 "Employer-employee dialogue and respect for human rights", p. 244).

IMPLEMENTATION OF E&S COMMITMENTS IN BUSINESS LINES

In April 2013, the Group published its instruction on E&S assessment as part of its activities. This instruction provides the framework for procedures to assess and handle E&S impacts associated with transactions or customers to whom the Group provides financial services. It aims to ensure that all of the Group's entities implement the commitments made within an integrated, consistent framework.

Three categories of procedures are deployed:

An E&S watch list based on sector policies and requests from Non-Governmental Organisations (NGOs)

This list consists of transactions, sectors or companies, whether or not financed by Societe Generale, that are the subject of controversy or public campaigns on the part of NGOs or Civil Society for environmental or social reasons. It aims to warn teams upstream about the financial activities or sectors concerned.

Transaction E&S assessment procedures

The main steps of the implementation process including the Equator Principles (EP) are the following:

- the categorisation of the project is the first step in its E&S assessment (A = strong potential risk, B = average and C = weak);
- E&S requirements vary based on the project's categorisation. The relevant information about the project's E&S aspects is collected from the customer for a project (and some category B projects where applicable). The E&S documentation provided is reviewed by an independent E&S expert. Where necessary, an action plan is drawn up based on the expert's conclusions as to the measures that need to be implemented in order to limit or reduce any potential E&S risks. The plan is then included in the appropriate credit file along with any other clauses that the customer must respect, in addition to local and international E&S rules and regulations, all of which must comply with the Equator Principles. Where customers do not meet the necessary standards, Societe Generale may decide to withdraw its financing;
- the E&S assessment of the documentation as well as the E&S criteria best suited to the level of risk of a given project is carried out by a dedicated team. Additional information may be requested from the customer and/or independent E&S expert. Besides the assessment by the dedicated team, Societe Generale's Risk Division has a team of internal consultants who provide an opinion on the technical and environmental aspects of the said financing;
- the approval procedure of a category A or B project is therefore dependent on a positive assessment of the main E&S criteria at stake and its compliance with the Equator Principles.

The Group has extended these procedures beyond the requirements of the Equator Principles: For other types of transactions with identified purpose, Societe Generale has introduced relevant E&S assessments for every type of financial commitment.

In 2013, a total of 51 projects (60 in 2012, 71 in 2011, 57 in 2010, 50 in 2009) were assessed and categorised according to the Equator Principles, including advisory mandates.

These projects covered all categories and all geographical regions, notably non-high income OECD countries where the application of the Equator Principles necessarily implies compliance with the IFC Performance Standards.

Customer E&S assessment procedures

These procedures aim to identify, evaluate and help to resolve E&S problems encountered by customers in order to minimise the risks for Societe Generale.

In corporate and investment banking, this E&S assessment procedure is incorporated into the new relationship/customer review process. It follows the regular credit KYC (Know Your Customer) process and feeds the credit process. Since late 2010, a team within the KYC department has been dedicated to customer E&S assessments.

As of the end of December 2013, approximately 150 KYC analysts have been trained in the customer E&S assessment procedures, and nearly 3,600 customers have been evaluated, representing more than 75% of the client group in sensitive sectors.

The customer E&S assessment is conducted based on publicly available information collected using computer search tools and databases as well as information provided by the business lines and the KYC analysts.

The systematic integration of an E&S assessment in customer reviews is gradually being extended to all Group entities.

ECONOMIC AND SOCIAL IMPACTS OF OUR ACTIVITIES

Supporting business and individual customers in low- or middle-income countries

Through its network of subsidiaries, the Group plays a leading role in the development of the regions and/or countries where it operates. Its subsidiaries or branches actively contribute in their respective country, fully assume their social and environmental responsibilities and undertake initiatives supporting progress. The bank reinforces its actions as a socially responsible bank by offering employment, supporting the creation and development of businesses and assisting local authorities with their projects.

At the end of 2013, 60.6% of the staff are located outside of mainland France, including 9.7% in low- or lower-middle-income countries (according to the World Bank's definition) (Burkina Faso, Cameroon, Ivory Coast, Ghana, Georgia, India, Madagascar, Morocco, Senegal, etc.) and 12% in middle-income countries (according to the World Bank's definition) (Algeria, Brazil, Bulgaria, China, Romania, Serbia, Tunisia, etc.).

Societe Generale constantly adapts its range of products and services to the maturity of each market, proposing new and innovative solutions in countries where access to banking is extremely limited, i.e. most countries in Sub-Saharan Africa and to a lesser extent Eastern Europe.

The bank's strategy is a long-term strategy. In each of these countries, the bank's ambition is to remain a local bank but with a universal banking model.

After marking the 50th anniversary of its presence in Senegal and Ivory Coast in 2012, the bank again celebrated its 50 years in Cameroon in October 2013, where Societe Generale Cameroon is the top bank in terms of lending (with 23% market share).

Societe Generale has also established partnerships and associations to offer solutions tailored to the local environment.

The successful cooperation of its subsidiaries with the EBRD (European Bank for Reconstruction and Development) continued in 2013, with 13 financing contracts signed for a total of EUR 214 million.

Among the major transactions of the year was the establishment of a "Partnership for Growth" line for SGEB in Bulgaria (EUR 75 million), in line with the partnerships previously signed by Serbia (EUR 150 million), a pioneer in 2011, then Croatia (EUR 75 million) in 2012.

In addition, the EBRD continued to support Delta Credit in Russia with a line of USD 85 million dedicated to home loans for individuals.

Credit lines to promote energy efficiency were put in place in Macedonia (FYROM) and Moldova for both SMEs and individuals. Lastly, 2013 saw the development of the EBRD's cooperation with the leasing subsidiaries, particularly in Bulgaria (EUR 10 million), Serbia (EUR 20 million) and Russia (EUR 12 million, in RUB).

In September 2013, Bank Republic, the Group's Georgian subsidiary, teamed up with the IFC to develop mortgage loans in Georgia and expand access to quality banking products and services.

In August 2013, Societe Generale Ghana arranged a USD 10 million credit facility with PROPARCO, a subsidiary of the French Development Agency (AFD), which will enable it to strengthen its long-term financial resources and support the country's growth.

SGEB in Bulgaria and the EIB entered into an agreement in June 2013 for a large EUR 100 million credit line to support SMEs.

Support for start-ups and SMEs

In 2013, Societe Generale entered into relationships with 23,312 new businesses that were set up less than one year ago in France (i.e. 66% of new professional customers at 31 December 2013), to which it granted approximately 4,600 medium/long term loans amounting to EUR 427 million.

The Group is a leading player in the distribution of Start-Up Loans (PCE) with 11.3% market share (source: BPIFRANCE at the end of 2013).

Providing start-ups with a specialist network to support their business substantially boosts their chances of survival (three-year survival rate of 87% and five-year survival rate of 84% versus an overall national survival rate of 51.5% (Source: INSEE – 2011)).

For its part, Societe Generale relies on these networks to ensure tailored help for its customers. It includes among its partners: *CCI Entreprendre en France*; *Initiative France*; *Réseau des BGE (Boutiques de Gestion)*; *Moovjee (Mouvement pour les Jeunes et les Étudiants Entrepreneurs)*; *Adie (Association pour le droit à l'initiative économique)* and *Fondation de la 2^e chance*.

The bank is a partner of 149 local *Initiative France* platforms, which permitted the creation or takeover of 11,240 companies in 2012, generating more than 25,000 direct jobs starting in the first year. In addition to the loans on trust (interest-free, unsecured) of the 231 platforms, the bank granted 964 loans (+3% on 2011) for EUR 64 million to entrepreneurs approved by *Initiative France* in 2012 (+22% on 2011). (figures provided by *Initiative France* in June 2013).

Launched in 2012, the Collection Business entrepreneurs card allows the chosen support network (*Initiative France* or *Moovjee*) to receive financial support but especially benefit from joint actions involving the expertise of bank employees. (See section 2 "Charity cards" p. 227, 228).

In the Czech Republic, Komerční banka (KB), in cooperation with the association of small and medium-sized enterprises and local crafts, launched "START UP", a subsidies program to promote and encourage young entrepreneurs to venture into business creation.

In Morocco, Societe Generale Morocco (SGMA) and the *Maroc Entreprendre* network entered into a partnership to benefit SMEs being started up, launched or taken over. SGMA makes an interest-free financial package available to the *Maroc Entreprendre* network to fund loans on trust granted to those creating and/or taking over companies, thus promoting their access to bank credit. (See also "Societe Generale initiatives for employment and education", section 5 p. 253).

Financing for states and local authorities

In France, for over twenty years now, Societe Generale has provided loans to the public and parapublic sectors to finance public interest investments, particularly among Public Economy players and in the social housing sector. At 31 December 2013, the Group's commitments across the market amounted to approximately EUR 17 billion.

In the Czech Republic, a new partnership signed in October 2013 with the Council of Europe Development Bank (CEB) allows Komerční banka (KB) to offer more advantageous loans to municipalities as part of a new program, EuroMuni. This is the opportunity for customer municipalities to reduce the costs of financing their projects. There are various types of funded projects, ranging from development and maintenance of infrastructure to reconstruction following natural disasters in the country as well as environmental projects.

The Group is also present in the private/public partnerships (PPP) sector. Certain PPP deals are classified as having a positive impact on

the environment and/or the needs of the population and/or economic development. (See section 2 "Positive Impact Finance" p. 228).

In France as abroad, the Group respects the principles of GISSLER charter in its transactions with public authorities.

Financing of the association system in France

Associations are important players in the French economy because of their production of intrinsic wealth, the jobs created and the services rendered.

For many years, Societe Generale has developed close relationships with the world of associations across the country. With an overall market share of 10% and 120,000 customer associations, Societe Generale provides to know-how to allow them to achieve their objectives, by financing their projects, helping them to manage their assets and facilitating their day-to-day management.

LOYALTY OF PRACTICES AND FINANCIAL TRANSPARENCY

The loyalty shown to its customers and, more generally, the integrity of the banking and financial practices decisively contribute to Societe Generale reputation.

By ensuring the respect of these rules, the Group helps to develop a key asset: the trust of customers, other counterparties, employees and regulatory authorities on which it depends.

Anti-corruption initiatives

By 2000, Societe Generale had already taken on a series of commitments linked to the Wolfsberg Group as well as, in 2003, the United Nations Global Compact. Its anti-money laundering measures include monitoring potential abuse of the banking system for the purposes of corruption.

Societe Generale has very strict principles on the prevention of corruption which are set in its Code of Conduct and complies with the provisions of the most stringent regulations on the subject, in particular the UK Bribery Act. Close monitoring of their implementation has been put in place. Information concerning obligatory measures and controls has been disseminated and applied throughout the Group since 2001 in the form of instructions which are updated on a regular basis.

Societe Generale Code of Conduct

The Group's Code of Conduct was reviewed and published in January 2013 in the form of directive signed by the Chairman and Chief Executive Officer. It continues on from the prior version and is the basis of the Group's professional ethics.

It is part of the Normative Documentation on which the governance system is based.

It is available in the eight most used languages and applicable to all Group employees. It will be rolled out in other languages gradually. These rules go beyond strict application of the legal and regulatory provisions in force and constitute a uniform base within the Group.

The new version of the Code clarifies the rights and duties of employees, customers, suppliers and shareholders in the relationship with Societe Generale. It promotes social and environmental responsibility and reminds them of the main commitments made by the Group, such as the Global Compact and the UNEP-FI, and the sparing use of natural and energy resources.

Details are added to the fundamentals: respect for fundamental commitments (such as Human Rights, respect for the environment, etc.), the prevention of conflicts of interest, corruption and money laundering, the gift policy, responsible sourcing and the escalation procedure in the event of non-compliance.

It thus contributes to the prevention of risks in order to strengthen the company's reputation and responsible approach.

The Code of Conduct is available on the Group's website. (See chapter 4 section 9 p. 198).

Tax Code of Conduct

The Group's Tax Code of Conduct, approved by the Board of Directors in November 2010, is part of the worldwide developments to fight harmful tax practices, particularly at the request of the OECD.

The tax Code of Conduct is available on the Group's website.

Proactive actions to protect customers

Societe Generale's ambition is to be the reference relationship bank on its markets, close to its customers and chosen for the quality and commitment of its teams. As part of the Group's strategy, all of the Group's business lines have made a commitment to implement Customer Satisfaction action plans.

For more details about customer satisfaction, see the section "Dialogue with stakeholders" p. 217.

REMUNERATION FOR CUSTOMER ADVISORS

Societe Generale Group's remuneration policy is devised to avoid there being any incentives that might provoke a conflict of interest between its employees and its customers. The principles and rules of governance applying to remuneration are set out in the normative documentation linked to the Group's policy for managing conflicts of interest.

A company agreement signed in June 2013 eliminates the individual commission system for the retail banking and private banking sales forces in France, replacing it with gross global annual remuneration and the variable share. This agreement is applicable as from 1 January 2014. (See section 3 "Remuneration policy" p. 242).

RESPONSIBLE LENDING APPROACH

Societe Generale Group has a "Responsible lending" policy that ensures borrowing customers are respected at every stage in the life of a loan, from the day it is granted right up until repayment. It applies as much to consumer loans as to mortgage lending for individual customers and will be rolled out to the entire Group. The aim of the policy is to go beyond legal requirements, such as the Lagarde Act in France, and to identify and assist people over-indebtedness.

Since 2010, Societe Generale's consumer loan subsidiaries have adopted the common charter for "Successful Lending", inspired by a pilot initiative led by Franfinance in France. These subsidiaries undertake to respect six win-win responsible commitments: to examine all credit applications carefully and professionally, to know when to say no, to recommend insurance to protect against the unexpected, to be flexible, to be clear, and to accompany each customer throughout the life of a loan.

An internal referential was built on the basis of the definition of Responsible Lending. It identifies "best practices" in 24 areas. A practice is considered a "best practice" if it goes beyond the local regulations. By relying on this referential, a campaign of self-assessment of practices across all retail banking networks and consumer credit subsidiaries was launched, contributing to continuous progress approach.

The referential will be enriched over time with identified best practices.

OVER-INDEBTEDNESS

The Societe Generale France network is necessarily affected by the phenomenon of over-indebtedness and, since 2004, has set in place the resources needed to quickly identify this category of customer in order to be able to offer them a responsible solution.

The law governing consumer credit that entered into effect in November 2010 and that altered the regulatory framework for over-indebted people with no major changes to procedures in place within the Group was precursory in this respect.

A PROCESS DEDICATED TO OVER-INDEBTEDNESS

Societe Generale introduced a dedicated process to ensure the responsible management of over-indebted customers as early as 2004.

It maintains the service of bank accounts in which income is domiciled, except in special cases, and informs over-indebted customers of alternative payment methods to cheques. The debtor continues to benefit from the overdraft that had been granted.

Management of the customer relationship is based on a complementary system:

- account managers ensure the everyday monitoring of the account;
- back-office operators who monitor the outstanding credit prior to acceptance of the file and the repayment schedule once it has been approved.

Thanks to this procedure, the bank is able to avoid any increase in loans borne by an over-indebted customer whilst still ensuring day-to-day personalised monitoring.

SYSTEMATIC SUPPORT FOR VULNERABLE CUSTOMERS TO PREVENT OVER-INDEBTEDNESS

The organisation for vulnerable customers, operational across the entire network of branches since mid-2013, is based on:

- the identification of all customers meeting certain vulnerability criteria (authorisations overruns, overdue outstanding repayments, etc.);
- the systematic transfer of these customers to a platform of specialist advisers who temporarily take over relationship from the branch;
- the search, with the supported customers, for solutions for gradual discharge of outstanding payments, favouring a path back to a healthy situation rather than litigation as much as possible;
- resumption of the customer relationship with their branch at the end of the discharge period.

Franfinance, the Group's subsidiary which specialises in consumer loans, has also introduced various measures to prevent over-indebtedness.

An over-indebted person is vulnerable and should not be granted any further credit. Having said that, access to a bank account and adapted means of payment should enable maintenance of a social life.

PARTNERSHIP WITH CRÉSUS

In 2010, Franfinance and CGI signed a partnership agreement with CRESUS, a network of associations founded in 1992 that assists individuals with excessive or poorly structured debt. Today, the Group's two French subsidiaries specialising in consumer loans recommend that financially vulnerable clients contact their local CRESUS association. A charter, signed by the association and the voluntary client, leads to the implementation of a budget and a social evaluation followed by a special support to strengthen his financial balance.

FINANCIAL EDUCATION

Aware that the intelligent use of bank products and services requires a financial “education” and access to clear information on these products and services, Societe Generale’s network looks to develop the tools that can be used to improve the financial awareness of customers.

In France, Societe Generale and CRESUS worked together in 2013 on an experimental four-month pilot budget education program conducted as part of a skills sponsorship initiative. This Financial Education project was intended to make young people more aware of the issues of good budget management and included joint voluntary involvement in Apprentice Training Centres (*CFA – Centres de Formation d’Apprenti(e)s*) of four regions of France that accepted the proposal from Societe Generale and CRESUS. In this initial experimental phase, the high demand from the field reflecting the real interest in such cooperation made it possible to reach 85 classes in 14 schools, train 1,500 young apprentices ages 16 to 25 and mobilise, alongside 11 CRESUS members, 70 Societe Generale employees (of the 100 volunteers) around a unifying project.

Societe Generale has launched abcbanque.fr, a fun and educational website designed to teach children between the ages of 6 and 10 more about money: the basics, what is it for, how is it made, etc. The website also has an online dictionary containing simple and clear definitions to money-related terms: what is an overdraft, what are shares, how do loans work, etc.

In Morocco, SGMA participated in a global banking access and financial education programme: banking institutions made a concerted effort to initiate various actions to familiarise an uninformed public – including young people – with some basic financial concepts. This initiative included visits by college and high school students organised within bank branches and a training tour of high schools, in all regions of Morocco. For its part, SGMA organised visits in 40 branches for 4,000 junior high school students and provided training to 2,000 high school students in various Moroccan cities.

The Group’s subsidiaries specialising in consumer credit undertook other initiatives intended to enhance the financial understanding of their customers and improve the transparency behind the services and information provided, such as in Poland, Brazil, Russia, as well as at CGI and Franfinance.

MEDIATION

In France, Societe Generale Group is committed to finding a rapid if not immediate solution to complaints or problems linked to its Retail Banking network as soon as a branch is duly informed by its customer. However, should the bank and its customer disagree on the action to be taken, customers may file a complaint with the Societe Generale Customer Relations Department and, where applicable (i.e. if the dispute is still not resolved), request the intervention of the ombudsman whose services are entirely free of charge. Exceptional circumstances aside, customers are systematically sent a reply from Societe Generale within 10 days or from the ombudsman within two months.

The free and amicable ombudsman services to which Societe Generale customers have had access since 1996, and which were institutionalised by the legislator in 2002, are broadly publicised by the bank to clients and are even outlined in the permanent insert on the back of account statements.

The bank has undertaken to comply in full with all decisions taken by independent ombudsman, Ms Christiane Scrivener who also acts as ombudsman for the Crédit du Nord Group.

The number of cases that were the subject of a mediation increased by 47% compared with 2012. This development results from two factors in addition to the increase in written claims: i) more information about the principle of mediation, ii) systematic addition in letters from Customer Relations, when they are partially or totally unfavourable to the customer, of the possible recourse to mediation. Disputes linked to loans represent 25% of claims presented to medication, while those related to financial investments increased to 23%.

Customers of Societe Generale’s other business divisions in France may also request the intervention of Group ombudsman, Ms Scrivener, or other public ombudsmen (AMF, FFSA, etc.). For its subsidiaries overseas, customers have recourse to a local ombudsmen appointed by the bank (where required by local legislation) or to a local ombudsman appointed by a professional body.

