

REMOTE WORKING DURING THE COVID-19 CRISIS

Best practices to share

EDITORIAL

Following the events associated with the Covid-19 epidemic, some of you are having to work entirely remotely / from home and are in a remote team management situation.

The **Life** at Work team could have simply republished the various existing telecommuting guides, as some elements are constant, **BUT working entirely from home during a global health crisis is not the same as telecommuting.**

In reality, we are currently in a **business continuity** situation as a result of an unprecedented health crisis that is forcing certain people to work from home.

As well as your professional duties, you will likely have to do the following:

- organise a number of work areas within the same home;
- ensure that, as well as the corporate network, your home network can cope with the whole family working online;
- create a multi-person routine by organising work time, family time and personal time;
- ensure that children are still doing lessons and homework in unprecedented conditions;
- make sure everyone exercises regularly;
- do more grocery shopping to make sure everyone eats breakfast, lunch and dinner...

These examples show that this is very different from a standard telecommuting situation.

This guide, drafted by the **Life** at Work team, aims to **share best practices and good tips** to best get through this period of working from home within a business continuity situation.

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1. THE PRINCIPLES OF REMOTE WORKING DURING A CRISIS (1/2)

General principle

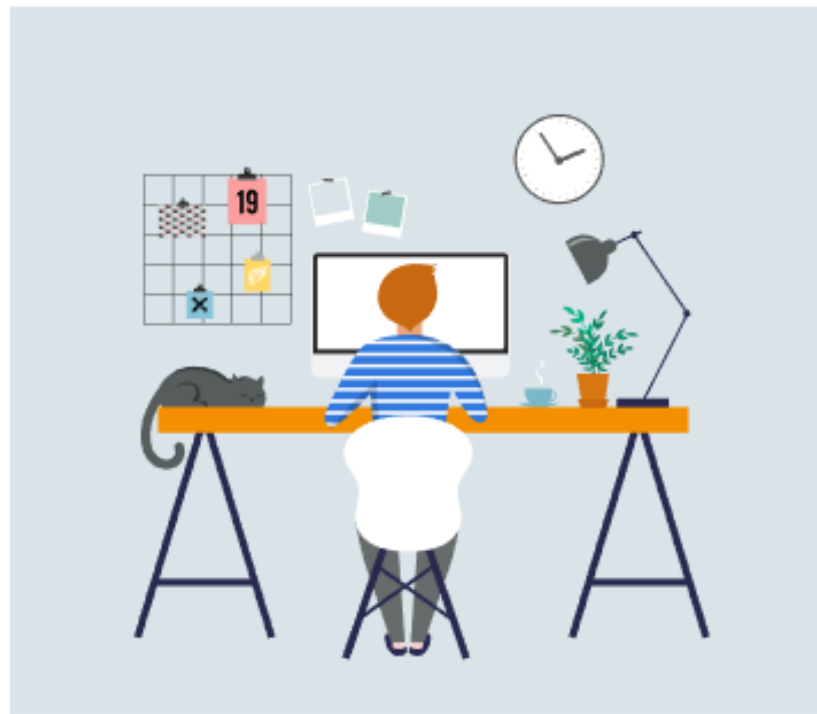
Remote working during a crisis **does not change the work structure**. For example, if your child is sick and you're working from home, you can take a day off work to look after that child and submit documentary evidence as you would if you were in your office.

The principle of continuity and diligence

Remote working during a crisis **is not an impaired way of working**. The aim is, as far as possible, to achieve the same missions with the same level of diligence as normal.

The principle of availability

Make sure you maintain a similar work schedule to usual to be able to respond to your colleagues or clients, but be careful not to continually have an excess workload or extended work schedule (don't work nonstop including in the evening and at the weekend, avoid sending emails outside office hours).



THE PRINCIPLES OF REMOTE WORKING DURING A CRISIS

(2/2)



Principle of trust and transparency

Mutual trust between the manager and the member of staff

Remote working (notably during a crisis) relies on a reciprocal relationship of trust between the manager and the telecommuter. The cornerstone of trust is transparency. Inform your manager of your difficulties, your constraints. Also give them **visibility over what you are doing** by providing them, for example and if necessary, with short reports.

Principle of proactivity

Joint identification of tasks to prioritise by the member of staff and the manager

Some of your usual assignments may not be able to be undertaken within a total and/or extended remote working context. It is your responsibility to indicate this as soon as possible so that a temporary workaround solution can be found. You **must, on your initiative, signal** any shortcomings and all missions you are unable to undertake.

2. ORGANISING YOUR WORK AREA

IT IS ESSENTIAL TO WORK IN A SAFE AND SECURE ENVIRONMENT THAT IS CONDUCIVE TO WORKING.

If possible, an area reserved specifically for work

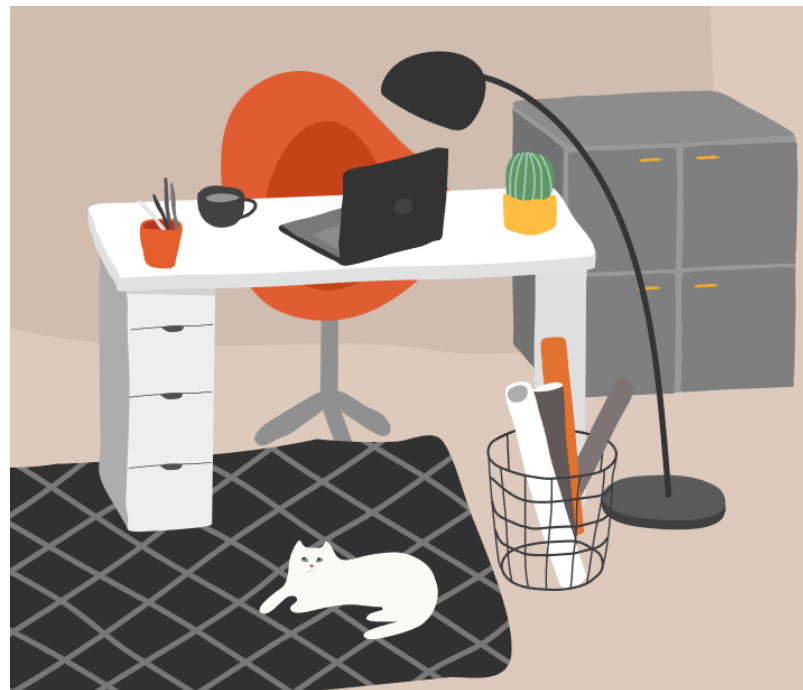
Ideally, you need a room or area specifically reserved for working, a place clearly separated from the rest of your home. Indeed, it is generally recommended, whenever possible, that you make a clear distinction (symbolic, if a physical boundary is impossible) between this area and the rest of the house.

A safe and secure environment

Make sure all your power and IT cables are protected from passers-by.

A suitable work station

Work seated in an upright position on a chair in front of a table or desk, as you will spend hours in this position whilst working. If you work on a couch, for example, you are rapidly likely to suffer from back or wrist pain.



WORKSTATION ERGONOMICS

DISPLAY SCREEN

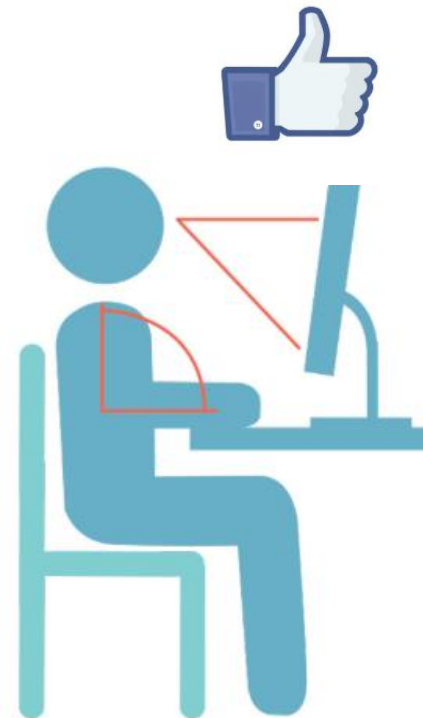
As far as possible, make sure your screen is orientated in order to:

- avoid annoying reflections or glare (don't face the screen directly towards or away from a window);
- ensure a comfortable physical position (you shouldn't need to turn your head or bend your neck to look at the screen).