The ombudsman’s report to Societe Generale is available on the Group’s website for individual customers.

2. SOLIDARITY AND ENVIRONMENTAL PRODUCTS, SERVICES AND FINANCING

MICROFINANCE

Beyond its impact in terms of jobs and regional development, Societe Generale has spent several years developing tools and products that contribute to the social cohesion of the communities and regions in which it is present with more than EUR 80 million in microfinance credit lines.

Abroad

REFINANCING OF MICROFINANCE FINANCIAL INSTITUTIONS

Committed to professional integration and providing entrepreneurs and start-ups with all the support they need, the Group's overseas networks make it one of French leaders in microfinance and a contributor to development in the countries where it is established.

Societe Generale has chosen to focus its microfinance activities in those countries in which it provides universal banking products and services. Its strategy is implemented via its overseas network of subsidiaries, which provide funding to different microfinance institutions (MFIs) of the countries in which they are located, primarily through refinancing, but also through minority investments in their share capital. The Group's solutions give MFIs the crucial access they need to local credit facilities in their own currencies, which protects them against exchange rate risks.

The MFIs supported by Societe Generale are able to offer communities that are unable to open a bank account access to credit and, in doing so, feed their local economies. At the end of 2013, 24 MFIs benefited from refinancing lines, mainly in the local currency, totalling more than EUR 75 million in valid authorisations, primarily on the African continent: Sub-Saharan Africa (Benin, Cameroon, Ghana, Guinea, Madagascar, Senegal and Chad), Middle East, North Africa (MENA) (Morocco, Tunisia, Jordan and Lebanon) but also in Eastern Europe (Albania, Georgia, Moldova and Serbia) and Asia (India).

ACQUISITION OF EQUITY HOLDINGS IN MICROFINANCE INSTITUTIONS

Through its subsidiaries in Africa, Societe Generale also holds a stake in five MFIs through active minority interests, seeking commercial synergies. These investments are made with internationally recognised microfinance groups (Advans Cameroun, Advans Ghana, Advans Côte d'Ivoire, AccesBanque Madagascar, ACEP Burkina).

Societe Generale is one of the founding shareholders of the microfinance holding company MicroCred, created by the NGO PlanetFinance in 2005. The initial investment was EUR 3 million for a 7.5% share in the holding company. In mid-2013, the MicroCred group was made up of seven operational subsidiaries in Africa and China, serving nearly 210,000 customers.

In 2013, the Group continued to expand its microfinance activities in three countries:

- in Serbia, SGS teamed up with the NGO Agroinvest (created by Vision International) in March to engage in rural microcredit operations. More than 2,000 applications have been processed to date;
- in Moldova, Mobiasbanca has put a direct microcredit initiative in place for rural areas through the bank's sales agents who spend part of their time in the field ("Simplu Finance"). It has granted approximately EUR 1.1 million for 1,400 credit applications.

MICRO-INSURANCE IN MOROCCO

A partnership between La Marocaine Vie and the INMAA was established in 2010. This partnership led to the launch of ADE (Assurance Des Emprunteurs), a micro-insurance policy that covers the repayment of a loan in the event of the death or permanent disability of the policyholder.

As at the end of December 2013, approximately 9,300 members have enrolled.

In France

ADIE (FRENCH ASSOCIATION FOR THE RIGHT TO ECONOMIC INITIATIVE)

Societe Generale has been an active supporter of Adie since 2006, providing refinancing lines for its microfinance activity in mainland France and the overseas departments and contributing to the financing of its accompanying actions.

In 2013, the credit line amounted to EUR 4.5 million for mainland France (up EUR 1 million on 2012), including a EUR 2 million line for professional loans and a EUR 2 million line for personal loans, supplemented by a EUR 0.4 million credit line granted by the Banque de Polynésie for Polynesia.

For 2014, the refinancing line granted to Adie for personal and professional micro-loans in mainland France has been increased to EUR 5.2 million.

All in all, since 2006, the Group has refinanced 6,837 micro-loans for a total of EUR 20 million with an average granted loan amount of EUR 2,920.

In 2013, Adie also received an operating grant of EUR 125,000, supplemented by EUR 12,000 for its "Microcredit Week", which Societe Generale has partnered for several years now. In 2014, the bank supplements this envelop with EUR 13,000.

PERSONAL MICROCREDIT

Since 2010, Societe Generale in mainland France introduced a micro-loans offer in partnership with two French associations, Restaurants du Cœur and CRESUS.

SOLIDARITY PRODUCTS AND SERVICES IN FRENCH RETAIL BANKING

As one of the first banks to develop a range of solidarity products, Societe Generale's aim is to encourage dialogue, forge closer links between its customers and social entrepreneurs, and enable its customers to support their chosen charities and association. In 2013, the bank continued to increase the number of its partner associations and enhance its range of products and services. Its solidarity banking offer is now open to all customers, enabling individuals, professionals and corporates to make contributions to a number of general and public interest associations.

In 2013, three Group products, "*Services d'épargne solidaire*" (solidarity savings services), "*Cartes Collection caritatives*" (charity bank card collection) and "*Programme de fidélisation Filigrane*" (Filigrane loyalty programme), allowed more than EUR 1.4 million in such contributions to be made (70% by Societe Generale, 30% by customers), up 9% on 2012. These contributions went to 48 different partner associations.

Solidarity savings service

The solidarity savings service allows customers to contribute all or part (25, 50, 75, or 100%) of the interest on their savings passbooks (Livret A, Livret Développement Durable, Livret Jeune, CSL, Livret Épargne Plus, Livret BFM Avenir) to one or more charities or foundations supporting a humanitarian or social cause and acting for health and the environment. In 2013, EUR 311,297 in interest was contributed, including matching contributions from Societe Generale, broken down as follows:

- EUR 272,690 in customer donations (including EUR 47,723 from customers of BFM - Banque Fédérale Mutualiste);
- EUR 27,269 in employer matching contributions (including EUR 4,773 in BFM matching contributions);
- EUR 11,336 in Societe Generale donations as part of the Solidarity CRCM (Centre de Relation Clientèle Multimedia - multimedia customer relations center) operation.

Charity cards

For each payment made with one of these cards, Societe Generale pays 5 euro cents to the charity concerned.

Since the launch of these cards in May 2008, EUR 2,516,996 has been contributed to partner charities, including EUR 739,302 in 2013.

What's new in 2013:

- new Charity Collection card in 2013 with La Chaîne de l'Espoir, which helps to improve living conditions for thousands of children in developing countries, allowing them access to health care and education;

- launched in June 2012 with Initiative France, the Collection of Business Entrepreneurs cards added the Moovjee card in 2013. This card was recognised for its support for young creators with the 2013 Publi-News Innovative Card Award in the "affinity card" category. The bank also shows its support through joint actions involving the expertise of its employees demonstrating its desire to work closely with those who undertake initiatives.

Filigrane programme

Filigrane, associated with the JAZZ offer, raised nearly EUR 442,610 in 2013 for Restaurants du Cœur and Handicap International.

Under the regulations governing sales with premiums, Societe Generale donates a financial contribution of EUR 0.25 on each gift in equal parts to Restaurants du Cœur and Handicap International. This action raised nearly EUR 180,370 for these two charities in 2013.

Members of this loyalty programme can also convert their loyalty points into donations to Restaurants du Cœur or Handicap International, while Societe Generale matches 40% of point donations made by customers. In 2013, overall contribution to the charities amounted to EUR 262,240.

SPEAR partnership

A partnership agreement with SPEAR (society for actively responsible savings, certified by Finansol) was signed in June 2012. SPEAR is a cooperative that allows companies or charities wishing to carry out a solidarity project to obtain a bank loan thanks to savers who want to give meaning to their savings. Its activity is based on the search for projects responding to social, environmental and cultural issues in order to allow them to secure attractive financing by raising the necessary capital from individuals who wish to see their money put to good use.

Through its online platform (<http://www.spear.fr/>) dedicated to bringing savers together around responsible projects, SPEAR is an easy-access tool providing a powerful solution for solidarity savings and ethical investment. Through this platform, Societe Generale's customers funded a first project in 2013 for EUR 250,000 and enabled its clients to ensure knowledge as to the use of their savings.

SOLIDARITY PRODUCTS AND SERVICES IN INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES

Outside of mainland France, Societe Generale's retail branches offer their customers products and services that meet the highest international standards and that are adapted to suit their needs.

In seeking out new customers, they contribute to the number of banking products and services available to and used by local communities in countries where the level of "financial inclusion" is still relatively low. The innovative products and services they frequently launch on their domestic markets also make them a source of positive competition for clients.

Societe Generale's International Retail Banking division constantly seeks to enhance the specific expertise needed in financing small and micro-businesses, which are often vital to the economic and social development of their countries but which, up until now, have had very little access to banking services. (See "Financial inclusion" paragraph, p. 231).

Products and services for migrant customers

YOUR BANK: HERE & THERE

Introduced in 2007, Societe Generale's "Your Bank: Here & There" service is designed for foreigners or French citizens of foreign origin living in France who still have very close links with their native country, a group estimated to include five million people in France.

The principle behind the offer is that customers benefit from the banking products and services of two entities, one "here" and the other "there".

"Here", for the day-to-day needs of customers in France (current account, bank card for payments or withdrawals, remote banking services (voice or internet), bank details for direct debits, etc.).

And "there", for any products or services needed in their country of origin, since most customers still have very strong links (money transfers, access to banking services, real estate loans and body repatriation).

The concept was developed thanks to the Societe Generale Group's presence in countries where migratory flows to France are significant. It benefits from the synergy between the France Networks and the International Networks.

Charity cards in Morocco

Modelled after the cards offered in France, SGMA gives its customers the opportunity to sign up for an *SOS Villages d'Enfants* (SOS Children's Villages) Electron card for an annual fee of MAD 130, approximately EUR 11.5 (MAD 60 of which is contributed to the charity). To date, the programme has seen:

- enrolment of 2,000 cardholders, gradually growing in number;
- tuition for 50 children covered thanks to SOS card contributions;
- the remarkable work done by *SOS Villages d'Enfants* charity founded by Mr Gad El Maleh;
- increasingly strong, promising relations with *SOS Villages d'Enfants*.

POSITIVE IMPACT FINANCE

Through the Positive Impact Finance project, Societe Generale wishes to promote the financing of investments or programmes that have a demonstrated positive impact⁽¹⁾ on the needs of the population, the environment or the economic development of the poorest countries while ensuring a suited management (complying to international standards) of issues related to biodiversity and displacement of population, linked to the development of the project.

In 2013, as in 2012, Societe Generale's Corporate and Investment Banking division approved EUR 619 million in new positive impact financing transactions.

Societe Generale put several internal and external initiatives in place to share the developed tools and thus promote and expand positive impact financing.

Examples of positive impact financing:

- PPP financing for five secondary schools in the Loiret region (France) with DV Construction (Bouygues Group). This project covers the design, construction and maintenance of five secondary schools, for accommodating more than 3,000 students. In addition, the consortium has made energy performance commitments targeting a consumption level 30% lower than the regulatory requirements of the RT2012 (thermal regulatory requirement for buildings applicable in France);
- during 2013, Societe Generale continued to fund the construction of the Chaglla hydroelectric dam in Peru. This dam, located in the Huanacco region, will provide electricity to 4 million people, thus representing a significant renewable energy resource, essential to the country's economic development.

(1) The Environmental and Social management of these projects aims to demonstrate existing positive impact and to verify that appropriate corrective measures are put in place for potential negative impacts.

SOLIDARITY INSURANCE IN FRANCE

Sogecap France's "Hard Blow" affinity insurance

Sogecap, the Group's insurance subsidiary, offers various operators (particularly players on the automobile market, real estate, water, energy) a white-label affinity insurance product that they can associate with an asset during a credit or cash sale, guaranteeing lump-sum monthly compensation to customers/insured persons in the event of a personal setback (loss of employment or work stoppage).

This product capitalises on the business line's know-how regarding income maintenance product.

In France, this product has already attracted two recognised real estate developers as well as a major brokerage player and offers a new area for development of insurance activities in France and internationally.

Sogecap and its offer as regards dependence

To meet the customer expectations regarding dependency, Societe Generale now offers a new life insurance annuity solution, the Annuity with Dependency Cover.

Sogecap and support for public health

Since 2012, Sogecap France has sold supplementary health products for self-employed professionals (*TNS-Travailleurs Non Salariés*) and individual customers through the Societe Generale network.

This "solidarity and responsibility" product gives customers access to a wide range of cover and services (assistance in case of hospitalisation, medical advice, etc).

Sogecap and its retirement offer

To address the concerns of its customers, Societe Generale is taking an innovative new approach to retirement. This innovative, reassuring approach, based on a personalised estimated retirement budget constructed with the customer, stands out from traditional retirement approaches that are based on replacement rate (difference between the retirement benefit amount and the last income level) without taking the changing needs associated with this new stage of life into account.

ENVIRONMENTAL BANKING AND GREEN FINANCING

Responsible use of automobile fleets

ALD INTERNATIONAL'S PRODUCTS AND SERVICES

ALD AUTOMOTIVE ENRICHES ITS ALD PRODUCTS AND SERVICES NEWMOBILITY, A LABEL REFLECTING THE MOBILITY OF TOMORROW

ALD Automotive, the Group's vehicle leasing subsidiary, is a leader in mobility solutions and has always placed ecological mobility at the heart of its development policy. In 2012, ALD Automotive launched the "ALD newmobility" programme to offer current solutions adapted to meet the mobility needs of tomorrow. As part of this programme, ALD Automotive relies on its "mobility laboratories" in Western and Northern Europe to roll out concrete, innovative actions to meet its customers' new mobility expectations by developing company car-sharing (ALD sharing), flexibility (ALD switch), and multi-mode (ALD Ralease, ALD companybike, etc.) solutions.

ALD AUTOMOTIVE CONTINUES TO DEVELOP ALD BLUEFLEET PRODUCTS AND SERVICES

As an international player in individual mobility, ALD Automotive promotes a responsible, professional approach to everyday reduction of the CO₂ emissions and fuel consumption of its fleets.

ALD bluefleet offers a range of international actions associated with practical, effective local products and services adapted to each country.

ALD AUTOMOTIVE'S EXTERNAL AND INTERNAL INCENTIVES

ALD Automotive remains as committed as ever to the initiatives it has launched in previous years such as the MPG Marathon in England and the ALD Fuel Race in Sweden. These "fuel races" are designed to show people how the way they drive can affect how much fuel they use.

In 2013, ALD Automotive UK put the Ecoreward incentive in place to reduce the fuel consumption of vehicles and promote the replacement of these vehicles with low CO₂ emission models.

In Belgium and the Netherlands, ALD Automotive and Mobisport have joined forces to offer a novel solution to the growing issue of mobility by making work spaces available to mobile workers, providing all of the benefits of telework. Since its launch in March 2013, more than 140 users have subscribed to ALD Automotive Belgium's Mobisport, attracting a new customer base in the process.

ALD AUTOMOTIVE PIONEERING IN ELECTRIC (OR HYBRID) MOBILITY

As at the end of 2013, ALD Automotive maintains a fleet of nearly 4,000 electric vehicles, undoubtedly the world's largest fleet. With the addition of hybrid vehicles, the fleet of new-technology vehicles managed by ALD Automotive climbs to more than 12,600 new-technology vehicles, or a 70% increase over one year (twice the number in one year and 10 times in three years).

In addition, several subsidiaries offer services to assist companies in bringing electric vehicles into their fleets. For example, showrooms have been put in place in both France and Belgium.

The ALD electric showroom features the latest electric and hybrid vehicles available and the different charging methods. In France, ALD Automotive also works with ALD experienZE to introduce next-generation vehicles by organising on-site tests for companies. This benefits not only fleet managers but also drivers. In the Netherlands, ALD eDrive allows a customer to try out an electric vehicle for 10 days.

Green products and loans in France

SUSTAINABLE DEVELOPMENT PASSBOOKS (LDD)

The cap on the LDD (Livret Développement Durable which replaced the CODEVI) has increased from EUR 6,000 to EUR 12,000 since October 2012.

The interest rate since August 2013 is 1.25% net per year. Savings placed in an LDD are partly used by the CDC to grant financing to SMEs and to fund "sustainable development" projects, such as energy isolation and protection of the environment.

ECO-PTZ AND OTHER LOANS GENERATING ENERGY SAVINGS

In France, following the adoption of the interest-free Eco-loan (Eco-PTZ) under the 2009 Finance Law, Societe Generale introduced this loan allowing individual customers to borrow up to EUR 30,000 over a period of 10 years to finance work to allow for energy savings in their homes (primary residence or rental residence of the borrower). In 2013, 1,391 interest-free eco-loans were granted for an amount equivalent to EUR 24.50 million, i.e. 12,987 loans totalling EUR 221.83 million granted since the programme began.

In addition, Societe Generale offers two types of loans depending on the amount of the funded works: the "*Prêt Expresso Développement Durable*" and the "*Prêt Développement Durable*". They are used to fund equipment and work generating energy savings in homes completed more than two years ago.

In 2013, 997 sustainable development loans were granted for EUR 12.64 million, i.e., since 2007, 11,387 loans granted for a total amount of EUR 141.47 million.

PARTNERSHIP WITH CHÈQUES TRAVAUX: ENCOURAGING CUSTOMERS TO INVEST IN THE ENERGY RENOVATION OF THEIR HOMES

In 2012, a Regional Division of Societe Generale in France was chosen to test a system with the company Chèques Travaux.

Energy savings certificates (cheques) can be used to cover part of the cost of eligible energy saving works (insulation, boiler, etc.). For more information and to estimate the amount of your premium, please visit chequestravaux.com. The application fee (EUR 30) will be waived for Societe Generale customers. In 2013, the partnership with Chèques Travaux was extended to all of France.

LOANS TO PURCHASE ELECTRIC OR HYBRID VEHICLES

Established in September 2012, "Clean Vehicles" preferential rates are reserved for our customers who wish to finance the purchase of a new or used electric or hybrid vehicle with an Espresso loan.

In 2013, 1,340 Espresso loans totalling EUR 18.35 million were granted, bringing the total to 1,623 "Clean Vehicles" Espresso loans amounting to EUR 22.67 million since these special rates were put in place.

At the same time, our customers can receive a 5% discount on their motor insurance premium (for vehicles emitting less than 120 g of CO₂/km) for the entire duration of their contract, regardless of the chosen package.

ENVIRONMENT BUSINESS CARD WITH THE ONF

At the end of 2013, Societe Generale and the French National Forestry Bureau (ONF) decided to continue their partnership launched in 2010 by renewing the sponsorship agreement uniting them around reforestation and accessibility projects. Through its Environment business card dedicated to corporate customers, the bank is reiterating its commitment until 2016 by contributing 5 euro cents for each payment made with the card.

Two new reforestation projects, scheduled for late 2013 and early 2014 in Northern region in the Raisme-Saint-Amand-Wallers state forest and in Aude region in the Fourtou state forest, will be funding using contributions made in 2013.

This commitment also allows it to support the accessibility to natural environments for people with disabilities thanks to two dedicated path funding projects in Pyrénées Orientales in 2014.

Contributions to the ONF between 1 October 2012 and 30 September 2013 amounted to EUR 63,584.

Green finance and services

In 2013, the Group's "green financing" in public/private sector amounted to EUR 627 million.