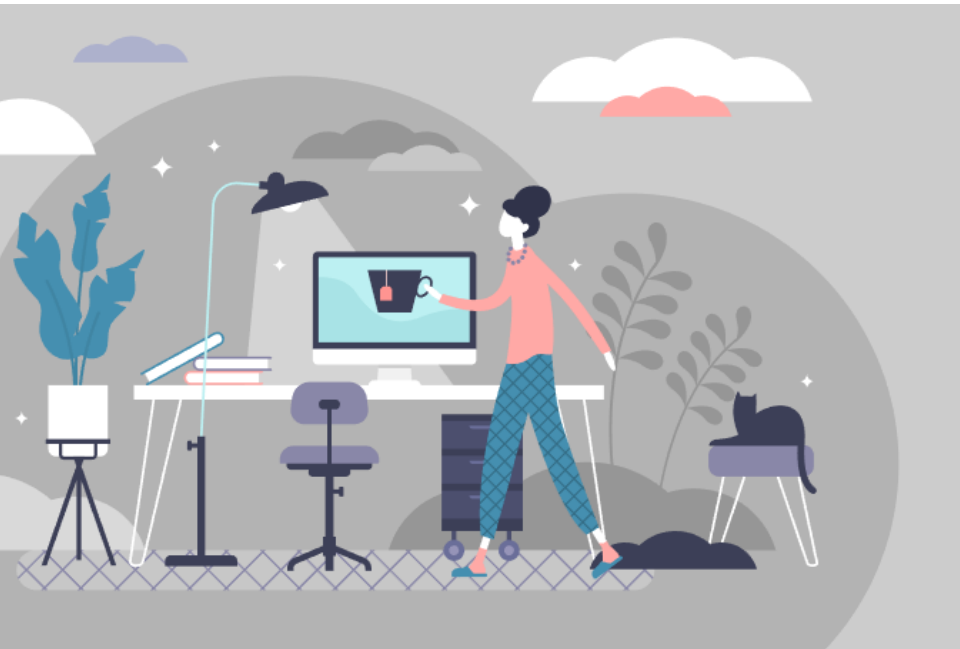
THE RIGHT POSTURE

Depending on the furniture you have at home, try to adopt a suitable physical position:

- Your thighs should be horizontal and your feet flat on the floor;
- Your lower back and spine should be supported by the rear of the chair;
- Your forearms should form an angle of at least 90° with your back, and your hands should be on the same plane as your forearms;
- Your eyes should be level with the top part of the screen.



3. CREATING THE RIGHT WORK SETTING AND AMBIANCE (1/2)



RECREATE A WORK AMBIANCE
THE RIGHT WORK CONDITIONS REQUIRE THE RIGHT MINDSET

BEHAVE AS IF YOU WERE GOING INTO THE OFFICE

- Take a shower and get dressed; this will put you in a **professional state of mind**. According to a Northwestern University study, employees – whatever their profession – perform tasks better when they’re wearing clothes that have a ‘symbolic significance’.
- Start your day at the same time as usual and establish a similar **work schedule** to the one you have in the office.
- Start working quickly after sitting down in front of the computer,
- And don’t forget that a normal work schedule includes **breaks**, so take regular breaks to stretch your legs and have a drink of water.

CREATING THE RIGHT WORK SETTING AND AMBIANCE (2/2)

A SUCCESSFUL DAY OF WORKING FROM HOME MEANS PREPARING YOUR DAY BEFOREHAND:

- Set yourself **clear and realistic objectives**.
- **Take stock at the end of the day** to improve your best practices from the very next day.

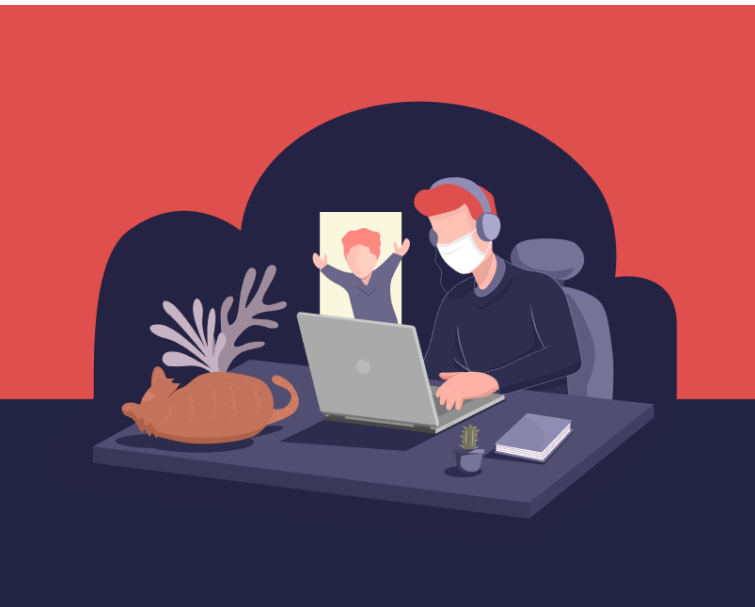


4. MAINTAINING A WORK – LIFE BALANCE



- **Avoid overlapping professional and personal duties.**
Don't make your children do their homework when you're working, and don't work when you're watching a movie.
- **Warn** your family and friends, but also your work colleagues, and set strict rules regarding **your unavailability** during work hours.
- When you've finished work, **close Outlook and Skype but keep your session open** to avoid any problems reconnecting the following morning.
- Don't forget to **pursue extra-professional activities** (reading, music, etc.)
- Maintain a **healthy lifestyle** and consider participating in **a physical activity** (yoga, movements, sophrology, walking, etc.)

5. WORKING FROM HOME WHEN YOU HAVE CHILDREN



TALK TO YOUR CHILDREN

If your children are old enough to understand, let them know how important it is to respect those moments when you are on the phone, as well as times you are on your computer, and draw up a schedule with them.

PLAN ACTIVITIES WITH THEM IN ADVANCE

Don't wait until you're caught off-guard by children seeking attention. Immediately draw up a list of activities that they can do without you: DIY, board games, movies or books. Create this list together as a family!

KEEP TO YOUR SCHEDULE

Do all you can to stick to the same work schedule you have in the office. Take short breaks during which you can spend quality time with your children by participating in their games.

6. MAINTAINING TIES (1/2)

AVOID ISOLATION

- Request regular exchanges and ask for help if you need it,
- Make sure you have social contact during the day, even virtual social contact.
- Be in regular liaison with your work community.

YOU'RE A MANAGER:

Don't leave your team on their own, one of your members of staff may be isolated and unsure how to use tools.

Communicate more than you would if you were face-to-face:

- Say hello in the morning, for example;
- Chat during a break at a predefined time;
- Pass on news about the Company;
- Don't let your team members ask themselves anxious questions about the situation and about their work;
- Show that you are available.