As for "green financing" in favour of individual customers, it amounts to EUR 247 million (EUR 101 million for the purchase of green vehicles in Brazil Banco Cacique, EUR 18.35 million for clean vehicles in France and Euro 6 million in Germany, EUR 24.5 million EcoPTZ and EUR 97 million for energy improvement projects through Franfinance).

For Societe Generale, green finance refers to the financing of wind farms, solar panel power production facilities, hydraulic energy production facilities, production of energy from other renewable energies, waste recovery projects, "polluting" emission reduction projects, mass transit projects, vehicles running on NGV (natural gas for vehicles) or recycled gas and hybrid or electric vehicles, alternative fuel production plants, etc.

SOME INTERNATIONAL GREEN FINANCING EXAMPLES

- in Serbia and Macedonia (FYROM), Societe Generale's subsidiaries have received awards:
At the end of 2012, the EBRD (European Bank for Reconstruction and Development) honoured Ohridska Banka in Macedonia (FYROM) and Societe Generale Srbija in Serbia, as local partners, for their major role in the support for these projects. In order to promote energy savings, the EBRD finances and rewards companies that put energy cost reduction projects in place. This collaboration continued in both countries in 2013;
- in Bulgaria, SGEB acted as lead arranger in funding a biogas production unit (combined production of heat and energy) for the equivalent of EUR 3.2 million. This project is located in the northeast of the country;
- in Senegal, with the AFD's assistance, SGBS funded a project for EUR 3.4 million in the medium term, including a green line. Through an industrial process, the emitted raw CO₂ is recovered to purify and liquefy it. The gas obtained is thus recycled and made fit for a new industrial use (agri-food in particular);
- in Moldova, the signing of a MoREFF agreement with the EBRD: the European Bank for Reconstruction and Development offered a new EUR 2 million loan to MBSG for the "Moldovan Residential Energy Efficiency Financing Facility" (MoREFF). The EBRD financing will take the form of loans to households, resident associations, condominiums and cooperatives, as well as housing management companies and energy savings and service companies to help them complete work to improve energy consumption in homes;
- in the Czech Republic and Slovakia, SGEF is a player in the financing of public transport by bus. With its extensive experience in this sector, SGEF is among the leaders on this segment and maintains long-term relationships with all key suppliers of public transport by bus in the Czech Republic and Slovakia, particularly key private companies;

- in Brazil, Banco Cacique, the consumer credit subsidiary in Brazil, supports the financing of sales of vehicles equipped with the "Flex-Fuel" system, a specific feature of the Brazilian automobile market, through its auto loans for individuals (more than 25,000 contracts in 2013). Flex-Fuel motors can operate with petrol, bioethanol or a mixture of the two. This "Flex-Fuel" system equips nearly 88.5% of new vehicles put on the market in Brazil;
- in Ontario, Societe Generale funded a wind farm project, "Grand Renewable Wind", with a capacity of 150 MW, which will produce the equivalent of the electricity needs of the region's 50,000 homes.

Biodiversity

Since 2012, Societe Generale has adopted a biodiversity policy applicable to all Group banking and financial operations through procedures review, particularly E&S reviews, of dedicated transactions and customers. By approving the most recent version of the Equator Principles (EP3) in June 2013, the bank has confirmed its consideration of the potential impacts on biodiversity of its funded projects.

This policy includes preserving biodiversity, maintaining eco-systemic services and sustainably managing living natural resources.

The bank is committed to incorporating the evaluation of the potential impacts on biodiversity of its customers' activities into its decision-making processes and working only with companies that meet or aim to meet its own standards.

Within its subsidiaries abroad, initiatives to raise awareness about preserving biodiversity and maintaining ecosystems are growing in number. This is particularly the case with SBBCI (Ivory Coast), SGB (Benin), BFV-SG (Madagascar) and SGEB (Bulgaria), which all participate in reforestation operations, as well as SGBS (Senegal), which helps to focus on the need to sound water management through its Manko service and its partnership with Sénégalaise des Eaux.

FINANCIAL INCLUSION

Customers with a serious health risk

Societe Generale's goal has always been to develop products and services that match the needs and expectations of each individual.

Under the terms of the AERAS agreement (Insurance and Loans with an Increased Health Risk) signed between professionals in France's banking and insurance sectors in 2007 and later amended in 2011, Societe Generale and Crédit du Nord make it easier for people with a serious health risk to obtain a loan (home and consumer) and plan to cover some of the additional premiums for customers in the lowest income brackets.

Some initiatives enabling everyone to have access to banking services

In France, as part of the commitment undertaken by the banking profession in 2005 to "make banking easier for everyone", Societe Generale and Crédit du Nord offer customers a range of alternative means of payment (Crédit du Nord's service and Societe Generale's GENERIS grouped service). At the end of 2013, 23,700 Societe Generale customers subscribed to the GENERIS service.

Societe Generale also offers personalised terms for customers who have to cover substantial payment incident costs and who have suffered a sharp drop in income following a misfortune (e.g. total or partial cancellation of bank charges). See also section 2, "Over-indebtedness", p. 224.

In Africa, three initiatives were successfully launched in 2013:

- in Senegal, Societe Generale established its Manko service in early 2013, a new banking concept fully accessible by mobile phone, in partnership with SGBS. Manko, a wholly owned subsidiary of Societe Generale, offers a unique range of banking products and services tailored to populations with modest regular incomes but with little or no access to the traditional banking system. Manko relies on the Yoban'tel technology developed by SGBS in 2011. The opening of the first Manko branch has complemented these products and service with encouraging results. Free financial education course have been put in place to help customers in hardship. Looking beyond the experiment with this new model, the plan is to roll out Manko in Senegal and then in other African countries;

- in Cameroon, in order to foster access to banking services for people living in areas where low population density makes the presence of a traditional branch difficult, SGC developed its mobile branch concept in 2013, bringing the bank to its customers on the road. This mobile branch, a vehicle with a completely new look and the latest information and communications technologies, contains tools to allow the customer advisor to perform all banking transactions and provide the same services as a traditional branch;
- in Chad, SGT has developed a voice push SMS solution to inform and alert all of its customers, particularly illiterate people (78% of Chad's population) by sending voice SMS messages instead of written messages. This innovative project, the result of creative workshops within the bank, permits total accessibility for both illiterate customers and visually impaired customers.

SOCIALLY RESPONSIBLE INVESTMENT (SRI)

SRI research

Societe Generale offers its customers dedicated research on Environmental, Social and Governance (or ESG) issues. Its SRI team is made up of three analysts based in Paris and London and is an integral part of the Corporate and Investment Bank's financial research department. Societe Generale ranked third in the SRI Research category of the Thomson Extel Survey for the third year running.

Societe Generale's primary aim is to assist investors and asset manager clients in better integrating ESG criteria in their investment decisions. When it comes to research, the SRI team has three objectives:

- to investigate and develop its own resources and tools;
- to co-produce thematic, sectorial and stock market research;
- and, in the longer term, work with the research teams to offer SGCIB customers specific, tailored advice and assistance with their research and investment projects.

In 2013, in addition to enriching the "SRI: Beyond Integration – Introducing Quantitative ESG ratings" study combining ESG assessments with the financial recommendations of financial analysts with the aim of proposing an integrated, practical view of the entire universe covered by SGCIB, the SRI team drafted and led some ten multi-sectoral studies that were presented to numerous international investors.

As part of its "corporate access" activities, numerous conferences and roadshows for investors and listed companies on the themes of sustainable development and social responsibility were organised in

Paris, London, Brussels, Amsterdam, Geneva, Zurich, Frankfurt, Milan and New York. In December 2013, for the first time, 19 companies presented ESG topics related to their activities to institutional investors at the Premium Review.

Lastly, SRI research is used to underpin several indexes and baskets of listed stocks, via the issue of financial products in the SRI thematic sectors of ESG, renewable energies, CO₂ and sustainable development (list of products and methodologies available on www.sgbourse.fr).

Green Bonds for institutional investors

In November 2013, EDF SA launched a EUR 1,400 million issue of green bonds maturing in April 2021, with Societe Generale acting as a joint bookrunner. EDF has committed to ensure that the proceeds from this bond issue will fund only the new renewable energy projects (off-shore and on-shore wind, solar panels, biogas, ocean energy, etc.) of its subsidiary EDF Energies Nouvelles (100% owned by EDF), according to eligibility criteria confirmed by Vigeo, the French extra-financial rating agency. Project eligibility and fund allocation will audited each year by Deloitte & Associés. EDF is one of the first companies to issue this type of bond. This issue, twice oversubscribed, was placed primarily with socially responsible investors.

In 2012, Societe Generale participated as bookrunner and lead manager responsible for placing the first private sector SRI bond from Air Liquide with investors.

SRI products for individual investors

SRI FUNDS

Societe Generale is committed to meeting investor demand for socially responsible investment (SRI) products by offering several types of investments (equities, bonds and money market products), particularly through three investment funds grouping together the most advanced companies based on these three ESG criteria. At the end of 2013, Societe Generale's SRI assets under management in these three funds totalled EUR 469 million.

SRI LIFE INSURANCE

To meet the needs of savers looking to diversify and invest in a socially responsible manner, Sogecap and Oradéa Vie's investment-backed life insurance policies offer money market, bond or equity SRI vehicles, depending on the investment duration and level of risk desired by the customer.

In 2013, total SRI assets under management on Sogecap and Oradéa Vie policies reached EUR 23.2 million.

SRI CERTIFICATE

In 2013, for Socially Responsible Investment Week, Societe Generale launched the first Certificate 100% on the Euronext Vigeo France 20 index in partnership with NYSE Euronext.

SRI-CERTIFIED SAVINGS FOR SOCIETE GENERALE EMPLOYEES

Societe Generale's employee savings plan offers employees the opportunity to invest in various company mutual funds (FCPE) certified SRI by the CIES (Inter-union Committee on Employee Savings).

As at 31 December 2013, the collection of SRI funds in savings plans (the various Company Savings Plans, Group Savings Plans and Collective Retirement Savings Plans) invested in SRI represented EUR 364 million in assets under management (versus EUR 304 million at the end of 2012), including EUR 3.3 million for Crédit du Nord for an average of approximately 23,500 unitholders (including approximately 1,300 for Crédit du Nord). See section 3 "Employee Savings" p 243.

3. RESPONSIBLE EMPLOYER

Being a responsible employer, developing employee engagement

"Being the bank chosen and recognised for the quality and commitment of its teams": this ambition immediately places the theme of employee engagement at the heart of the HR strategy.

For Societe Generale, this goal translates into a willingness to develop within its teams a high degree of professionalism, an understanding of risk and the pride of working together toward a common goal: to meet

the new needs of customers in a relevant, innovative manner. That is why the Group makes every effort to promote a culture of innovative entrepreneurs capable of adapting to a changing environment and meeting challenges as a team.

In return, the Group uses a responsible employer approach to support this ambition. It considers its staff with respect and fairness in their diversity and helps each employee grow within the company by developing their value and skills.

TEAMS OF THE SOCIETE GENERALE GROUP AT THE END OF 2013

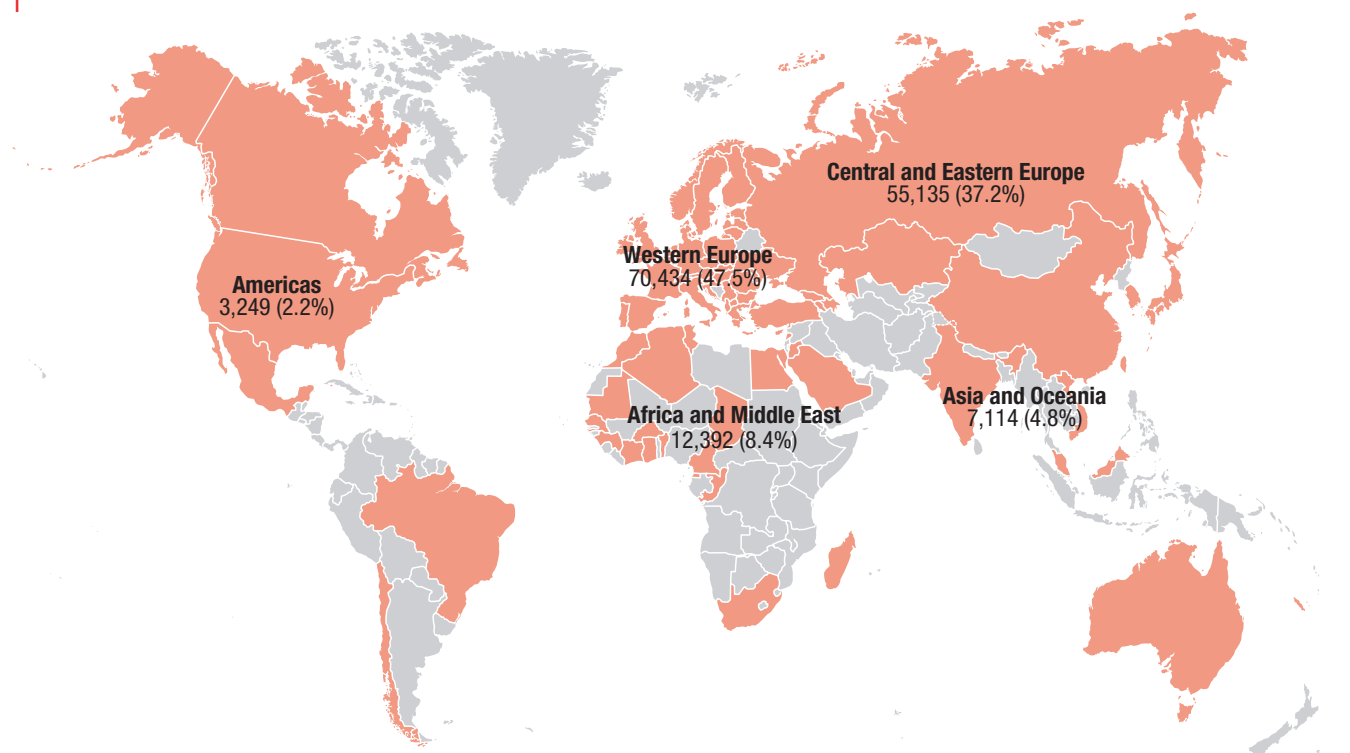
Distribution of teams

The Societe Generale Group employed 148,324 people at the end of 2013, a 3.7% decline in total headcount as compared to 2012.

	2013	2012	2011	2010	2009	2008
Group headcount (at end of period, excluding temporary staff):	148,324	154,009	159,616	155,617	156,681	163,082

GEOGRAPHICAL

BREAKDOWN OF STAFF BY GEOGRAPHICAL REGION



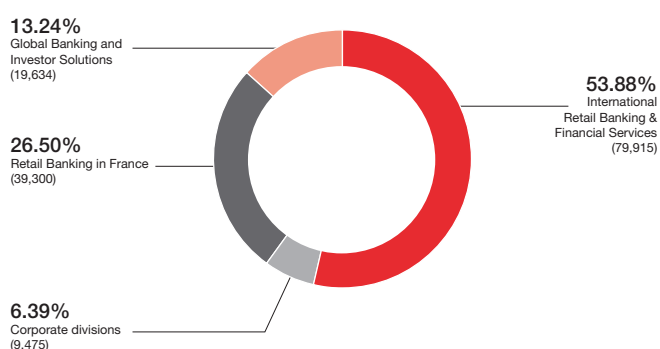
The Group's 148,324 employees are spread across 76 countries.

The percentage of Group staff located outside of mainland France is 60.6% (compared with 61.3% in 2012).

The countries where the Group is most represented are France (58,375 employees, 42,710 excluding subsidiaries), Russia (25,186), the Czech Republic (9,778), and Romania (8,683).

9.7% of the staff are located in low- or lower-middle income countries⁽¹⁾ (Burkina Faso, Cameroon, Ivory Coast, Ghana, Georgia, India, Madagascar, Morocco, Senegal, etc.) and 12% in middle-income countries⁽²⁾ (Algeria, Brazil, Bulgaria, China, Romania, Serbia, Tunisia, etc.).

BREAKDOWN OF STAFF BY CORE BUSINESS (HEADCOUNT AT END OF PERIOD EXCL. TEMPORARY PERSONNEL)



Changes in headcount

CHANGES IN HEADCOUNT BY CORE BUSINESS

In the current environment of profound economic and regulatory changes in the banking sector, the Societe Generale Group went through a transformation in 2013. The aim was to simplify its organisation and strengthen its operational efficiency, particularly by refocusing its activities on three pillars. The Group's transformation resulted in more or less significant changes in headcounts depending on the core businesses, as detailed below:

- for International Retail Banking & Financial Services, a 6.2% decline in headcount due in particular to the sale of the Egyptian subsidiary NSGB (around 4,000 employees) and the consumer credit subsidiary Vietfinance (around 800 employees);
- for Global Banking and Investor Solutions, a 2.8% decline in headcount due in particular to the sale of subsidiaries, such as TCW (around 550 employees), and the private bank in Japan (around 100 employees);
- for French Retail Banking, a 2.5% decline in headcount mainly due to employees who retired but were not replaced;
- for the Group's Corporate divisions, a 13.6% increase in headcount mainly due to the growth of shared service centres as part of the transformation of the operational model undertaken in recent years.

KEY FIGURES

	2013	2012
Overall headcount on permanent contracts	136,683	144,445
Overall headcount on fixed-term contracts	11,641	9,564
Temporary staff	10,267	9,966
Outside contractors ⁽³⁾	7,133	6,795
New hires on permanent contracts	13,256	12,323
New hires on fixed-term contracts	11,274	9,756
Departures of employees on permanent contracts	18,947	19,882
Turnover of employees on permanent contracts ⁽⁴⁾	13.9%	13.3%

(1) As defined by the World Bank: Low-income + Lower-middle income economies (\$4,085 or less).

(2) As defined by the World Bank: Upper-middle income economies (\$4,086 to \$12,615): <http://data.worldbank.org/about/country-classifications/country-and-lending-groups>.

(3) Monthly average in 2013 for Societe Generale SA in France. The use of outside contractors principally concerns the subcontracting of specialised activities such as IT systems, security, armoured transport, catering, and building maintenance.

(4) Exit rate for permanent contracts (ratio between the number of departures and total headcount for permanent contracts).

DEPARTURES

In 2013, a total of 18,947 staff on permanent contracts left the Group. The main reasons for departure were, in descending order of importance: resignations (12,334), redundancies (3,417), and retirements (2,390).

In France, retirements were up this year, with a total of 1,770 Societe Generale SA and Crédit du Nord staff retiring (as compared to 1,185 in 2012).

SUPPORT FOR EMPLOYEES IN SALES OF SUBSIDIARIES

When subsidiaries were sold during the financial year, the Societe Generale Group supported its former employees to ensure

that the transition took place under the best possible conditions for both them and the customers.

In Egypt, upon the announcement of the QNB Group's offer to buy NSGB in August 2012, several measures were put in place to inform the subsidiary's employees, raise their awareness and establish a dialogue with all employees on a regular and transparent basis.

In Greece, after the sale of the subsidiary Geniki⁽¹⁾ in mid-December 2012, and in accordance with the agreement signed with Piraeus Bank, an expatriate senior executive of Societe Generale was maintained at the location throughout the first half of 2013 to facilitate the transition for the buyer and coordinate discussions with employees and their representatives.

DEVELOP THE EMPLOYABILITY AND SKILLS OF EMPLOYEES

Recruitment and integration

RECRUITMENT

In the 2013 financial year, the Group recruited in total:

- 13,256 permanent contracts (up 7.6% as compared to 2012), including nearly 57% women;
- 11,274 fixed-term contracts, including 68.8% women.

Societe Generale SA in France recruited:

- 2,100 permanent contracts (CDI), 47.5% of which are executives;
- 2,118 fixed-term contracts (CDD, including work-study contracts).