Think about reminding your staff or colleagues of the safety and security rules and seeking them out



MAINTAINING TIES (2/2)

YOU ARE A MANAGER:

- Organize a **team meeting per week** with an HR focus (how are the team members doing?) and a business focus (what are the week's priorities; what do you need to work successfully?).
- Enable all your team members to ask you for a **weekly One-to-one meeting** (it can be 30 minutes).
- Consider establishing a **daily team ritual** (e.g. a 20-30 mn call to review the day's objectives, an informal meeting to pick up weak signals).
- Do not hesitate to **formalize the exchanges for a common understanding** (agenda, minutes, in a short and simple format).
- **Thank your colleagues and team members** for their contributions.
- Continue to **encourage team members** (it is all the more important to give positive feedback in these complicated times and remotely).
- **Maintain the link with your entire team and with each of your team members**, taking into account the fact that your team may be working at different speeds (with some mobilized on business continuity and crisis management and others whose activities are potentially reduced or even stopped). You must adapt your management to this context and assume to have a different management depending on the case, while making sure to keep the whole team informed and connected. Be attentive and vigilant whatever their situation.



7. WHAT TOOLS TO USE? KEY MESSAGES



In the context of lockdown linked to the COVID-19 crisis, several communication tools allow you to keep in touch and work remotely with your colleagues, partners and clients



However, many malicious players take advantage of the current context, increasing cyber risks and information leakage (e.g. phishing, ransomware, fraud against the president...).



The overall strategy aims to strengthen remote access capacities (VPN) and thus to use the usual tools provided by Societe Generale, which enable better risk management.
Consult on a regular basis the My Digital Workplace page, by clicking on the "Y" at the bottom of your SG workstation screen.



When the teams are not connected to the corporate network, or when the company's tools do not allow remote working communication (for example if Skype is not deployed), the use of external offers is possible by derogation in the context of the crisis: see following slides



As the situation may change rapidly, these guidelines will be updated as necessary.



Your SSI contacts : <https://ressources.safe.socgen/fr/interlocuteurs-ssi>

WHAT TOOLS TO USE? WITH ACCESS TO SG NETWORKS



If you have access to the company's remote network:

Generally speaking, you need to respect the separation between the Societe Generale environment and the public environment. It is important to respect the rules on information security

NB: Outside of a COVID context, the Skype solution allows video meetings with sharing - including externally- of business content from business terminals. In the COVID context, to avoid network overloads, the Skype functionalities/capacities may be diminished, or not able to cover all needs (eg all staff video conference). Alternative solutions are proposed.



“Network” resources are precious and must be preserved in order to guarantee a good level of production and to continue to ensure vital activities

- Follow the guidelines given to maintain the continuity of activity
 - Do not use video
 - Don't surf the Internet whatever the nature of the need (News, Forum...).
- Use your personal terminals (Smartphone, tablet, ...)



Use the tools provided by Societe Generale :Skype professionnel

- Professional Skype
- SBC JIVE; Collaboration on Societe Generale Office 365; SharePoint "on premise";
- Professional emails on smartphone: BOXER (or Blackberry Work if you have not yet migrated)
- Chat on smartphone: CITADEL TEAM (*except regulated populations who cannot use other media than those approved for their activities. Any use of new media must be subject to the agreement of their respective conformity teams.*)



If you wish to use "public" tools (e.g. Zoom) :

- Be aware that these tools are not controlled and present security risks (remote control, document downloading), and saturation of our web accesses by the massive use of video feeds.
- If you are a guest of an external partner/client: ask your contact -if possible- to use one of the SG tools, or participate using your professional/personal smartphone only to share limited information of a C1-RESTRICTED confidentiality level.
- If you are the organizer:
 - the installation/use of these public tools on a SG PC is forbidden.
 - but allowed on your professional / personal smartphone in order to share limited information of a C1-RESTRICTED confidentiality level.

WHAT TOOLS TO USE? WITHOUT ACCESS TO SG NETWORKS



If you do not have access to the company's remote network:

Generally speaking, you need to respect the separation between the Societe Generale environment and the public environment. It is important to respect the rules on information

NB: Outside of a COVID context, the Skype solution allows video meetings with sharing - including externally- of business content from business terminals. In the COVID context, to avoid network overloads, the Skype functionalities/capacities may be diminished, or not able to cover all needs (eg all staff video conference)
Alternative solutions are proposed.



To maintain the social link and organize the work with the teams (rhythm, distribution of projects, who does what...

- You can use **the renowned public digital tools** (WhatsApp, Zoom, ...). **Avoid solutions that are little known** (e.g. start-ups, potentially monitored local tools...).
- Limit your exchanges to **information at level C1-RESTRICTED**
- Create **private groups** to limit unauthorized access, and before adding contacts, **verify the identity of the person** (e.g. by sms)
- Only **use your personal terminals** (PC, tablet, etc.), **or your professional smartphone** if you have one



To exchange professional content with C2-CONFIDENTIAL level information, use :

- **Chatting on professional or personal smartphone: CITADEL TEAM**
(except regulated populations who cannot use other media than those approved for their activities. Any use of new media must be subject to the agreement of their respective conformity teams.)
- **The use of "public" tools** (e.g. WhatsApp, Zoom,) **is forbidden because of risks** (remote control, document downloading...).

IN A NUTSHELL



SKYPE SG



CITADEL



WHATSAPP
ZOOM



Discussing informally, checking in, keeping in touch

- ✓ From your professional PC in VPN in priority
Audio only

- ✓ From your professional smartphone or other personal device

- ✓ From your professional smartphone or other personal device

Organising the team's tasks, its rhythm, who does what, C1 level information

- ✓ From your professional PC in VPN in priority
Audio only

- ✓ From your professional smartphone or other personal device

- ✓ From your professional smartphone or other personal device

Exchanging documents, working on the substance, C2+ level information

- ✓ From your professional PC in VPN in priority
Functionalities / capacities may be diminished (eg videoconference)

- ✓ Tchat or telephoning* possible on C2 information, from your professional smartphone or other personal device



* Telephoning only for authorized persons

Reminder

- Regulated populations for whom it may be necessary to record conversations should consult their Compliance officer before using WhatsApp, CITADEL TEAM, ZOOM solutions...
- The use of personal tools in a professional capacity is possible only on a voluntary basis, and to be limited to the temporary period of the COVID-19 crisis
- When remote working, ensure that work-life balance is respected.

IN SUMMARY 2/2



- **The telephone:** a phone call may be seen as intrusive and obliges your correspondent to stop work, to lose focus. However, the telephone should be prioritised for **urgent and important matters** and can be appropriate for **catching up**. Lastly, if you have no remote access to the corporate network, the telephone naturally becomes a necessary conversational tool.
- **Instant messaging:** this is possibly the most important tool for remote workers. It can be used to chat synchronously (the correspondent is at the other end) or asynchronously (they will answer when they're available). It can help recreate a virtual work community. After a day or two of chatting, conversations should level out as participants become accustomed to using it.
- **Conference calls:** this tool allows you to organise meetings, share documents or your screen, chat, etc. Prioritise **short operational meetings with a specific agenda and actions**.
- **Emails:** as you can see, this isn't at the top of the list of tools. Use email for **complex issues** that require a paper trail and the ability to be archived.

8. BEING MINDFUL OF PSYCHOSOCIAL RISKS

**Some weak signals can be hard to detect from afar,
but it is important to be able to identify them**

- Less and less frequent interaction
- Atypical working hours and connection times
- Forgotten commitments
- Cynicism
- 🥲🥱🥰 emojis and punctuation in modified written messages
- Impoverished vocabulary
- Anxiety perceptible in verbal exchanges
- ...

9. BEING SYMPATHETIC AND UNDERSTANDING



We are experiencing an unprecedented situation, with some staff discovering remote working and its related tools and practices for the very first time without any prior preparation.

So be considerate and helpful vis-à-vis your colleagues.

YOU'RE A MANAGER:

- Take **individual situations** into account.
- **Be reassuring** regarding the objectives and what is expected of staff.
- Establish an atmosphere of **emotional security**.

An individual and collective training offer is available to managers and their teams.