These recruitments (CDI and CDD), primarily within the French networks, have helped to balance the age distribution of staff.

The recruitment and talent attraction policy is adapted to the specific characteristics of each core business, activity and region.

Since July 2013, the recruitment site "careers.societegenerale.com" has been completely redesigned and presents a simplified and unified recruitment process for the Group. Users now have increased options to personalise the site in order to tailor it based on their needs and interests. The Careers website also offers better integration of social networks, which have become the preferred channels of dialogue between the company and candidates. It meets the digital accessibility requirements and has been optimised for mobile use.

At the same time, in France, Societe Generale launched the site *MyCoachingRoom.com* in April 2013. This site is intended to support candidates in all stages of their job search in the banking sector, whether they apply for a position at Societe Generale or elsewhere. Through interviews with experts, fact sheets, and dedicated tools, this interactive website allows candidates to learn about the labour market and optimise their processes. *MyCoachingRoom* thus illustrates the bank's commitment as a player in civil society. (see also Initiatives for employment and education, p. 253).

TAILORED INITIATIVES FOR STUDENTS AND RECENT GRADUATES

Societe Generale is committed to a proactive approach in terms of **professional integration of young people** and, in particular, has set a goal to recruit 500 people under age 26 on permanent contracts in France in 2013 (see p. 241 "generations").

In 2013, **Societe Generale (including subsidiaries) recruited 3,140 employees on permanent contracts in France, a majority of whom are recent graduates**. Societe Generale's former interns, Volunteers for International Experience (VIE) and work-study participants represent a priority recruiting pool among recent graduates.

The Group is also continuing its dynamic work-study policy developed over several years on apprenticeship and professional training contracts in order to develop the employability of young people. At the end of 2013, more than 1,716 work-study participants and VIEs (Volunteers for International Experience) were stationed within the Group's French entities (excluding subsidiaries). In the 2013 financial year, 3,773 interns were welcomed in France (including subsidiaries). These training courses, which are mandatory for graduation, allow students to be immersed in the business world, while benefiting from the support and supervision of their training supervisor. Globally, the Group welcomed 11,588 interns in 2013.

With the development and continuity of the Societe Generale Group's 80 school partnerships across France and Europe (university, engineering or business training), this dynamic strategy has been implemented to **attract, convince and recruit students and recent graduates whose academic experience is in line with the Group's skill requirements**. In total, nearly 300 actions were carried out in 2013, including:

- organisation of more than 50 permanent contract recruitment sessions across France for Bac to Bac+2/3 graduates for entry-level positions in retail banking (client services representative and multimedia client advisor);
- promotion of the entry exam to join the Group's General Inspection Department. The 2013 edition of this entry exam enabled 34 recent graduates of 11 different nationalities to join the Group's General Inspection Department;

(1) The decrease in headcount resulting from the sale of Geniki was accounted for at the end of the 2012 financial year.

- organisation of a recruitment event dedicated to academic profiles seeking work-study contracts;
- funding of research through academic partnerships. Some examples include sponsorship by Societe Generale of the Organisations, Leadership and Society Chair of ESCP Europe and by SG CIB of the Energy & Finance Chair of HEC;
- participation in recruitment forums, round tables, CV or interview coaching workshops.

Lastly, in 2013, Corporate and Investment Banking launched the "GeneratioNext" programme at the global level for its interns, work-study participants and VIEs. It offers intensive support in terms of both integration and development. If their contract is converted to a permanent contract, beneficiaries of this programme enter the "Junior Programme", which offers recent graduates intensive support during the first two years of their contract.

These initiatives demonstrate the Group's determination to attract and recruit talented individuals by raising their awareness, from their very first contact with the company, **of the challenges and responsibilities of the banking sector and its professional realities**. The aim is also to guide students as they formulate their professional goals and give them the keys to understanding their future working environment.

INDUCTION

"Starting" is the welcome and induction programme that offers each new employee a consistent introduction to the Societe Generale Group. The 12- to 18-month programme is activated as soon as the new employee arrives to give him or her a **better understanding of the Group, its strategy, its core businesses and functions, its values, and the career prospects** available to employees, through specific support and dedicated tools (e-learning, intranet, etc.).

Training and skills development

TRAINING WITHIN THE GROUP

Societe Generale invests significantly in training to enable its employees to **develop their skills and employability, taking into account the needs of the company, its customers and their future development**. To that end, Societe Generale offers business-specific training programmes tailored to each type of position and level of experience, drawing on innovative educational tools, as well as professional development courses (professional promotion courses, managerial training and skills development programmes).

In 2013, 74% of the Group's employees were able to complete at least one training programme, for a total of 3,273,654 hours, and 242,275 e-learning modules were given out worldwide by the Group's training teams.

In 2013, the Group's Training Department made a further commitment to the **digital transition of its areas of expertise**, with a view to transforming its training base beyond the now traditional channels of in-class training and e-learning. As such, Societe Generale tested a Massive Open Online Course (MOOC) on financial analysis for the first time with certain employees. The integration of video conference

and Web conference modules (conferences with sharing of secure documents via Internet) into certain training sessions is also in the experimentation process. Moreover, emphasis was placed on two priority training themes disseminated abroad: risk culture and managerial development (see p. 239).

In France specifically, certain training sessions are **real tools for internal promotion**. This is the case for "Cursus Cadre" and the "Passerell'E" programme:

- the "Cursus Cadre", a 18-month training programme, which enables high-potential employees to obtain "cadre" (executive) status, thereby preparing them for greater responsibility and, in some cases, team leadership;
- Passerell'E, a 10-month qualifying course, designed to help employees with their skills development in order to achieve France's banking classification Level E.

These two programmes are an effective vector for employee development: in 2013, a total of 456 employees of Societe Generale SA in France completed the Cursus Cadre and Passerell'E.

DEVELOPMENT AND PROFESSIONAL TRAINING OF FUNCTIONS

Development and professional training programmes for the functions experienced a real surge in 2013. **Designed to strengthen skills and knowledge, they help to align practices worldwide.**

Are in place:

- the HR Academy, which offers a dedicated programme for "HR Business Partners" (HRD, HR managers and administrators);
- the Group Internal Audit Division's academy, which offers training courses for auditors from the entire Group;
- the Private Banking Academy which relies on internal Private Banking experts to propose thirty-four training modules adapted to the local specific characteristics of each entity.

A *Risk Academy* will be launched in 2014. Its objective is to offer all Group employees a foundation of harmonised knowledge on the various types of risks to which the Group is or may be exposed, as well as on the reinforcement of their prevention and control. The Risk Academy will also contribute to the further development of the Culture Risk, continuing on from the actions conducted since 2011, as part of the "Enterprise Risk Management" programme.

SCHOOL BRANCHES

Within the retail banking networks, in addition to theoretical knowledge, the training teams use dedicated educational tools to facilitate the preparation of learners to take on positions.

School branches have been created in certain retail banking subsidiaries abroad. They allow **learners to be placed in customer relations scenarios** in a near-real work environment. The first school branch was created in 1975 in Morocco. To date, International Retail Banking has around thirty school branches, located in Eastern Europe, the Mediterranean Basin, Africa and Asia.

In France, Retail Banking has also established training courses for branch salesperson profiles: "FAC" (Favouring Acquisition of Competence). One month after taking their position, new joiners can acquire all of the knowledge necessary for their duties by being placed in scenarios on concrete cases, covering both behavioural and technical aspects, as well as knowledge of the core businesses and the risks associated with them. The first FAC was created in 2009 for Reception Officers; today, there are five, covering all branch salesperson professions.

COACHING AND OTHER SUPPORT

Societe Generale also puts in place additional support and development approaches, particularly through a **structured coaching approach within the company**. Coaching actions are guided by a team of internal coaches, supported by an international community of employees trained in the coaching techniques; they also occasionally call on selected external coaches. Within the Group, coaching is governed by a specific ethical charter that guarantees the confidentiality of exchanges and lays the foundations of confidence between the employee and the voluntarily chosen coach. The coaching programme includes individual and team coaching actions and potentially co-development, mentoring and change management actions.

Job evolution and mobility

The Societe Generale Group's goal is to develop an active mobility policy in order to promote the **ongoing adaptation of employee skills to the rapid changes** in the economic, regulatory or technological environment.

AGREEMENT ON THE EVOLUTION OF PROFESSIONS, SKILLS AND EMPLOYMENT

For Societe Generale SA in France, an "agreement on the evolution of professions, skills and employment" was signed in February 2013 with all Union Organisations. This agreement legitimised the **establishment of an ongoing social dialogue** about the prospects for evolution and development of professions as well as the major trends that could arise in employment. It reflects a forward-looking approach, materialised by:

- the affirmation of mobility as a central point of the adaptability of employees;
- strategic workforce planning structured around the development of job mobility pathways (see below);
- integration of the intergenerational contract (see p. 241 "generations").

This agreement also provided a framework and set for three years the **social support measures** relating to the Group's adaptation projects to avoid any forced redundancies in case of job eliminations for economic reasons:

- as a priority, a reinforced internal mobility plan with the creation of a dedicated team, the "Campus Métiers Mobilité" (Job Mobility Campus), and increased training efforts to facilitate internal transfers;
- where appropriate, different terms of departure from the company, particularly arrangements for employees who have external development, business start-up or professional training (payment of dedicated aid) projects or business transaction measures.

STRATEGIC WORKFORCE PLANNING

The agreement signed in February 2013 put in place the initial foundation of the strategic workforce planning for Societe Generale, with the **qualification of all functions** and studies about **possible job mobility pathways between the different core businesses**.

A **job trends observatory** was put in place. This joint forum for exchange and discussion about changes in the main professions and skills within the company relies on the work carried out by the Branch Profession Observatory (AFB) and by Societe Generale's functions, core businesses and corporate divisions. It allows the bank to discuss these topics with the Union Organisations.

In order for these various initiatives to be shared with the employees, a new intranet site "Métiers" (jobs) was launched in September 2013. This site gives **employees the means to compare their motivations and ambitions with the job evolutions in the banking sector**.

MOBILITY

With the agreement on employment signed in February, internal mobility has more than ever been placed at the heart of the Group's HR policy.

In France (excluding Retail Banking), internal mobility is now steered by the "Campus Métiers Mobilité" (Job Mobility Campus). This new centre of expertise is a platform that centralises the positions to be filled for the core businesses and corporate divisions. It offers employees greater visibility on internal opportunities and gives them priority for filling positions. Since its creation at the end of February 2013, nearly 2,000 employees were moved internally thanks to the Campus; one third of these moves were from one core business to another.

The Group also opens up opportunities for cross-border mobility. The objective of international mobility is to support Societe Generale's international development strategy and promote the company's intercultural dimension. Thus, at the end of 2013, the Group had approximately 1,000 expatriates (all origin and destination countries combined), including 60% within Global Banking and Investor Solutions (London, New York, Singapore, Hong Kong, etc.), 30% within International Retail Banking & Financial Services (mainly on the African continent and in Eastern Europe) and 10% in the Corporate Divisions.

Performance management

COMPETENCY REFERENCE STANDARD

To guide the teams and support the company's transformation, Societe Generale has developed a common vision for the entire Group of the components of performance. As such, the expected behaviours for **delivering sustainable results** on three key issues – developing the business, preparing the future and working together – are explained to employees and managers.

A common reference standard thus gives each person prospects for progress in his or her current and future position, emphasising the search for behaviours that will create value over the long term. It is at the heart of the various components of the managerial cycle and particularly employee evaluations.

EVALUATION PROCESSES

A **uniform evaluation process** has been rolled out within the Group so that all employees, regardless of their function, core business, geographic region or classification, have an annual evaluation based on the same model, assessing not only the achievement of operational results but also the manner in which these results are obtained. Its purpose is to recognise, using common criteria, each employee's skills and foster employee development and the emergence of Strategic Talents.

In 2013, a total of nearly 107,000 Group employees had an evaluation interview.

Preparing the next generation of managers

DEVELOPMENT OF MANAGERIAL COMMUNITIES

Developing and supporting its managers is a major strategic objective for the Societe Generale Group. That is why it is committed to **developing the leadership skills of its managers to support the shift from a transactional model to a relationship-based model**.

With this in mind, the Group establishes development courses for managers: courses specially dedicated to managers to guide them during their first management experience and courses dedicated to more experienced managers. The modules that make up these courses develop the various components of leadership, from change support to skills assessment as well as people development.

DETECTION AND DEVELOPMENT OF STRATEGIC TALENTS

The aim of the Strategic Talent approach is to **detect, develop and build the loyalty of high-potential employees** with the objective of identifying and preparing the next generation of managers. A Strategic Talent is defined as an employee who embodies the Group's values, performs well over the long term, and has strong potential for advancement. With its systematic approach, the Strategic Talent policy identifies individuals around the world on an objective basis, gives them the same chances to bring out their potential and enables them to advance within the Group. This policy was formally defined in 2010 and is now an integral part of the managerial and HR cycle.

The diversity of Strategic Talent profiles reflects the diversity of the Group: today, 39% are women and 45% are international (non-French).

CORPORATE UNIVERSITY

The Corporate University is an internal centre of expertise launched at the end of 2010. Its main purpose is to ensure the managerial development of the bank's most senior leaders and its Strategic Talents. The programmes it offers focus on the **development of behavioural skills** in a teaching environment that promotes cooperation and teamwork.

To supplement the Strategic Talent programmes, the Corporate University offering includes programmes for the Group's most senior managers and its strategic managers, as well as a series of professional development programmes for women, created in 2012 and designed to acknowledge and recognise women with the ambition and potential to advance within the Group.

In total, nearly 3,000 managers and strategic talents have been able to participate in the Corporate University programmes since its creation.

PROMOTING DIVERSITY

Diversity policy

DRIVER FOR ADAPTATION TO CHANGE

For the Societe Generale Group, diversity is reflected first and foremost in its 148,324 employees, working in 76 different countries, with 121 nationalities represented.

Societe Generale believes diversity is a **major performance driver**. This diversity of backgrounds and sharing of ideas and points of view are what allow the company to adapt and react quickly, by picking up the weak signals that alert it to both risks and opportunities. The diversity represented in the teams embodies the diversity of the functions, customers, countries and communities in which the Group operates worldwide. The intelligence, creativity and energy of the teams in all their diversity help the Group to adapt to the changing environment and form an intensely people-oriented bank, as close as possible to its customers.

Recognising and taking all employees into account in their diversities is also one of the primary **factors of engagement**. This recognition makes it possible to build loyalty among the range of talents present

in the company as well as attract new talents in order to always be in tune with the company's environment on its various markets.

PROACTIVE MEASURES

In terms of diversity, the Group has made it a priority to **promote women and international profiles** to positions of responsibility and seats within the bank's management bodies. To do this, since the end of 2013, the Group has established a **Diversity Board**, composed of Executive Committee and Management Committee members, aiming to place diversity issues at the heart of core business challenges. This committee will also ensure the progression of gender balance and internationalisation, considering quantified targets that have been set for 2015 and 2017.

Since 2011, the bank has also established actions to **raise awareness of unconscious biases**, those cultural or intrinsic prejudices and stereotypes that employees and managers may have about diversities. The approach and content of dedicated training sessions on this topic were revised in 2013 to precisely meet the needs of managers from 2014.

More widely, the Group raises awareness among staff of diversity issues and takes part in significant inter-company initiatives, such as the **European Diversity Conference**, which the Group sponsored and hosted in April 2013, providing an opportunity to compare the experience and good practices of Societe Generale with those of the invited 15 companies. This partnership will be renewed in 2014.

The Group's diversity actions are adapted among the various entities.

Since its creation in 2008, the UK Diversity Committee, made up of volunteer employees with the support of management, has aimed to encourage employees to promote a climate of inclusion and prevent any behaviour that may be perceived as discriminatory. Its goal is also to inform employees of the support measures in case of harassment and encourage the establishment of intra-company networks on various components of diversity (gender balance, culture, etc.).

Gender balance

KEY FIGURES

	2013	2012
Share of women in the Group	60.48%	60.12%
Share of women among recruited employees	62.43%	66.9%
Share of women among executives ("cadres" for Societe Generale SA in France)	44%	43%

- Board of directors: 6 women (including 2 directors elected by employees) among its 14 members.
- Executive committee: 2 women among its 13 members.
- Management Committee: 11 women among its 58 members (as compared to 10 women at the beginning of 2013, 8 at the beginning of 2011 and 6 at the beginning of 2010).

PROMOTION OF GENDER BALANCE

Because gender parity is a key factor when it comes to establishing an appropriate decision-making process, Societe Generale encourages all its managers to adopt this approach on a daily basis at the highest levels of the company, to ensure a true gender balance in the decision-making bodies.

PARTNERSHIPS

The Group promotes gender equality in its partnerships as well. To this end, in 2013 Societe Generale:

- took part in the gender equality benchmark of the inter-company network Financi'Elles, the objective of which is to improve and accelerate access to high-level positions in the finance and insurance sector for women;
- supported and participated in the second "JUMP" forum, an international inter-company event dedicated to women's professional life and career, in May 2013.

DEVELOPMENT

Greater gender balance is also promoted through development and networking actions designed especially for women. In terms of training, 2013 saw the creation of *WILL (Women in Leadership)*. This 18- to 24-month development course includes group training, personal coaching and mentoring actions as well as participation in inter-company events. More than 130 women were able to take this course in 2013. It replaces the women's seminars that had existed since 2006 and supported more than 700 female employees.

NETWORKS

In addition, the Group supports the women's networks formed within the company that promote the development of skills through mentoring, coaching and/or co-development initiatives. Such networks are in place particularly in France, the United States, the United Kingdom, Singapore, India, Luxembourg and Senegal.

EQUAL OPPORTUNITY MEASURES

The Group's gender balance policy is adapted locally through specific measures and collective agreements signed with the employee representative bodies where appropriate.

In November 2013, Societe Generale SA in France again received the "**Label Égalité Professionnelle**" (Professional Equality Label) awarded by French independent certification company AFNOR. This label, awarded for a period of 3 years by a respected organisation, recognises the efforts and work undertaken since 2005 to promote gender balance within the Group. It rewards the achievement of concrete, effective actions, as evidenced by the approach to eliminate wage gaps through a dedicated budget of EUR 5 million over three years (2013-2015) as well as the new agreement for "Égalité professionnelle entre les femmes et les hommes" (Equality in the workplace) within the company signed by representative union organisations. In particular, this agreement sets the goal of 45% women executives by end-2015 and reinforces the measures governing maternity or adoption leave both before taking leave and after returning to work (mobility possibilities depending on seniority, systematic implementation of training or refresher courses, wage increases, etc.). Receiving this label demonstrates the desire to place professional equality at the heart of the HR policy, by considering gender balance at all levels of responsibility as one of the drivers of the relationship-based bank model.

Within the Crédit du Nord Group, the company's agreement on professional equality and gender balance focuses on three areas of action: recruitment, career advancement and classification. Each of these areas has progress goals over the term of the agreement (2012-2014).

There are also numerous initiatives **outside France**, particularly:

- in Czech Republic, Komerční Banka is focusing on making the return to work after maternity leave easier through the Maternity programme in place since 2008. This programme has helped to increase the rate of women who return after maternity leave from 45% (in 2008) to 56% (2013);
- in Luxembourg, the "Opportunités égales pour hommes et femmes" (Equal Opportunities for Men and Women) project approved and supported by the Luxembourg Ministry for Equal Opportunities focuses on three topics: equal treatment between men and women, gender equality in decision-making processes and reconciling an individual's personal and professional lives.