(see the slides on the offer in the APPENDIX)

10. REMOTE TRAINING

The Group has an **extensive and diverse remote training offer**, and most courses are free: short educational formats, courses leading to a qualification that require greater time investment, videos, validation quizzes, training on demand, etc.



Training topics associated with this specific situation

To assist you during the lockdown associated with the Covid-19 pandemic, for those who can and for those whose professional activity allows them to, we have listed a selection of training courses relating to this unprecedented situation:

- **Remote working:** being efficient when working remotely, boosting your efficiency, communicating remotely, etc.
- **Efficiency and wellbeing at work:** wellbeing at work, becoming calmer and more efficient, reducing stress and staying calm
- **Remote management:** motivating and engaging your team, developing cooperation, developing your ability to listen, etc.

Topics associated with the digital transformation

Because this crisis has shown how important it is to control remote communication and work tools such as videoconferencing and sharing documents, whether in our professional lives or personal lives, and because it has accelerated and imposed the adoption of new digital practices (e-commerce, medical teleconsultation...), we have selected content to help you familiarise yourself with, or enhance your knowledge of, topics such as the **digital transformation, artificial intelligence & data or digital communication**.

ACCESSING REMOTE TRAINING

There are lots of online courses accessible for free on MyLearning and online training platforms. They include:

- **My Learning to access the Group Catalogue's remote training courses:** log in from your professional device using VPN access. If you have problems logging in via VPN, you can log in using your personal device and Gaia password.
- **Coorpacademy to access a new generation of training courses offering numerous topical issues focusing on essential skills with short and educational content:** please use your personal device and make sure you have your login (work email address) and GAIA password to log in to the <https://mooc-socgen.coorpacademy.com> platform,
- **Coursera to discover the certified training offer and acquire future skills:** log in to the <https://www.coursera.org> public Coursera platform from your chosen device, preferably using your professional email address. Registering on the Coursera public platform is free and allows you to follow courses as a free listener. If you would also like to pay a fee in order to obtain qualifications offered by Coursera, please send us a request by sending an email to FR-LEARN-COMMUNITY@socgen.com. We will then be able to grant you a Societe Generale licence. **Do not pay for qualifications with your bankcard on the Coursera public platform!**
- **Vodeclit to develop your skills vis-à-vis a number of topics to do with your software and web services:** access to Vodeclit on BYOD is possible via <https://sg.lms.vodeclit.com> by logging in via Gaia/InWebo/RSA SecurID. We recommend not accessing Vodeclit from your Societe Generale workstation, especially if you are not onsite, but via remote access.

Please note that the Gaia and InWebo platforms can also be overwhelmed at times, so please log in outside the peak 7 - 11 am time slot.

THE TRAINING OFFER



Got a question about the Training offer?

Go to the **Learn@Sg Community** to discover all the information pertaining to the Group training offer, the latest Training news, best practices and much more! [Join the Learn@SG Community](#)

You can also follow SG News,

2 articles a week will give you some advice about getting training and preparing for the future within the current context.

11. KEEPING UP TO DATE

My Societe Generale / The Group Portal

The screenshot shows the 'MY SOCIETE GENERALE THE GROUP PORTAL' website. At the top left, it says 'THE FUTURE IS YOU SOCIETE GENERALE'. Below this is a navigation bar with 'THE GROUP', 'REGIONS & COUNTRIES', 'SG NEWS', and 'SG BUSINESS & COMMUNITIES'. A search bar is on the right. The main content area features several news items:

- A large red graphic with a white handshake icon and the text: 'MOBILISED ON ALL FRONTS TO OVERCOME THE CRISIS'.
- A news item titled 'OUR STAFF SHARE THEIR EXPERIENCES' with a photo of Yann Garnier, dated 08/04/2020. Subtitle: 'YANN GARNIER, HEAD OF SALES WITHIN GLOBAL MARKETS'.
- A news item titled 'BDD FIRST TECH CHALLENGE YOUTH MOBILIZED IN ROMANIA' with a photo of youth, dated 08/04/2020. Subtitle: 'From robotics to medical equipment'.
- A news item titled 'FOCUS ON SPAIN WITH DONATO GONZÁLEZ' with a photo of Donato González, dated 08/04/2020.
- A news item titled 'ANSWERS TO THE MAIN QUESTIONS ABOUT THE COVID-19' with a 'QUESTIONS ANSWERS' icon, dated 07/04/2020.
- A news item titled 'THE FIRST ETF ECOSYSTEM TO COUNTER CLIMATE CHANGE' with a photo of a person, dated 06/04/2020. Subtitle: 'COVID-19 IN CHINA, THE END OF THE TUNNEL'.

At the bottom, there is a navigation bar with icons for: STAFF MEMBERS, CLIENTS, SG CODE AND REGULATIONS, CULTURE & CONDUCT, INNOVATION, CSR, and WHISTLEBLOWING. A red banner on the right says 'GROUP'S INFORMATION ON COVID-19 (CORONAVIRUS)'.

SG News on your mobile phone



**DOWNLOAD
SG NEWS
ON YOUR
MOBILE PHONE**

Available on public stores



**AVEC SG NEWS,
RESTEZ EN CONTACT
SANS ÊTRE AU
BUREAU**

APPENDIX

The Group's coaching offer
to accompany the current crisis

THE GROUP'S COACHING OFFER TO ACCOMPANY THE CURRENT CRISIS 1/2

The current situation may lead to requests for support, which the Group's team of internal coaches will be able to provide in the usual professional and ethical conditions.

3 OFFERS ARE MADE AVAILABLE TO YOU:

- 1** Join, while the crisis lasts, a **COREZ Group** (group problem solving)
 - To share good practices with peers, to find ideas for an operational or managerial problem, to take a step back from the situation
 - For 1 hour / once a week
- 2** Join, while the crisis lasts, a **COREX Group** (group experience sharing & support)
 - To share with peers their experience on the current unprecedented situation, to give and receive support and to preserve the bond
 - For 1 hour / once a week
- 3** To be accompanied in **short individual coaching**:
 - On a critical professional situation, by an internal coach
 - According to a duration and a frequency determined with the coach depending on the situation to be worked on

THE GROUP'S COACHING OFFER TO ACCOMPANY THE CURRENT CRISIS 2/2

To access the Group's coaching offer, it's simple, contact an internal coach of the crisis team. Depending on your needs, the coach will guide you and organise access to the appropriate arrangement. This offer is available in French and in English.

Monday	Tuesday	Wednesday	Thursday	Friday
Carole Marchandet 0672310176 carole.marchandet@socgen.com m	Hugues Fourault 0681536855 hugues.fourault@sgcib.com	Valérie Baudouin 0679015135 valerie.baudoin@sgcib.com	Frédéric Tourand 0664193253 frederic.a.tourand@socgen.com	Joëlle Barber 0607240724 joelle.barber@sgcib.com
Anne Defois 0686313201 anne.defois@socgen.com	Leila Lamaire Maringer 0678375804 leila.lamaire-maringer@socgen.com	Cyrille Thieullet 0660427764 cyrille.thieullet@socgen.com	Maha Balafrej Tunesi 0698977566 maha.balafrej-tunesi@socgen.com	Muriel Huet 0642846756 muriel.huet@sgcib.com
FOR IBFS Jocelyn Phelps 0676721414 jocelyn.phelps@socgen.com	FOR BDDF Karin Duval 0631879993 karin.duval@socgen.com	FOR BDDF Caroline Chamorro 0620012948 caroline.chamorro@socgen.com	FOR BDDF Magda Galkiewicz 0698505085 magdalena.galkiewicz@socgen.com m	

We would like to alert you on the over-solicitation of coaching service providers and various coaching consulting firms that are not referenced by the Group. Please go through this crisis team for any request for support.

**THE FUTURE
IS YOU**



**SOCIETE
GENERALE**