Internationalisation

To better represent the diversity of the activities, customers, countries and communities in which the Group operates around the world, Societe Generale's diversity policy also emphasises the **diversity of origins and nationalities of its employees**.

Within the Group, 121 nationalities are represented, and nearly 60% of employees are not French.

Within the Management Committee, nine nationalities are represented, and 21% of the members are not French.

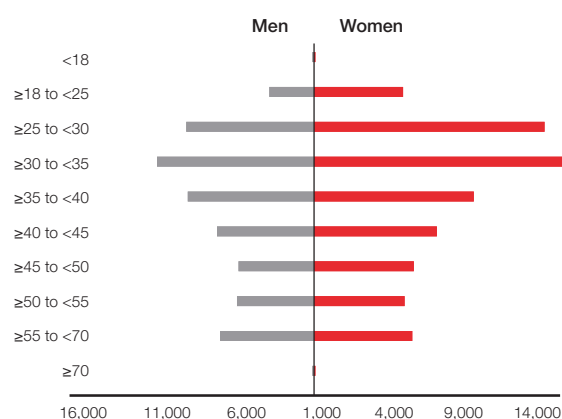
This is also the case in the Group's various entities around the world, where a quarter of the members of management bodies (management committees and executive committees) do not have the local nationality.

Generations

AGE PYRAMID AND LENGTH OF SERVICE

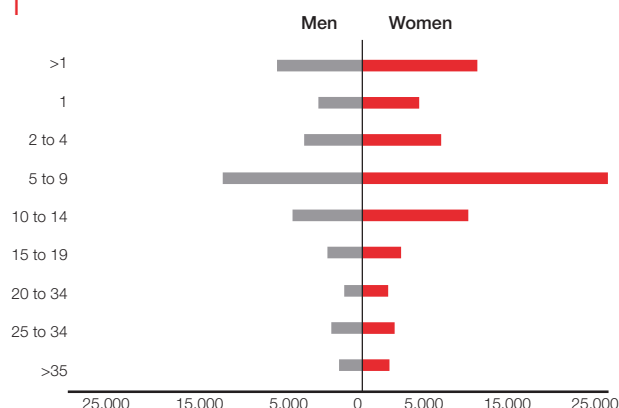
The average age for Group employees is 37.9, broken down as follows:

BREAKDOWN OF STAFF BY AGE BRACKET⁽¹⁾



The average length of service amongst Group employees is 9.2 years, broken down as follows:

BREAKDOWN OF STAFF BY LENGTH OF SERVICE⁽¹⁾



INTERGENERATIONAL AGREEMENT

The Group is committed to **representing different generations**, taking care to provide its older employees with guidance and assistance, while also making sure the next generation takes its place within the company. To this end, the Group focuses special efforts on the professional integration of young people (see also "Tailored initiatives for students and recent graduates", page 236), while overseeing the continued employment of its older employees and accompanying employees towards retirement.

Societe Generale SA in France has thus taken measures, through the intergenerational agreement signed in February 2013, aimed at:

- recruiting 500 young people for permanent employment contracts in 2013;
- promoting the integration of young people by a senior employee;
- developing training for seniors;
- promoting health and prevention;
- adjusting the working hours of seniors (progressive part-time and compensated half-time, dedicated to transmission of knowledge and skills or solidarity actions such as partnership/sponsorship with social entrepreneurs/charitable structures).

Societe Generale also works to promote the diversity of profiles and social inclusion, as detailed in the "Tailored initiatives for employment and education" section p. 253.

Disability

As an employer, Societe Generale has been endeavouring to take the measures required to ensure that **disabled employees hold positions which match their qualifications and benefit from appropriate working conditions and training**, by adapting working environments, tools, equipment, positions and/or working hours and offering the possibility of partially paying some expenses, etc.

KEY FIGURES

At the end of 2013, the Societe Generale Group employed 2,321 disabled staff (as defined locally) around the world, accounting for 1.6% of the overall headcount. The highest proportions can be found in France, Italy, the US and Germany.

Societe Generale SA in France employs 1,098 disabled employees⁽²⁾.

(1) Data at 31 December 2013, for 89% of the Group.

(2) Number of disabled employees, at 31 December 2013, based on the Mandatory Annual Declaration of Employment of Disabled Workers (Déclaration Obligatoire des Travailleurs Handicapés) criteria, which will be finalised in March 2014.

More than 170 disabled employees were hired over the last three years, exceeding the original goal of 150 recruitments over the period covered by the agreement for 2011-2013.

LOCAL INITIATIVES FOR THE DISABLED

Among the concrete actions coordinated in 2013 by **Societe Generale's Mission Handicap** for Societe Generale SA in France are:

- the organisation, in partnership with ADAPT, of the fifth "Pass pour l'emploi" forum, one of the main recruitment forums in the Paris region for disabled people. During the 2013 forum, 85 Societe Generale volunteers accompanied nearly 1,500 candidates;
- actions to increase awareness among employees, such as the visual impairment immersion serious game organised during the Employment of People with Disabilities Week in November 2013;
- availability of the "Handiproline" hotline, which all employees can call anonymously and at no cost to talk and seek advice about disability;
- development of work-study programmes enabling disabled persons to obtain necessary job skills ("HandiFormaBanques");
- 350 job retention actions taken for disabled Societe Generale employees;

- initiatives to promote the use of companies of the protected sector (see "responsible sourcing commitment" p. 250).

In addition, a new **agreement governing the recruitment and professional integration of disabled employees** was signed in October 2013, covering the 2014-2016 period. Expanding on the actions implemented by Mission Handicap since the first agreement in 2007, it reaffirms the Group's lasting commitment to disabled employees in an approach of non-discrimination and equal opportunity. In particular, the agreement sets a goal to recruit a minimum of 150 new employees over three years, with emphasis on the recruitment of young people and experts with disabilities. Its major concrete innovation will be to focus on prevention and career management for employees in a declared or potential disability situation.

In 2013, the Group's **international initiatives** included:

- in Serbia, the "Inclusive Academy" initiative, with the aim of helping young disabled people to enter the job market by giving them new skills. Led by volunteer employees of Societe Generale Srbija, each year the programme allows several participants to be recruited, either within the bank or in other businesses in Serbia;
- in Spain, Romania, the Czech Republic, Italy, Turkey and Japan, recruitment and support programmes dedicated to disabled employees are rolled out.

CARING ABOUT THE WORKING CONDITIONS OF EMPLOYEES

Compensation and benefits

The Societe Generale Group recognises the performance of its employees by leading a motivating and consistent remuneration policy, in compliance with prevailing standards and regulations. The Group regularly communicates on this policy.

REMUNERATION POLICY

To keep pace with its development, the Group needs to **attract, motivate and retain** high-quality professionals by offering competitive pay packages consisting of a salary, reflecting each individual's contribution to the Group's development, and employee benefits. The Group also offers a long-term profit-sharing programme aimed at motivating and increasing the loyalty of certain categories of employees, in particular key executives and Strategic Talents. Lastly, an active employee share ownership policy is in place with the aim of involving employees in the Group's development and promoting cohesion.

Monetary remuneration includes a fixed salary, which rewards the ability to satisfactorily hold a position using the **requisite skills**, and, where applicable, variable remuneration based on **collective and individual performance** and the achievement of results, but also the behaviour adopted in order to achieve the objectives set at the beginning of the year, based on Group-wide standards and according

to the context (see «Performance management» p. 238). A company agreement signed in June 2013 eliminates the individual commission system for the Retail Banking and Private Banking sales forces in France, replacing it with gross overall annual pay and the variable portion. This agreement is applicable as from 1 January 2014.

The Group's monetary remuneration policy is based on Group-wide principles applied in all the countries and is adjusted to the economic, social and competitive environment of the local markets as well as to the legal and regulatory obligations in force. Where the size of the workforces permit, a cross-business review between core businesses and functions is carried out to ensure consistent, objective remuneration levels between the Group's different core businesses and facilitate cross-business co-operation. **All Societe Generale Group entities meet their commitments with regard to the payment of taxes and social security charges on salaries and staff benefits.**

For the 2013 financial year, personnel expenses for the Group totalled EUR 9,225 million (see note 40 p. 358). For Societe Generale SA in France, the average gross annual remuneration⁽¹⁾ amounted to EUR 52,692, an increase of 0.9% as compared to 2012, showing controlled growth in remuneration.

(1) Average overall remuneration includes fixed and variable items as well as bonuses, excluding financial remuneration (employer contribution, profit sharing and incentives).

REGULATORY COMPLIANCE

The principles governing the remuneration policy, in particular for the categories of staff whose professional activities are liable to have a significant impact on the Group's risk profile, as per the European Capital Requirement Directive (CRD III), are detailed in the compensation policy report. It will be published, as last year, prior to the General Meeting and transmitted to the *Autorité de Contrôle Prudentiel et de Résolution* (ACPR-French Prudential Supervisory Authority and Resolution), in accordance with the ministerial decree of 13 December 2010 and with the professional standards of the French Banking Federation⁽¹⁾. In addition to this report, detailed qualitative and quantitative information is also provided to the ACPR on staff whose activities are liable to have a significant impact on the Group's risk profile.

EMPLOYEE SHARE OWNERSHIP

Since 1988, Societe Generale has offered its employees worldwide the opportunity to become involved in its development by pursuing a proactive employee share ownership policy. Each year, it proposes a **capital increase reserved for current and retired employees**. The resulting employee share ownership rate is high, stable and ranks the Societe Generale Group number 6 in employee share ownership out of the CAC 40 French companies, thus demonstrating the **ongoing commitment of its employees**.

In 2013, more than 130,000 current and retired employees in nearly 250 entities and 59 countries were offered the chance to take part in the capital increase. In total, nearly 40,000 people subscribed for a total amount of EUR 184.5 million. In France, nearly one out of two beneficiaries participated in the operation, and nearly one out of seven abroad.

The average individual shareholding for Societe Generale France employees was approximately 860 shares per employee shareholder at the end of 2013. With the exception of the fund reserved for Crédit du Nord staff, the holders of units invested in Societe Generale shares have a voting right at the General Meeting. At 31 December 2013, under the Company and Group Savings Plans, the staff of Societe Generale France and its subsidiaries and branches held a total of 7.45% of the share capital and 12.64% of the voting rights⁽²⁾.

FREE SHARE PLAN

With the approval of the General Meeting of 25 May 2010, the Board of Directors implemented a "free share plan granted to all employees"⁽³⁾ on 2 November 2010, with the ambition of **involving each employee closely in the earnings and future of Societe Generale**. The Group thus granted 40 shares to all employees present at 2 November 2010. The acquisition of these shares, planned to take place in two instalments, was subject to conditions of presence and performance.

The Free Share Plan's two performance conditions were fully satisfied. The first was for the Group to generate a net profit for the 2012 financial year, and the second was for customer satisfaction to increase between 2012 and 2013, on the three main customer segments at the global level: French Retail Banking customers, International Retail Banking customers, and corporate and institutional clients.

The 1st instalment of 16 shares has been delivered to all employees who are French residents for tax purposes present in the Group at the end of March 2013. For non-residents of France for tax purposes, the delivery of these 16 shares is scheduled for the end of March 2015. The remaining 24 shares, which were conditional on the growth in customer satisfaction, will be delivered at the end of March 2014 for French residents for tax purposes who are present on this date and at the end of March 2016 for non-French residents for tax purposes who are present.

MANDATORY EMPLOYER CONTRIBUTIONS, VOLUNTARY PROFIT-SHARING AND COMPANY SAVINGS PLAN

In France, employees are involved in the long-term development of the Group and receive a share of its earnings via profit-sharing and/or employer contribution schemes. These schemes enable employees to finance projects or earn additional income. They are tied to the company's overall performance and regulated by Societe Generale agreements signed with the union organisations every three years.

The company savings plan proposes medium- and long-term savings offering employees the opportunity to **build up assets under preferential financial conditions⁽⁴⁾ and tax rates** through tailored management of a diversified portfolio of investment securities. It comprises a diversified range of eight funds, including the employee share ownership fund (Fonds E). Financial remuneration (consisting of the employer contribution and profit sharing⁽⁵⁾) may be invested in the company savings plan.

See also p. 233, "SRI employee savings".

INFORMATION ABOUT THE SOCIETE GENERALE EMPLOYEE SHARE OWNERSHIP FUND NAMED "SOCIETE GENERALE ACTIONNARIAT (FONDS E)"

Under the terms of the rules governing the Societe Generale mutual fund, the voting rights attached to the Societe Generale shares included in the Fund's assets belong individually to the holders of fund units in proportion to the respective shares they hold. The Fund's Supervisory Board, which is composed of an equal number of unit-holding employee representatives and representatives of the Management, exercises voting rights for fractional shares and voting rights not exercised by unit holders.

In the event of a public purchase or exchange offer, the Supervisory Board decides, based on the relative majority of the votes cast, whether or not to tender shares to the offer. If there is no relative majority, the decision is put before the vote of the unit holders, who decide according to the relative majority of the votes cast.

(1) The 2012 compensation policy report was transmitted to the ACPR in April 2013 and simultaneously published on Societe Generale's corporate website.

(2) Information in accordance with Article L. 225-102 of the French Commercial Code.

(3) See details in Note 41 on p. 361, Notes to the consolidated financial statements.

(4) Employer matching contribution and discount on the Societe Generale share during the reserved capital increase.

(5) In addition to Societe Generale SA in France, for which the amounts of financial remuneration paid in 2013 are detailed in Note 24 (page 413), most French subsidiaries belonging to the Group Savings Plan are subject to an employer contribution and/or profit sharing agreement.

TOTAL REWARD STATEMENT

In 2013, a pilot edition of Total Reward Statement was distributed to more than 5,000 employees of corporate divisions of Societe Generale SA in France. This personalised HR informational document allowed employees to **have a complete view of the components of their overall remuneration** for 2012 (fixed and variable remuneration, employee savings, social protection as well as all non-monetary benefits offered by the company). This pilot will be renewed in 2014 for the 2013 financial year over a broader scope.

Other Group entities have provided their teams with such a document for several years, such as Crédit du Nord and certain Societe Generale branches abroad.

Listening to employees

EMPLOYEE SATISFACTION SURVEY AND IMPLEMENTATION OF ACTION PLANS

The employee satisfaction survey reflects Societe Generale's desire to **create a reliable listening environment** in which each employee can express his or her expectations, perceptions of the company and experiences to date. This internal, anonymous survey is conducted every two years and allows action plans for improvement to be put in place the following year.

In spring 2013, the third edition of the employee satisfaction survey was submitted in 28 languages to 131,000 Group employees in 76 countries; the participation rate was 67% (an increase of 6 points as compared to 2011). The results were communicated to all employees.

On this basis, team managers and HR business partners are developing action plans to be rolled out during 2014. The main working topics are strategic vision, employee commitment, inter-team cooperation and organisational efficiency. Each action plan will be monitored.

RISE OF COLLABORATIVE APPROACHES

For several years, the Group's entities have put in place collaborative, interactive initiatives, tools and services allowing employees to **become proactive agents of change** with respect to changes in the way work is done within the company.

The innovation approach within the Group is an example, with a **participatory, mobilising approach to innovation**: a network of 650 "Innov'actors" encourage innovation and the exchange of best practices beyond borders and the bank's various businesses. This system offers employees the opportunity to become personally involved in the success of their innovative projects, around fifteen of which are awarded Innov'Group trophies each year.

In addition, the development of the collaborative approach within the company is tangible through the rapid spread of the **corporate social network "SG Communities"**. Launched in 2011, it had 23,000 users in 65 countries at the end of 2013. In addition to the creation of enriched profiles, discussions or events, it has allowed more than 600 user groups to be put in place on work and non-work topics and has increased the opportunities for discussion between employees. In particular, in 2013, SG Communities was the catalyst for the Digital Transition Challenge: this unique collaborative experience involved

all employees in a large-scale joint construction approach on the challenges represented by the company's digital transition. More than 1,000 ideas were proposed in 19 countries. After a collective vote, around thirty suggestions were chosen and are now being studied or are the subject of projects in which the employees who submitted them can participate.

Employee relations and respect for human rights

SOCIAL DIALOGUE

Social dialogue is a **collaborative process** between employer and employees (or their representatives) on common-interest issues relating to a company's economic and social policy. Applied at a Group-wide or individual entity level, it can take various forms, from the simple exchange of information to consultation and negotiations.

Societe Generale's by-laws provide for the inclusion of a staff-elected representative on its Board of Directors. In France, the Employee Representative Bodies have been set up by Societe Generale SA, in accordance with the French Labour Code. These include the union representation, Works Councils and the Central Works Council, the staff delegates, the Hygiene, Safety, and Working Conditions Committee, the Group Committee and the European Works Council. The employer-employee dialogue is also exercised through *ad hoc* commissions, particularly the dialogue and consultation body, which addresses the company's strategic and economic directions with the union organisations.

Throughout the rest of the world, the Group works to maintain dialogue with its employees in various ways, depending on the size and structure of local teams and the applicable laws in each country. For example, where local laws in the countries in which the International Retail Banking Division operates do not provide for staff representation or representation is possible but not mandatory⁽¹⁾, the subsidiaries organise employer-employee dialogue according to formal, detailed procedures that vary by country. Each entity must ensure that employees have an *ad hoc* procedure for voicing their concerns or grievances and that they are taken into account. Employer-employee dialogue can also take the form of regular meetings which are an opportunity for department managers and the Human Resources Department to initiate discussions with staff. Employees and their managers are informed of the existence and implementation of these procedures, particularly during the induction of new employees.

COLLECTIVE BARGAINING

In 2013, 341 agreements were signed within the Group. These agreements mainly involved remuneration, equality in the workplace, the generation contract, working hours and employee benefits; 23 agreements focused specifically on health and safety.

In France, 115 agreements were signed in 2013, including 17 agreements for Societe Generale SA. These agreements mainly concerned employment, disability, remote working, remuneration and employee benefits, professional equality, social protection schemes and support for restructuring projects.

(1) Ex.: Albania, Bulgaria, Ivory Coast, Georgia, Serbia.

RESPECT FOR HUMAN RIGHTS AND THE MAIN CONVENTIONS OF THE INTERNATIONAL LABOUR ORGANISATION

The Societe Generale Group conducts its business with the utmost respect for fundamental human and workers' rights, wherever it is in the world. Its responsibility is particularly reflected in its commitment to the values and principles set forth in:

- the Universal Declaration of Human Rights and associated covenants (namely, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights);
- the main conventions of the International Labour Organisation;
- the UNESCO World Heritage Convention;
- the OECD Guidelines for Multinational Enterprises.

Each Group entity ensures respect for rules related to freedom of association and working conditions and is prohibited from using forced labour, compulsory labour, or child labour, as defined by the International Labour Organisation, even when permitted by local law. It also fights against any form of discrimination, whether through its diversity policy (see "promoting diversity" p. 239) or its solidarity initiatives to encourage social inclusion, improve professional integration and combat illiteracy (see "Initiatives for employment and education" p. 253).

In addition, the Group ensures observance of Human Rights in its operations (see "Human rights" p. 220).

Employee health and safety

SOCIAL PROTECTION

The Societe Generale Group fulfils its social responsibility by **actively contributing to the social protection of all its employees, particularly in terms of healthcare, pension, death, invalidity and incapacity benefits**.

As the characteristics of compulsory benefit plans may vary widely from one country to the next, each Group entity defines the level of additional coverage it wishes to provide, within its local context. Wherever possible, it ensures that the level of coverage in place is at least comparable to that provided by local competitors. Working alongside their regulatory authorities (and potentially with other Societe Generale entities in the same country), Group entities must also factor in their development strategy, remuneration policies, and financial position when defining employee cover.

In France, the Societe Generale Group health plan covers nearly 115,000 people (participating members and beneficiaries). International Retail Banking continued its existing healthcare and personal protection insurance regimes at its subsidiaries and continued to institute social protection for its employees (improved access to healthcare, implementation of death and disability coverage, complementary pension plans). As such, at the end of 2013, almost 12,000 employees in the Mediterranean Basin (Algeria, Morocco and Tunisia) and Sub-Saharan Africa (in addition to 19,000 beneficiaries – spouses and children) had access to healthcare coverage, which guarantees that the company will contribute to their healthcare expenses.

INTERNATIONAL TRAVELLERS

In order to effectively protect the **health and safety of its international travellers and employees who move between countries**, Societe Generale has established a security and safety policy based on and structured around three major components:

- information through a monitoring service making it possible to receive and exploit all security and safety alerts in the world and formulate appropriate recommendations;
- international security and safety audits intended to refine the geopolitical and security analyses of countries and establish mechanisms to improve the security of expatriates or personnel on business travel;
- a "Health, Safety, Security" global assistance programme with the support of a global leader in international health and safety services.

PREVENTION ACTIONS

The Societe Generale Group is committed to contributing to the well-being of its employees, which it considers to be a **critical aspect of its attractiveness, effectiveness and sustainability**. It continually monitors the possibility of any risks liable to affect the health of its staff, anywhere in the world.

Societe Generale's yearly seasonal flu vaccination campaigns were carried out again in 2013 in a large number of Group entities, notably in France, the United States, Brazil, Russia, Morocco, Tunisia, the United Kingdom and Germany.

In France, the Group's campaign to **prevent cardiovascular diseases** continued in 2013 in the Paris region and elsewhere, particularly with the involvement of the Societe Generale Group health plan.

In January 2013, Societe Generale participated in the creation of two banking professional **inter-company occupational health services** in Lille and Marseilles.

At a local level, the Mediterranean and Sub-Saharan International Retail Banking subsidiaries continue to play an active role in **raising awareness amongst communities and employees on the prevention of pandemics**, particularly malaria and HIV/AIDS. The programme dedicated to HIV/AIDS is open to all employees and their families in each of the countries where it is rolled out.

Societe Generale's subsidiaries carried out a number of other health-related initiatives. Thus:

- in 2013, Societe Generale Algeria continued and extended its breast cancer screening campaign offered to employees and their wives;
- in November 2013, Societe Generale Benin organised its first "women's workshop", which brought together mothers or future mothers around issues of health and more widely education of children.

STRESS IN THE WORKPLACE

Since 2008, Societe Generale has committed to take action to prevent and manage psycho-social risks with all of the company's stakeholders. As part of this, various actions are carried out to **inform, train and support employees likely to encounter conflicts**, such as, for Societe Generale SA in France:

- a "stress observatory" established in January 2009, a partnership set up with a consultancy firm which works closely with the company's independent inter-company medical officer;
- qualitative actions (diagnosis followed by action plans), carried out with the Agence Nationale pour l'Amélioration des Conditions de Travail (French National Agency for the Improvement of Working Conditions, ANACT);
- training modules on psycho-social risks management;
- a personalised system for listening and support established for employees of the central services in Paris, with the support of an outside firm, an anonymous, confidential system allowing a team of psychologists trained to listen to provide support remotely;
- a company agreement signed in 2008 on the prevention and management of aggression, with the deployment of a number of measures (mandatory e-learning for all personnel in contact with the public in order to deal with conflict situations; a partnership with the Institut National d'Aide aux Victimes et de Médiation -National Institute for Victim Support and Mediation, INAVEM- to carry out psychological post-trauma support for employees who have been victims of armed assault or aggression).

Outside France, local initiatives are also underway, for instance in Brazil, Germany, the United States and the United Kingdom; personnel are offered employee assistance programmes, free of charge, implemented by healthcare or insurance partners. These professionals can advise for prevention measures or provide support and guidance for employees exposed to stressful situations.

INDICATORS

Number of accidents in the workplace (Group): 934 for a frequency rate of 3.7. The rate of accident severity is not considered so far an indicator with a follow-up, considering the type of activities of the Group.

The rate of absenteeism (number of paid days absent/total number of days paid, as a percentage) for the Group overall in 2013 was 3.90% (main causes: illness 2.19%, maternity 1.18%). For Societe Generale SA in France, it was 5.03% (2.47% for illness and 2.4% for maternity).

Balance and well-being

ORGANISATION OF WORKING HOURS

FULL TIME

The organisation of working hours depends on the regulations applicable in each country where the Group operates and the employee's function. As a result, practices vary significantly (number of working hours, flexible working hours, organisation, etc.).

Societe Generale SA France, for its part, signed **an agreement on the reduction and organisation of working hours** on 12 October 2000, implemented as of 2001 and later amended in 2002, 2004, 2006, and 2008. For hourly-paid staff (banking technicians and executives), the agreement provides for 1,607 working hours per year; for salaried executives, the number of work days over the year is 209 (or 206 based on the length of service and age of the employees when the agreement came into force).

PART TIME

Employees of Societe Generale SA in France also qualify for schemes that reduce the number of working hours to 90% (introduced by amendment in May 2008), 80%, 70%, 60% or 50% (introduced by agreement in June 2004).

Several of the Group's French subsidiaries have signed special agreements, as have many foreign entities.

Group-wide, 10,303 staff (i.e. 6.95% of the workforce) work part-time (including 6,177 in France and 4,874 for Societe Generale SA in France).

OVERTIME

The definition of overtime is taken from French law, which means that the reporting scope for this indicator is therefore limited to France.

The number of overtime hours recorded in the Group's French entities in 2013 totalled 84,076 (or 0.61 hour on average per employee), including 48,821 hours for Societe Generale SA (or 1.22 hour on average per employee).

INITIATIVES ON REMOTE WORK AND FLEXIBILITY OF WORKING HOURS

Concerned with improving working conditions and agility within the company and capitalising on the rise of new technologies, several Group entities have put remote work solutions in place.

In France, since October 2013, Societe Generale SA has launched **a telework experiment** as part of an agreement signed with the Union Organisations. Phased in for a fixed period of one year, it involves around 500 people who have volunteered to work remotely one to two days per week. In particular, the goal of this experiment is to assess the impact of telework on the organisation of work and the relationship between the employee and the company. It also involves evaluating the benefits with regard to reconciling the demands of work life and private life and in terms of sustainable development, particularly for employees with substantial commute times.

In the Czech Republic, Komerční Banka has put flexible working arrangements in place since 2008. In 2013, 5% of KB employees benefited from such measures, including 91% women.

In Romania, BRD has put innovative options in place to introduce teleworking, for example "Project Day": occasional working at home, from one to five days, with no possible connection to the company's IT systems.

ACTIONS FOR WELL-BEING

Through various local programmes, the Societe Generale entities offer their employees non-monetary benefits that promote their work/life balance. Benefits are thus offered to **facilitate actions related to family life** (in particular for childcare and/or elderly care), especially in France, the United Kingdom, Romania, Germany and India.

4. ENVIRONMENT FOR ITS OWN ACCOUNT & RESPONSIBLE SOURCING

GENERAL POLICY AND ACHIEVEMENTS REGARDING THE ENVIRONMENT

Faced with the many climatic and ecological changes, one of the challenges of this century will undoubtedly be the preservation of environmental balances. The interdependence of activities to address these increased risks shows that comprehensive, coordinated action is necessary.

At the heart of the system, the bank also generates impacts on the environment through its activity. Aware of this responsibility, Societe Generale wishes to pursue its sustainable development policy, which involves the control and improvement of its impacts on society and the environment in association with its various stakeholders:

- in its operations by including environmental criteria in its advisory, financial and investment activities and by promoting products and services that help protect the environment;
- in its internal activities.

This policy is fully managed and coordinated by the Group's Corporate and Social Responsibility (CSR) Division, reporting directly to the Group Corporate Secretary.

Similarly, the Buildings and IT Infrastructures divisions incorporate and steer the environmental aspects of their activities within the Group.

At the same time, each division and business seeks to contribute to the Group's environmental policy by developing its own initiatives, including within its business lines. This policy strives to meet three major objectives:

- to reduce and minimise the impact of the Group's activities on the environment;
- to decrease the costs associated with the consumption of natural and energy resources through rational, optimised use;
- to constantly ensure customer satisfactory reception and staff well-being satisfaction.

Since 2007, with the launch of its 2008-2012 carbon neutrality programme, Societe Generale's implicit commitment has been to foster an environmental culture that includes fight against climate change as a focus of its environmental policy.

The Group therefore made a commitment to reduce its CO₂ emissions by 11% per occupant over the 2008-2012 period (constant and like-for-like basis) and to gradually offset its CO₂ emissions in order to achieve carbon neutrality... Five years later, the goals were achieved or even exceeded.

Since achieving carbon neutrality in 2012, the Group has not only strengthened its ambitions through a new three-year carbon-reduction plan but has also decided to improve its energy efficiency.

Carbon reduction programme for 2012-2015

After a first phase from 2008 to 2012 towards carbon neutrality, the Group adopted a new strategy in July 2012 to reduce its carbon impact. The Executive Committee approved the new three-year programme, which takes over from the previous programme and strengthens its ambitions with the following two objectives:

- to reduce greenhouse gas (GHG) emissions per occupant by 26% compared to 2007 (excluding the purchase of green electricity);
- to increase energy efficiency by 24% compared to 2007.

The carbon reduction programme is based on a twofold incentive:

- the internal carbon tax paid by each business line and the corporate divisions, based on their carbon footprint;
- the allocation of proceeds from this tax to internal environmental efficiency projects, which can be submitted by any entity (subsidiary or corporate division) and demonstrate both environmental additionality and an economic interest.

Since 2005, the Group has performed an inventory of greenhouse gas emissions, in accordance with the GHG Protocol (international standard).

Oversight of environmental indicators was improved with the implementation of a CSR reporting tool. The scope of the indicators was further expanded and now covers:

- the electricity consumption of the Group's data centres in France;
- the total volume of paper consumption (office paper, envelopes, account statements, paper for customers, etc.);
- business travel and transport of goods in France;
- fluorinated gas emissions by the central departments.

The Russian subsidiary Rosbank is now included in the carbon-reduction programme and gradually integrated into the reporting (in 2012, integration of the Moscow region, and in 2013, integration of nearly 75% of the subsidiary's scope). The goal is to reach 100% coverage of this subsidiary in 2014.

On this new scope, most of the Group's GHG emissions are attributable to IT and real estate, accounting for 73% in 2013.

The 2013 total emissions (on a scope covering 93% of employees) are estimated at 336,322 tonnes, or 2.40 tonnes of CO₂ per occupant.

On the basis of 2007, the goals for 2015 are:

- 1.91 t CO₂/occupant (-26% compared to 2007) for GHG emissions;
- 5,154 KWh/occupant (-24% compared to 2007) for energy efficiency.

Given the 2013 results, the remaining efforts to be made to achieve these goals are:

- 20% for the reduction of CO₂ emissions;
- 16% for energy efficiency per occupant.

Carbon tax scheme

In 2011, the Group was one of the first banks to establish an "internal carbon tax", a mechanism that is now at the heart of its strategy to reduce its carbon footprint.

Each year, an amount is collected from the business lines based on their carbon emissions (EUR 10/t CO₂). The resulting proceeds are used to fund internal environmental efficiency initiatives. This internal redistribution incentive programme thus encourages each entity to reduce its carbon emissions.

Initiatives are selected through a committee that ensures that each initiative has demonstrated its environmental additionality and an economic interest for the Group. Only initiatives put in place between January 2012 and June 2013 were eligible for funding. Beyond its environmental interest, the goal of this programme is to show that environmental measures are also opportunities for the bank.

As of the end of 2013, out of the 53 internal environmental efficiency initiatives put together, 28 have been rewarded with a total of EUR 2.6 million. The actions undertaken relate to real estate, IT, transport and paper. Together, these initiatives resulted in a reduction of 2,574 tonnes of CO₂, or nearly 1% of the Group's GHG emissions in 2012. These energy reductions have led to annual recurring savings of EUR 2.5 million.

In 2014, a further EUR 3.2 million will be allocated to the internal environmental efficiency initiative fund.

Buildings/energy efficiency

MEASURES TAKEN TO IMPROVE ENERGY EFFICIENCY

Societe Generale is committed to an ongoing search for energy performance within its buildings. With 8,356 buildings in 60 countries, representing 3,925,155 m² in 2013, the bank is aware of the impacts of its energy consumption on climate change.

Since 2007, total energy consumption, based on the number of occupants and the number of m², has reduced. The goal of the new strategy is to accelerate this decrease. The Group has set the goal of a 15% increase (in three years) in the energy performance of its buildings.

In early 2014, the Real Estate function will roll out an energy management tool and initiate a campaign to gather environmental profiles on buildings over 5,000 m² operated on behalf of the Group. The analysis of these data will give rise to a set of action plans for each country and for each entity in order to achieve a 5% energy consumption reduction within the year.

The Real Estate function is maintaining and reinforcing its effort to reduce the environmental impact of branches and buildings occupied by the Group. With this in mind, the Basalt building, constructed under HQE (Haute Qualité Environnementale - High Environmental Quality) certification, is dedicated to trading (previously housed in the Alicante and Chassagne towers). It will significantly reduce the portion of energy consumption devoted to this activity. This objective is in line with Societe Generale's accession to the Manifesto of the World Business Council for Sustainable Development (WBCSD), which works for better energy efficiency of buildings.

Since the reference year, 2007, consumption has fallen by 9.3% per occupant and by 1% per m² to 226 kWh/m²/year. The aim of the new strategy is to accelerate this decline.

The measurement and remote meter reading systems being installed provide a better breakdown of consumption and thus make it easier to control consumption.

A device for detecting and correcting excessive water and energy consumption, connected to the Group's maintenance software, has been installed in France in a hundred branches, in addition to the company headquarters. The resulting water savings represent approximately 2,500 m³ over one month. Over the first year, energy consumption savings were estimated at 1.4 million KWh, equivalent to 7.4% of the total annual consumption of these 100 branches. In Serbia, a building energy cost management system (Building Managerial System) has also been implemented throughout the network of branches.

Building renovations as well as equipment replacements (installation of heat pumps, LED) have helped to improve the energy performance of buildings in France and in certain subsidiaries abroad (Senegal, Montenegro, etc.). In addition, a new generation of BREEAM, LEED and HQE certified constructions in the Czech Republic, India and France are also helping to reduce energy consumption and, more generally, the environmental footprint of the Group's buildings.

Lastly, the streamlining of IT centres and the establishment of low-energy ultralight workstations are initiatives helping to improve the bank's energy efficiency.

The Group also uses renewable energies. In 2013, 19% of electricity consumed by the Group was green electricity from renewable sources. Thanks to solar panels on the roofs and facades of some of its buildings (Burkina Faso, France, French Polynesia, Germany) and the anaerobic digestion of the food waste of some of its company restaurants (France), it produced 455 MWh of electricity.

DECREASED WATER USE

The Group's water consumption was 1.79 million m³ in 2013. Some entities were unable to determine their water consumption. This is notably the case for jointly-owned buildings, as the cost of water consumption is included in building management charges.

Overall average consumption increased by 9.4% compared to 2012. This change is mainly explained by increased integration of the subsidiary Rosbank (75% in 2013 versus 25% in 2012) into the reporting scope in 2013.

In the buildings, water management is done in conjunction with energy management. In addition, water-saving devices or push faucets, motion detectors near the taps, and dual-flush toilets have been installed, and the number of evaporative air conditioners has been decreased.

Transport

For several years, Societe Generale has sought to reduce its employees' business travel through several actions. It also strives to take action on the transport of goods.

BUSINESS TRAVEL

The internal instruction encouraging staff to limit business trips and to favour train travel over airplane travel, distance permitting, was updated in 2012. As a result, short-haul air travel has been reduced in favour of rail transport.

Despite this instruction, Group employees travelled 447 million km by train, airplane and car in 2013, representing 3,070 km per occupant. The Group therefore posted a 23% increase in travel per occupant compared to 2012, largely attributable to more long-haul air travel.

In partnership with its automobile leasing subsidiary, ALD Automotive, Societe Generale has been making efforts to reduce the carbon content of its vehicle fleet since 2009. At the end of 2013, the average of Societe Generale's existing fleet in France amounted to 117 g/km of CO₂ and 135 g/km of CO₂ worldwide. The use of electric vehicles has emerged, accompanied by the establishment of recharging stations.

Audio and video conferencing systems are also encouraged. A new range of remote collaborative offers was established in 2012 (Team@nywhere or E-whiteBoard deployed in North America) and includes an instant messaging offer, an audio and web conference offer, and a video conference offer, thus helping to reduce business travel and therefore the environmental impact. This alternative offer continues to grow.

COMMUTING

Proximity to a public transport hub (La Défense, Val de Fontenay) was a key factor when determining the location of Societe Generale's head offices. Societe Generale is part of an inter-company travel plan created by the French Chamber of Commerce and Industry. In addition, a carpool service is in place for its employees in the La Défense central departments in the Paris region.

The Group has also established a pilot telework initiative with around 500 employees participating (see section 3 "Initiatives on telework and flexibility of working hours" p. 246).

In the Czech Republic, 116 employees participated in the "Cycle to Work" competition organised by the company Automat, whose main objective was to be actively involved in the protection of the environment. Through this action, the employees of KB managed to reduce their CO₂ emissions by 1.84 tonnes.

TRANSPORT OF GOODS

"Transport of goods" includes:

- bank transport: Transport of mail and parcels as well as mail shuttles between the sites of the central departments;
- fund transport: transport services, counting, packaging, as well as the management of ATMs.

Following the "Transport" decree in France (decree 2011-1336 of 24 October 2011), requiring service providers, starting from 2013, to provide to their customers the amount of CO₂ emitted by the transport mean(s) used, measures to raise supplier awareness were established by asking service providers starting in 2012 for the kilometres travelled and the CO₂ impact on behalf of the Group. Since 2012, these data have been included in the Group's carbon profile (scope 3).

Various collaborative projects to review our transport of goods flows have already contributed to reducing the environmental footprint. Thus, bank transport flows and fund transport flows have been pooled and optimised between the Crédit du Nord and Societe Generale networks. For its offices in Paris, Societe Generale chose in 2013 to entrust the delivery of its sales brochures and documents to a small business using electric three-wheeled scooters.

Paper

Paper is the top consumable used by the service activities. It represents a significant economic issue and a sensitive environmental theme (waste management, fight against climate change and pollution).

Efforts have been made across the Group to streamline its consumption, which amounted to 14,725 tonnes in 2013. It includes all types of paper (forms, envelopes, copy paper, paper for customers, account statements). Consumption of office paper totalled 7,062 tonnes in 2013, i.e. 49.8 kg per occupant, down 5% year-on-year in absolute value terms.

OPTIMISING PAPER CONSUMPTION

Office paper consumption has decreased since 2007, and the share of recycled paper has increased at the same time, contributing to the decrease in the Group's environmental impact. Use of eco-certified office paper has reached 100% in France and 62% throughout the world.

As part of its environmental commitments, Societe Generale not only joined EcoFolio⁽¹⁾ but also supported its creation by becoming a shareholder alongside other companies representing different sectors of the economy. It has been on the Board of Directors of this eco-organisation since 2012.

(1) In 2006, new French legislation imposed that issuers of unsolicited printing for business purposes (publicity, free advertisement publications, etc.) contribute to the financing of recycling, reclamation, and destruction by local authorities. EcoFolio, a state-approved privately-owned company, was set up in 2007 to enable companies to uphold this obligation.

The progress achieved is the result of various projects and action plans implemented across the Group and its entities, both for internal consumption and consumption for customers, such as good use of printers, conversion of paper materials to digital materials, and use of recycled paper.

Waste

Societe Generale makes sure to minimise the direct impact of its waste on the environment through its reclamation. At the Group level, waste production is estimated at 16,766 tonnes in 2013.

At this stage, the goal is to gain a better understanding of its flows, hence the emphasis on reporting, which is constantly improving. Many actions ranging from the organisation of sorting and recycling of waste to its valorisation exist:

- anaerobic digestion of 183 tonnes of food waste at the three head office towers permitted the production of 64 MWh of thermal energy;
- establishment of WEEE management (waste electrical and electronic equipment) through the publication of a Group instruction in 2008 and in France by using ESATs to manage all waste;
- management of the central departments' equipment through the use of a company from the waste management sector for the treatment and recycling of the equipment concerned (donations, resale of equipment in good condition or material reclamation), but also upstream through the establishment of an eco-design plan with the producer to ensure that products have a limited environmental impact.

GENERAL POLICY AND ACHIEVEMENTS IN SOURCING

Responsible sourcing commitments

The Group's total purchases in 2013 amounted to EUR 5.9 billion.

Societe Generale's responsible sourcing policy is implemented through a series of multi-year action plans that seek the proactive involvement of all stakeholders in the value chain (purchasers, contractors and suppliers). These actions plans, known as the Ethical Sourcing Program (ESP 2006-2010) and then the Sustainable Sourcing Program (SSP 2011-2015), demonstrate determination to make CSR a fundamental part of its processes. This commitment is reflected in different key initiatives:

- compliance rules governing purchasing signed by 100% of purchasers;
- the inclusion of a sustainable development clause in all contracts that commits all suppliers to uphold any employment laws (and where no such laws apply, to at least comply with the provisions of the ILO) or environmental legislation in force in the countries in which they operate;
- environmental and social risk mapping on products and services purchased (31 out of 62 purchasing categories are classed as presenting a risk);
- the assessment of suppliers prior to each purchase which has a minimum weighting of 3% in the selection criteria;
- in France, the incorporation of CSR objectives by all purchasers in a CSR initiative specific to their purchasing category (contracts with protected sector companies, inclusion of environmental criteria in specifications);
- the launch of a CSR-specific "Purchasing and Sustainable Development" training module in in-house training (100% of purchasers undergo this training course).

Societe Generale's socially responsible purchasing policy is based on three core pillars:

- economic pillar: commitment to SMEs, with the goal of making it less difficult for them to win Societe Generale procurement contracts and establishing a framework of mutual trust with suppliers.
- social pillar: use of the protected sector, with the goal of promoting this sector by using subcontractors within the protected and adapted enterprise sectors (EA/ESAT).

The subsidiary Sogessur has delegated its outbound calls to Handicall, a Protected Sector company (ISO 9001 certified "inbound and outbound calls" since March 2009 and, in 2013, obtained the NF 345 certification for all of its sites).
- environmental pillar: Carbon reduction plan, with the goal of participating in the Group's carbon reduction plan through specific sourcing actions.

CSR evaluation of suppliers and products and services

All suppliers invited to participate in an invitation of tenders are asked by Ecovadis, an independent player recognised for its expertise in sustainable development, about their CSR commitments and actions. Once the evaluation is complete, the CSR rating is factored into the selection criteria with a minimum weighting of 3%.

Since 2011, 1,582 suppliers have been invited to take part in the Ecovadis CSR evaluation, i.e. a purchasing scope of EUR 3.4 billion. In 2013, the average rating for suppliers was 45.4/100.

Suppliers with a rating less than or equal to 30/100 are considered at risk (i.e. 90 suppliers in 2013).

SUPPLIER SOURCING AUDITS

Each sourcing category underwent a CSR risk evaluation according to four families: Environment, Social, Business Ethics, and Suppliers. The categories identified as presenting a risk become priorities for CSR action. Of the 62 sourcing categories, 31 were identified as presenting a risk in 2013, representing 67% of spending.

The Group encourages suppliers in a process of continuous progress by urging those identified as presenting a risk to implement a corrective action plan (in 2013, 25 suppliers).

At the same time, an on-site audit approach supplements the plan for suppliers identified as at-risk and belonging to a high-risk sourcing category with regard to CSR (in 2013, in collaboration with an independent body, an on-site audit was performed and the implementation of two other entities was set in motion).

Committing to Small Businesses

With 60% of the Group's purchases made in 2013 from SMEs (Small and Medium-sized Enterprises) and mid-cap suppliers, Societe Generale facilitates access for these companies to the Group's procurement contracts and establishes a climate of mutual trust with its suppliers.

SME PACT

Societe Generale, which was the first bank to sign the SME Pact in December 2007, continues to reinforce its commitment to supporting innovative SMEs.

Various actions are carried out within the Group with SME PACT:

- calls for skills
 - proposals for solutions by SMEs on a predefined topic presented to all of the Group's decision-makers;
 - since 2008, 10 calls for skills have been carried out and have allowed more than 70 innovative SMEs to present their offerings. Fifteen of them were able to develop new business streams.
- sponsorship
 - presentation of SME suppliers to other Large Corporate members of the SME Pact (in 2013, 15 sponsorships undertaken).

- win/win partnerships
 - presentation of a representative collaboration between Societe Generale and a SME supplier. The announcement is made on French radio *Radio Classique* and economic newspaper *Les Échos* (since 2011, seven SMEs in these media).
- supplier satisfaction survey
 - annual evaluation of the quality of relations between Societe Generale and its SME suppliers;
 - in 2013, 500 SME suppliers were invited to respond to the satisfaction survey. Societe Generale achieved a score of 50/100, placing us in the middle of the banking/insurance industry;
 - the results were presented by web conference to thirty suppliers.

"RESPONSIBLE SUPPLIER RELATIONS" CHARTER AND CERTIFICATION

The Group has been a signatory of the Charter of the "Responsible Supplier Relations" charter since 2010. In line with the Charter's 10 commitments to responsible sourcing, its main signatories undertake to improve their relations with suppliers.

In 2012, the Group received the Responsible Supplier Relations certification from Médiation Inter-entreprises. This certification guarantees that the Group meets the 10 commitments described in the Charter based on an on-site audit of our practices by the evaluation agency Vigéo. It was confirmed by Vigéo in 2013 following a new audit.

In September 2013, Societe Generale became a founding member of the Charter of Best Practices in Procurement of Private Security Services (security, transport of funds, remote monitoring). Under this Charter, created under the guidance of the French Interior Ministry, signatories make a commitment to respect a set of best practices on the complete sourcing life cycle.

ENVIRONMENTAL DATA

		Including Rosbank		Excluding Rosbank		Ref. year
Environmental information	Units	2013	2012	2012	2011	2007
General environmental policy						
Total number of Group employees	-	148,324	154,009	137,474	139,896	134,738
Total number of occupants counted in reports	-	146,340	147,629	142,889	146,672	118,183
Coverage of data collection scope ⁽¹⁾	%	97%	92.1%	99.7%	99%	76%
Total surface area counted	m²	3,925,155	4,043,268	3,921,639	3,908,465	3,499,265
Pollution and waste management						
Waste	Tonnes	16,766	15,703	15,703	14,145	
Coverage ⁽¹⁾⁽²⁾	%	76%	62%	70%	74%	
Business travel	millions of m³	447	390	381	488	455
Coverage ⁽¹⁾	%	96%	90%	98%	97%	78%
Business travel per occupant	km	3,070	2,685	2,715	3,412	3,853
air	millions of km	231	167	159	273	288
train	millions of km	44	41	40	43	33
car	millions of km	171	182	182	172	134
Sustainable use of resources						
Water consumption	millions of m³	1.79	1.64	1.55	1.58	1.56
Coverage ⁽¹⁾	%	82%	69%	74%	74%	50%
Total paper consumption ⁽³⁾	Tonnes	14,725	15,066	14,842		
Coverage ⁽¹⁾	%	96%	91%	98%		
Paper consumption per occupant	kg	101.4	103.2	105.1		
Office paper consumption	Tonnes	7,062	7,483	7,279	7,742	7,621
Coverage ⁽¹⁾	%	94%	89%	96%	98%	84%
Office paper consumption per occupant	kg	49.8	52.5	52.8	53.6	61.2
recycled office paper	%	42%	39%	40%	38%	15%
Total energy consumption	GWh	887	873	847	875	764
Coverage ⁽¹⁾	%	95%	90%	98%	98%	75%
Total consumption per occupant	KWh	6,149	6,002	6,021	6,025	6,781
Total electricity consumption	GWh	642	653	627	651	524
Electricity consumption per occupant	KWh	4,453	4,486	4,454	4,483	4,647
Generation of electricity from renewable resources	MWh	455	434	434	303	0
Consumption of energy by data centres ⁽⁴⁾	GWh	113	146	146	-	-
Climate Change						
GHG emissions ⁽⁵⁾	Tonnes	336,322	319,961	302,138	321,436	293,403
Coverage ⁽¹⁾	%	93%	89%	96%	99%	76%
GHG emissions per occupant		2.40	2.25	2.21	2.22	2.58
GHG emissions avoided ⁽⁶⁾	Tonnes	31,080	32,736	32,736	32,574	4,797
SCOPE 1 ⁽⁷⁾	Tonnes	31,861	31,762	31,762	31,829	35,516
SCOPE 2 ⁽⁸⁾	Tonnes	211,514	205,870	189,431	192,634	159,333
SCOPE 3 ⁽⁹⁾	Tonnes	92,947	82,328	80,945	96,973	98,554

(1) Coverage represents entities having contributed to data in proportion to their FTE (full-time equivalent) workforce.

(2) For waste data, a branch reporting rate (excluding Societe Generale France) of 65% weights the rate of coverage of the scope.

(3) Includes office paper, documents for customers, envelopes, account statements and other types of paper.

(4) Includes own data centres hosted in France. Only the energy consumption of own data centres is included in total electricity.

(5) Greenhouse gases (GHG).

(6) CO₂ emissions avoided through generation and consumption of electricity from renewable sources. In 2013, 19% of the total electricity consumed by the Group was generated from renewable sources.

(7) Includes direct emissions related to energy consumption and emissions of fluorinated gases for the central departments.

(8) Includes indirect emissions related to energy consumption.

(9) Includes GHG emissions related to overall paper consumption, business travel, transport of goods within France and energy consumption of data centres in France.

5. SOCIETE GENERALE IN CIVIL SOCIETY

ACCESSIBILITY FOR PERSONS WITH DISABILITIES

In France, in accordance with the Disability Act of 11 February 2005 governing equal rights and opportunities and the participation and citizenship of disabled persons, Societe Generale has introduced a number of measures throughout its network of retail branches in France to improve the accessibility of its services:

For the visually impaired:

- systematic fitting of voice guidance systems and digital keyboards with raised characters on new ATMs and upgrading of existing machines. At the end of 2013, close to 91% of Societe Generale ATMs - i.e. 5,073 out of 5,650 total ATMs - and 95% Cr dit du Nord ATMs have been adapted to accommodate the visually impaired;
- since June 2012, the Societe Generale iPhone application, with its overhauled compatibility with the screen reading software VoiceOver, is the first French banking application to be completely accessible to the visually impaired;
- a toll free phone number (0 810 810 850) that puts visually impaired customers in direct contact with a customer call centre;

- braille account statements: 560 customers have benefited to date.

For people with reduced mobility:

- at the end of December 2013, three years before the deadline set by the Disability Act of 11 February 2005, more than 76% of Societe Generale branches in France are accessible to people with reduced mobility, i.e. 1,748 branches out of a total network of 2,294. All new premises are now fully accessible for the disabled as of the time they are opened.

At the same time, Societe Generale's Mission Handicap, set up in 2008, is committed to heightening awareness amongst the Group's managers and employees of the importance of integrating disabled persons, and has implemented a whole series of initiatives linked to the recruitment, integration, training and long-term employment of disabled staff. (See section 3, p. 241 "Disabled workers").

At the international level, accessibility for persons with disabilities, and particularly for those with limited mobility, is above all a matter of legislation and local regulations. The initiatives are less systematic and more heterogeneous.

SOCIETAL AND CIVIC ACTIONS

Societe Generale Corporate Foundation for Solidarity

The aim of the Societe Generale Foundation is to promote access to employment for those who are or risk being distanced from the labour market, particularly among young people. It thus favours projects that will serve as effective relays or stepping stones: support in finding employment, integration projects or initiatives, exploration of the business world, etc. All of these are gateways to sustainable integration into working life. Successful professional integration is inseparable from a strong knowledge base. Some lack mastery of the most basic knowledge: the Foundation strives to address these inequalities by supporting actions to fight illiteracy for people in hardship. This means restoring the desire for learning and strengthening the relationships between learners, volunteers and trainers. The goal is to allow these people to gain access to long-term employment or training that is consistent with their career plans.

Since its creation in 2006, the Foundation has supported 565 projects. In 2013, 91 projects, including 27 in countries where Societe Generale is present, and 40 renewals were supported.

Overseas, Societe Generale's subsidiaries continued to develop their citizen commitment, setting up new programmes and solidarity projects, and/or supporting local associations and their projects in collaboration with the Foundation and its areas of focus.

Certain subsidiaries also set up their own foundations, for example the Societe Generale Institute in Brazil, the Jistota Foundation in the Czech Republic and the SG UK Group Charitable Trust in the United Kingdom.

All in all, including the initiatives launched by the Foundation and those implemented at a local level, the Group donated over EUR 8.15 million to different solidarity projects in 2013, including approximately EUR 2.4 million for the Societe Generale Foundation.

Initiatives for employment and education

Below are just some examples of the partnerships that the Group has set up to promote employment and give young people with high potential access to a variety of positions.

- in France:

Over the past four years, Societe Generale has been steadfastly committed to developing a range of initiatives in underprivileged urban areas, forging lasting relations with talented young people who would like to become part of the Group, as well as with elected officials and associations in order to strengthen its roots

within local communities. On 20 June 2013, the Group signed the “*Entreprises et Quartiers*” (Businesses and Neighbourhoods) Charter with France’s Ministry for Labour and Ministry for Urban Affairs alongside some forty other companies. Under this charter, companies make a commitment to promote access to employment or business start-ups and to take action for the economic, social and cultural development of the priority neighbourhoods of the city’s policy. Taking its commitment a step further, at the end of the year, Societe Generale signed a partnership agreement with the French Ministry of Urban Affairs, setting out its commitments regarding education, school guidance, employment and economic development until 2015.

This new national commitment complements the “*Charte d’engagement territorial*” (Territorial Commitment Charter) signed with the towns of Nanterre and Fontenay-sous-Bois in the Paris region.

- each year since 2009, the bank has continued its commitment through the “*Coup de Pouce pour l’insertion*” (Helping Hand for Employment) programme, which aims to successfully integrate lower-skilled young people, mainly from underprivileged neighbourhoods of the city, within Societe Generale. In 2013, the programme was renewed in the cities and suburbs of Lyon and the Paris region. Its aim is to promote equal opportunities on the job market for young people with no academic qualifications, regardless of where they live. In 2013, Societe Generale took on 20 young apprentices over a period of 12 months and offered 23 permanent contracts to members of the 2012 group for an 80% transformation rate.
- ALD Automotive France is continuing its partnership established in 2011 with “*École de la 2^e Chance*” (Second-Chance School), which works to reintegrate young adults aged 18 to 25 with no qualifications or diploma of any kind in the city of Clichy-la-Garenne, by offering internships to participants throughout the year.
- Societe Generale has also been a partner of French association “*Nos Quartiers ont des Talents*” since 2008 and is the largest provider of professional employee mentors. In just four years, 365 Societe Generale mentors have helped more than 1,423 young graduates from underprivileged areas in the Paris region, Aquitaine, Nord Pas de Calais, Picardie, Rhône Alpes, and Provence Alpes Cote d’Azur. Drawing on their invaluable advice, 699 graduates were able to find a permanent contract that matches their qualifications in under six months. In November 2013, the association rewarded Societe Generale with an Equal Opportunity Award to recognise the Group’s actions and commitment in this area.
- in Brazil:
The *Gol de Trabalho* programme emphasises training and employability of young people and adults in the field of administration. The project works to support the Gol de Letra Foundation in acquiring equipment and developing educational and cultural activities to improve the training of young people and increase their knowledge. Hiring interviews are carried out through partnerships with companies.
The Luciole programme offers 90 young people and adults from São Paulo’s shanty towns the opportunity to participate in gastronomy vocational training or in a preparatory course for

entry into university or technical school. In 2013, 13 young people and adults were able to enter a university, including eight with a full scholarship, and 29 found employment. In 2014, the goal is to further facilitate access for this disadvantaged group.

The Societe Generale Institute also contributes to the “*Jovem Aprendiz*” (Young Apprentice) government programme, which aims to help young people enter the job market and targets medium-sized companies and large corporations that are able to guarantee a rate of 5% to 15% of young apprentices in their total headcount. At the end of 2013, 38 young apprentices had an internship with a Group entity in Brazil.

Employee commitment

MENTORING

For an employee of the company, mentoring involves providing support to a person who is socially marginalised or far removed from the labour market in his or her schooling, orientation or job search by sharing experience and advice.

In 2013, 300 Societe Generale employees in France acted as mentors within the Foundation’s six partner associations.

Examples of associations dedicated to mentoring: *Proximité*, *Nos Quartiers ont des Talents*, *Solidarités Nouvelles face au Chômage*, *Frateli*, *Mozaik RH*, *Capital Filles*.

SKILLS SPONSORSHIP

Skills sponsorship allows the Group to make its employees available occasionally to associations that are partners of the Foundation or supported by Societe Generale.

All told, the initiatives by the Foundation and local Group entities in 2013 represented 2,326 working days during which Group employees were able to devote their time to charity work. Nearly 250 people participated in one of the offered skills sponsorship opportunities.

- Financial Education project: This joint programme between Societe Generale and CRÉSUS allowed 70 bank employees, accompanied by 11 members of CRÉSUS, to meet with 1,500 young apprentices between the ages of 16 and 25. (See also Sect. 1, “Financial Education”, page 225)
- Pro Bono Days: These are one-off skills sponsorship events during which Societe Generale allows several employees to volunteer professional services to one or more public-interest associations. During one day, Societe Generale employees lend their professional skills to support an association on an issue identified in advance.
- “Value of Education” initiative: in Romania, 40,000 young people do not attend school regularly, and 40% of children under age 15 do not write and speak Romanian fluently. More than 100 employees of BRD have volunteered to participate in the “Value of Education” programme, which aims to convince young people not to drop out of school. These volunteers will receive training and guidance on how to present themselves before they go to 60 schools to explain to 1,500 students how their schooling has helped them in life, particularly with regard to the social integration.

CITIZEN COMMITMENT WEEK

The Citizen Commitment Week is an important event dedicated to solidarity within the Societe Generale group around the world. The Group's entities take part in charity work over a week, particularly as part of the charity challenge and local events like in Paris with the Paris to London Bike Ride and the Special Olympics. This week highlights the commitment to associations and partners of the solidarity sector.

Solidarity Challenge

In 2013, emphasis was placed on mentoring job seekers. Through the "*La boîte à conseils*" (Advice Box) programme, employees had the opportunity to donate their time to answer questions from job seekers supported by partner associations. Partner associations were given 1,100 tips.

Citizen Commitment Awards

In 2013, more than 5,100 Societe Generale employees around the world honoured the following three projects supported by the Group from among 10 pre-selected projects:

2013 winners:

- the Romanian project to fight illiteracy for young people and adults coordinated by Fondation Inocenti, supported by BRD, the Group's Romanian subsidiary;
- the Moroccan project to promote professional integration of young people coordinated by the association Sidi Bernoussi, supported by SGMA, Societe Generale's subsidiary in Morocco;
- the project to promote professional integration and fight illiteracy coordinated by Espace 19, supported by Talents & Partage, the association of employees and retirees of the Group.

TALENTS & PARTAGE: THE EMPLOYEES AND RETIREES GROUP'S CHARITY

Founded in 1994 by Societe Generale employees and retirees, this charity seeks to organise, carry out and support humanitarian actions with employees of the Group or their spouses and children invested in the value of solidarity. It is growing internationally.

CULTURAL SPONSORSHIP

Classical music and contemporary art are the two foundations of Societe Generale's cultural sponsorship. Societe Generale relies on strong commitments to support its communication policy and the development of its businesses. Conducted centrally or locally by the Group's subsidiaries, the partnerships primarily focus on culture and sport.

In 2013, more than EUR 8.8 million was devoted to cultural sponsorship and patronage.

Contemporary art

Since it first began in 1995, Societe Generale's contemporary art collection has grown to feature some 350 original works. Structured around three main media - painting, sculpture, photography - it combines the works of both established and new artists. Open to all audiences, emphasis is also placed on fun and educational guided tours for younger visitors. Outside of the Group's walls, the works are regularly loaned to museums in France's largest towns and cities, as well as to foreign institutions.

Classical music

The Societe Generale group has become one of the key players in classical music, particularly through the association Mécénat Musical Societe Generale, created in 1987. With an annual budget of EUR 1.5 million, the association supports orchestras and ensembles, purchases and lends instruments to young talented musicians, allocates scholarships to students, or funds educational projects introducing children to classical music. In addition, Societe Generale is a supporter of symbolic venues such as the Salle Pleyel in Paris, the Glyndebourne Festival (UK), the National Theatre of Prague, and the Festival d'Aix-en-Provence.

In 2013, Societe Generale started "Playing for Salle Pleyel", a musical ensemble gathering some Societe Generale employees and the Les Siècles orchestra. Open to any employee, whether experienced performer or a beginner, the project brought together 180 singers and 45 instrumentalists and was a big hit. A new edition is planned for 2014 for Societe Generale's 150th anniversary. Beyond classical artistic sponsorship, this operation allows employees to be directly involved with the Group's artistic sponsorship approach.

SPORTS SPONSORSHIP AND PARTNERSHIPS

Societe Generale is committed to forging sports partnerships alongside its other activities around the world. A fervent supporter of today's sporting heroes and international competitions, and committed to bringing sports to younger generations, Societe Generale is a privileged partner of national federations and local clubs alike. Primarily involved in rugby, golf and disabled sports, the Group allocated EUR 17 million to its sports partnerships in 2013, including EUR 0.432 million to disabled sports alone.

Rugby

As an international Group, Societe Generale is not only a devoted partner of rugby at the local level, involved in more than 450 amateur clubs, a partner of professional rugby, and a partner of France's team. Through its subsidiaries, the group also supports rugby in many countries around the world, from Luxembourg to China, from Senegal to Serbia. Every four years since 2007, Societe Generale has been the major partner of the Rugby World Cup, the impact of which allows the 120 member nations of the international federation to structure and promote rugby in their countries. Rugby sevens, which has been supported and cheered on by Societe Generale since 2001 and will become an Olympic sport in 2016, will allow the group to spread rugby awareness to new populations, school children or students.

Golf

The partnership with the French Golf Federation began in 2001. The Group also became a partner in 2008 of the only major tournament now taking place in continental Europe, the Evian Championship.

Disabled sports

Since 2003, Societe Generale has worked with the Paralympic movement. Professionalism, team spirit and dynamism are values shared by the French Disabled Sports Federation (*FFH – Fédération Française Handisport*) and the French Adaptive Sports Federation (*FFSA - Fédération Française du Sport Adapté*), two French federations for sports dedicated to people with disabilities. The partnership celebrated its 10-year anniversary in 2013.

In 2013, in partnership with the associations *Secours Populaire* and *Sport dans la Ville*, Societe Generale invited 200 young people from Lyon to a "disabled sport discovery" day during the Paralympic Athletics World Championships.

6. APPENDICES

METHODOLOGY

The purpose of this note is to explain the reporting methodology used by the Societe Generale Group for matters relating to Corporate Social Responsibility (CSR).

Reporting protocol

The information contained in this Registration Document, on the Group's website and in other communication media, as well as in the Group's activity and sustainable development report, whether pertaining to the 2013 fiscal year or to previous years, was prepared on the basis of contributions from the Group's internal network of sustainable development officers and in accordance with the Group's CSR reporting protocol and CSR initiatives programme. It is also prepared on the basis of data from the "Planethic Reporting" tool, used for the standardised collection of the indicators used to keep track of the various initiatives. The entire reporting protocol is coordinated by the Group's CSR Department, reporting to the Corporate Secretary, which has distributed an Internal Instruction defining the procedure for collecting and reporting CSR information and indicators.

Regular efforts are made to bring contributors and managers on board and familiarise them with the reporting protocol and the tool in the interest of increasing data reliability.

Reporting Period

SOCIAL DATA:

Subject to exceptions, quantitative indicators are calculated for the period running from 1 January 2013 to 31 December 2013 (12 months), with data taken at 31 December 2013.

SPONSORSHIP DATA:

Subject to exceptions, quantitative indicators are calculated for the period running from 1 December 2012 to 30 November 2013 (12 months), with data taken at 30 November 2013.

ENVIRONMENTAL AND BUSINESS DATA:

Subject to exceptions, quantitative indicators are calculated for the period running from 1 December 2012 to 30 November 2013 (12 months), with data taken at 30 November 2013.

CSR Consolidation Scope

Entities included in the reporting scope meet at least one of the following criteria:

- entities in which the parent company, Societe Generale SA (SGSA), directly or indirectly holds a controlling interest exceeding 50%. All branches are wholly owned;

- entities in which SGSA holds a controlling interest of at least 20% and no more than 50% and has a clear influence on its subsidiary's management and financial policy, particularly when the entity's management team is appointed by Societe Generale and when the entity is regularly monitored by the Group's business divisions.

The CSR consolidation includes 123 companies within the Group's financial consolidation scope at 31 December 2013.

Data Collection

The following data collection methods are used for the scope defined above:

- for social, environmental and sponsorship data, most quantitative indicators are collected by each Group entity via the "Planethic Reporting" tool, then consolidated at Group level by the Sustainable Development Department;
- other data are collected by the Group's CSR Department directly from CSR contributors of the business divisions or from the relevant departments (Purchasing Department, Risk Division, Human Resources Department).

Reporting Tool

The vast majority of data is collected via the "Planethic Reporting" tool, available to all Societe Generale Group subsidiaries. The tool is used to input social, environmental and societal data.

Planethic Reporting has several levels of control:

- collectors enter data from their subsidiary;
- validators check and validate the data entered from their entity;
- administrators check and validate the data from their business division;
- central administrators perform final checks at Group level before consolidation.

Indicators

During a formal communication campaign, all contributors were informed of the data collection schedule, a Group Instruction and a protocol for each category of indicators. The protocol serves as a reminder of indicator definitions and application criteria. "Planethic Reporting" contributors and the Group's CSR Department reviewed the indicators during conference calls held for this purpose.

The 2013 indicators were chosen particularly in respect of information requirements under the “Grenelle II” Law (in accordance with Article L. 225-102-1 of the French Commercial Code).

These indicators are provided for a global scope. However, some of these indicators cannot be consistently applied to a global scope. In such cases, the indicators were analysed for the scope of France or Societe Generale SA in France (excluding subsidiaries).

Scope and main management rules for calculation of social indicators

The frequency rate of accidents in the workplace is the ratio of the number of accidents in the workplace (as defined by local regulations) to the total number of hours worked, multiplied by 1,000,000.

The rate of absenteeism is the ratio of the number of days absent paid to the total number of days paid, as a percentage. It is counted in calendar days and is calculated based on total number of employees (multiplied by 335).

The scope of the charts “Breakdown of staff by age bracket” and “Breakdown of staff by length of service” (page 241) is the CSR consolidation scope as defined above, to which should be added the headcount of the shared service centres in Bucharest and Bangalore but excluding the headcount of entities in Germany (GEFA, PEMA GmbH, KAG Munich, On Vista), South Korea (SG Securities), India (ALD), Morocco (Sogelease, Eqdom), Mauritania (SG Mauritania) and Russia (Delta Credit), for which this information is not consolidated.

Scope and main management rules for environmental indicators

In 2013, the data collection scope was adjusted because of greater integration of Rosbank (75%). In 2012, only the Moscow region was taken into account. The goal is to reach 100% coverage for this structure in 2014.

Coverage of the total data collection scope corresponds to the ratio of the headcount of all entities that participated in the data collection campaign to the total headcount of Societe Generale. With 148,324 employees counted, Societe Generale estimates that the total data collection scope – i.e. accounting for at least the data on occupants and surface area – covers approximately 97% of the workforce, which is higher than in 2012.

The data table lists the data for the reference year 2007, and for the years 2011, 2012 without the incorporation of Rosbank, 2012 with the incorporation of Rosbank (i.e. the Moscow region) and 2013.

Environmental data: general rules

Environmental data are calculated on the basis of invoices, direct readings, information received from suppliers and estimates.

In 2013, checks on variation compared to last year were performed for all environmental indicators. Contributors received alerts asking them to check the recorded data (+/-30%).

The data collected on energy, office paper and transport were compared to the number of occupants declared by entity.

Wherever possible, the number of occupants concerned corresponds to the average number of Societe Generale employees or contractors working on-site during the reporting period or at 30 November 2013.

Coverage of the data collection scope for each indicator is the ratio of the headcount of all entities having completed the indicator to the total headcount of Societe Generale.

With the exception of Societe Generale's French Network, most subsidiaries consolidate their data in the reporting tool. In order to complete the picture provided by the centralised data, the reporting rate on waste data for about 5,100 branches (excluding the French Network) was estimated. Such data are often very difficult to obtain either because there is no measurement or because branches generate low volumes of waste that are treated by local authorities.

The data collection rate for a sample of 90 branches was 65%. The coverage rate of the scope given in the waste data report was therefore weighted by this reporting rate.

New indicators were added in 2013:

- business travel by air (short-, medium- and long-haul for business class);
- CO₂ equivalent emissions from fluorinated gases;
- CO₂ emissions related to the transport of goods.

Numerous indicators were eliminated in 2013: air-conditioned areas and many types of waste (fluorescent bulbs, toner cartridges, food industry grease, frying oils, batteries, plastics, wood, glass and scrap iron).

QUALITATIVE ENVIRONMENTAL DATA:

In the interest of continually improving the reliability of data, qualitative questions (answers in multiple-choice or written form) are used to identify different scopes of data and best practices and to understand year-to-year variations.

CENTRALISED ENVIRONMENTAL DATA:

Transport and paper consumption data for France are centralised by the CSR Department via the Purchasing Department:

Transport data:

- business travel by car: ALD Automotive is the long-term vehicle leasing supplier for the Group's entities in the countries where ALD Automotive operates. Since 2011, ALD Automotive has reported on mileage (in km), consumption and type of fuel used as well as CO₂ emissions for France. ALD Automotive also provides emission data for the entire fleet outside France according to three criteria:
 - Societe Generale ALD fleet data by subsidiary or by country;
 - average data for ALD Automotive customer fleets by country;

- the previous year's fleet data in Planethic Reporting by subsidiary or by country.
- business travel by train: for each entity, the Group-approved travel agency in France provided data on the main destinations of employees working in France. The data is included in the reporting process. Outside France, subsidiaries report data directly via the reporting process.
- business travel by air: for each entity, the Group-approved travel agency in France provided data on air mileage as per the definitions used by Societe Generale (short-, medium- and long-haul and business/economy class). For some entities (particularly outside France), the definition of short-, medium- and long-haul air travel mileage differs from the reporting protocol definition (<500 km, <1,600 km, >1,600 km).

Paper consumption:

In 2013, the reporting scope on paper consumption covered photocopy paper, paper for customers, account statements, envelopes and other types of paper.

The Group-approved office supplier, Lyreco, provided data on the quantities of office paper and blank envelopes purchased in 2013 in France and by entity.

Calculation of CO₂ emissions

Calculation of the Group's CO₂ emissions is broken down into three categories:

- scope 1 includes direct emissions related to energy consumption and fugitive emissions of fluorinated gases by the central departments;
- scope 2 includes indirect emissions related to energy consumption (external electricity, steam and chilled water);
- scope 3 includes GHG emissions related to office paper consumption and business travel. Since 2012, the scope has been expanded to include paper, transport of goods within France and the energy consumption of data centres in France.

CO₂ emissions are calculated according to the GHG Protocol method.

INDEPENDENT VERIFIER'S REPORT ON CONSOLIDATED SOCIAL, ENVIRONMENTAL AND SOCIETAL INFORMATION PRESENTED IN THE MANAGEMENT REPORT

Societe Generale - Year ended 31 December 2013

Independent verifier's report on consolidated social, environmental and societal information presented in the management report.

To the shareholders,

In our quality as an independent verifier of which the admissibility of the application for accreditation has been accepted by the COFRAC, under the number n° 3-1050, and as a member of the network of one of the statutory auditors of the company Societe Generale, we present our report on the consolidated social, environmental and societal information established for the year ended on the 31 December 2013, presented in chapter 5 of the management report, hereafter referred to as the "CSR Information," pursuant to the provisions of the article L.225-102-1 of the French Commercial Code (*Code de commerce*).

RESPONSIBILITY OF THE COMPANY

It is the responsibility of the Executive Board to establish a management report including CSR Information referred to in the article R. 225-105-1 of the French Commercial Code (*Code de commerce*), in accordance with the protocols used by the company (hereafter referred to as the "Criteria"), and of which a summary is included in chapter 5 of the management report (the "Methodology Note").

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by regulatory requirements, the Code of Ethics of our profession as well as the provisions in the article L. 822-11 of the French Commercial Code (*Code de commerce*). In addition, we have implemented a quality control system, including documented policies and procedures to ensure compliance with ethical standards, professional standards and applicable laws and regulations.

RESPONSIBILITY OF THE INDEPENDENT VERIFIER

It is our role, based on our work:

- to attest whether the required CSR Information is present in the management report or, in the case of its omission, that an appropriate explanation has been provided, in accordance with the third paragraph of R. 225-105 of the French Commercial Code (*Code de commerce*) (Attestation of presence of CSR Information);
- to express a limited assurance conclusion, that the CSR Information, overall, is fairly presented, in all material aspects, in accordance with the Criteria;

Our verification work was undertaken by a team of seven people between October 2013 and February 2014 for an estimated duration of five months.

We conducted the work described below in accordance with the professional standards applicable in France and the Order of 13 May

2013 determining the conditions under which an independent third-party verifier conducts its mission, and in relation to the opinion of fairness and the reasonable assurance report, in accordance with the international standard ISAE 3000⁽¹⁾.

1. Attestation of presence of CSR Information

We obtained an understanding of the company's CSR issues, based on interviews with the management of relevant departments, a presentation of the company's strategy on sustainable development based on the social and environmental consequences linked to the activities of the company and its societal commitments, as well as, where appropriate, resulting actions or programmes.

We have compared the information presented in the management report with the list as provided for in the Article R. 225-105-1 of the French Commercial Code (*Code de commerce*).

In the absence of certain consolidated information, we have verified that the explanations were provided in accordance with the provisions in Article R. 225-105-1, paragraph 3, of the French Commercial Code (*Code de commerce*).

We verified that the information covers the consolidated perimeter, namely the entity and its subsidiaries, as aligned with the meaning of the Article L.233-1 and the entities which it controls, as aligned with the meaning of the Article L.233-3 of the French Commercial Code (*Code de commerce*) with the limitations specified in the Methodological Note in chapter 5 of the management report.

Based on this work, and given the limitations mentioned above, we confirm the presence in the management report of the required CSR information.

2. Limited assurance on CSR Information

NATURE AND SCOPE OF THE WORK

We undertook about 30 interviews with the people responsible for the preparation of the CSR Information in the different departments BDDF, IBFS and GBIS, Sustainability, Conformity, Human Resources and Purchasing, in charge of the data collection process and, if applicable, the people responsible for internal control processes and risk management, in order to:

- assess the suitability of the Criteria for reporting, in relation to their relevance, completeness, reliability, neutrality, and understandability, taking into consideration, if relevant, industry standards;
- verify the implementation of the process for the collection, compilation, processing and control for completeness and consistency of the CSR Information and identify the procedures for internal control and risk management related to the preparation of the CSR Information.

(1) ISAE 3000 – Assurance engagements other than audits or reviews of historical information.

We determined the nature and extent of our tests and inspections based on the nature and importance of the CSR Information, in relation to the characteristics of the Company, its social and environmental issues, its strategy in relation to sustainable development and industry best practices.

For the CSR Information which we considered the most important⁽²⁾:

- at the level of the consolidated entity, we consulted documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions, etc.), we implemented analytical procedures on the quantitative information and verified, on a test basis, the calculations and the compilation of the information, and also verified their coherence and consistency with the other information presented in the management report;
- at the level of the representative selection sites that we selected ⁽³⁾, based on their activity, their contribution to the consolidated indicators, their location and a risk analysis, we undertook interviews to verify the correct application of the procedures and undertook detailed tests on the basis of samples, consisting in verifying the calculations made and linking them with supporting documentation. The sample of selected sites therefore represented 42% of the total workforce.

For the other consolidated CSR information, we assessed their consistency in relation to our knowledge of the company.

Finally, we assessed the relevance of the explanations provided, if appropriate, in the partial or total absence of certain information.

We consider that the sample methods and sizes of the samples that we considered by exercising our professional judgment allow us to express a limited assurance conclusion; an assurance of a higher level would have required more extensive verification work. Due to the necessary use of sampling techniques and other limitations inherent in the functioning of any information and internal control system, the risk of non-detection of a significant anomaly in the CSR Information cannot be entirely eliminated.

CONCLUSION

Based on our work, we have not identified any significant misstatement that causes us to believe that the CSR Information, taken together, has not been fairly presented, in compliance with the Criteria.

OBSERVATIONS

Without qualifying our conclusion above, we draw your attention to the following point:

- for HR indicators, non-significant adjustments had to be made during the consolidation, reflecting non-exhaustive controls throughout the reporting process.

Paris-La Défense, the 4 of March 2014

French original signed by:

Independent Verifier

ERNST & YOUNG et Associés

Partner, Sustainable Development

Eric Duvaud

Partner

Hassan Baaj

This is a free translation into English of a report issued in French and it is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.



(2) Societal and business information: economic and social territorial impact (employment, regional development), business ethics (actions undertaken to prevent bribery and corruption, measures undertaken in favour of consumers' health and safety especially consumer protection), environmental and social Group engagements in its activities (sectorial policies, Equator Principles and their implementation), Responsible Lending approach, Positive Impact Finance approach, Financial education, Financial Inclusion, Solidarity Banking Products in France, Microfinance, Green financing for companies, support to Small and Medium-sized Enterprises.

Environmental information: GHG emissions.

Social information: employment (total headcount, hiring and dismissals), remuneration policies, absenteeism, training policies, number of hours of training.

(3) Selected sites are Crédit du Nord Group (France), Eqdom (Morocco), FRANFINANCE (France), SGEB (Bulgaria), SGMA (Morocco) and SGPM (France).