

SOCIAL REPORT 2014



EDITORIAL



Our banking profession is changing profoundly as our customers' needs are evolving, particularly in the digital age, and we must respect increasingly stringent regulations. To support these changes, we must first think about our customers: how to serve them better, protect them better and help them finance their projects better – all at a competitive cost.

It is thanks to the lasting satisfaction of our customers that we will best safeguard the interests of all our stakeholders over the long term.

The human resources policy reflects this ambition because we cannot have satisfied customers if we do not develop our employees in the best possible way. To do this, we must create the conditions for listening to and respecting each person while offering support and professional development meeting the company's needs. That is why, in 2014, the Human Resources Division worked with the staff representatives on the evolution of our professions and skills but also on working conditions. To support the company's ambition, we have also rethought our values (team spirit, innovation, responsibility, and commitment) and developed the new leadership model that defines the behaviours expected within Societe Generale.

Edouard-Malo Henry
Group Head of Human Resources

Social report 2014



5,372
recruitments



44.7%
female executives



3.5%
of payroll devoted
to continuous training



20
agreements signed



4,501
part-time employees



€11.3
million
allocated for nurseries
and child care



€1,827
on average per employee
for incentive schemes
and profit sharing

The social indicators reflect the social dimension of Societe Generale SA in France, i.e. Societe Generale excluding its subsidiaries.

Employment

The strategic workforce planning in place since 2013 is a key tool to support the Group's development: it corresponds to a strategic approach for steering and anticipating jobs and skills with the goal of enabling the Group to have the skills that our business lines will need in the medium and long term.

We must allow our employees to develop their employability through training and the design of relevant career paths. This is why we are developing an active internal mobility policy in order to promote the ongoing adaptation of their skills to rapid changes in our environment while offering motivating career paths.

Although internal mobility is systematically favoured over the needs of vacancies, our role also involves using external recruitment for growing or emerging professions, giving particular attention to the diversity of profiles.

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Employment

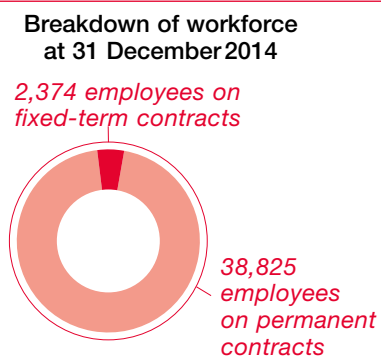


11 Staff

	2014	2013	2012
Employees on payroll at 31 December	41,199	40,744	41,125
Employees absent, without pay	1,479	1,415	1,362
Employees on secondment	1,568	1,598	1,689
Employees on secondment hosted	407	324	353
Cleaning staff	42	51	61
Total workforce (paid at 31 December, absent, on secondment and cleaning personnel)	44,288	43,808	44,237
Part-time employees (full-time equivalent)	3,445	3,382	3,376

[ALL DETAILS](#)

Employees on the payroll, either present or absent, working full-time or part-time.


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Employment



11

Staff (cont.)

	2014	2013	2012
Permanent, full-time employees	32,845	33,314	34,242
Number of employees on a temporary contract at 31 December	2,374	1,968	1,697
Average monthly headcount	40,645	40,706	41,371
Distribution by gender (paid staff) at 31 December			
Men	17,744	17,618	17,960
Women	23,455	23,126	23,165
Distribution by age (paid staff) at 31 December			
under 25	2,969	2,561	2,597

ALL DETAILS



Full-time workforce outside the probation period; it is less than the paid workforce at 31/12, which includes part-time employees.

Average based on staff paid for 12 months of the year.

44.7 % of executives are women.

The average age is 40 years and 8 months.



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11

Staff (cont.)

2014 2013 2012

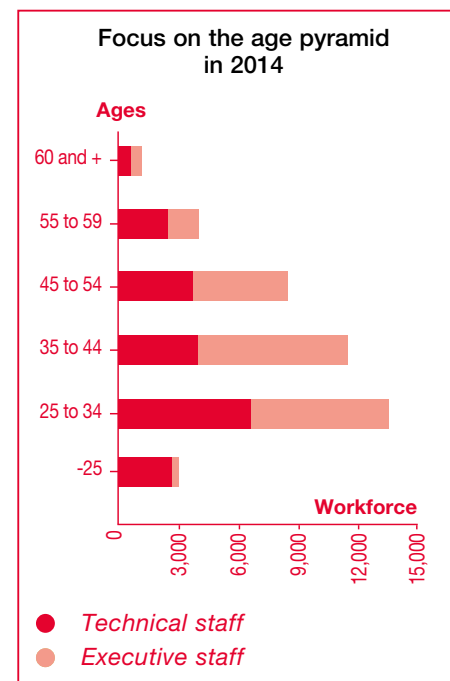
Distribution by age (paid staff) at 31 December (cont.)

25 to 34	13,453	13,769	14,272
35 to 44	11,433	10,639	9,974
45 to 54	8,434	8,384	8,380
55 to 59	3,915	4,210	4,607
60 and over	995	1,181	1,295

Distribution by length of service (paid staff) at 31 December

less than 5 years	10,601	10,115	11,207
5 to 9 years	10,712	10,764	9,655

ALL DETAILS

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Employment



11

Staff (cont.)

2014 2013 2012

Distribution by length of service (paid staff) at 31 December (cont.)

10 to 19 years	9,037	8,129	7,654
20 to 29 years	4,352	4,596	5,113
30 years or more	6,497	7,140	7,496

Distribution by nationality (paid staff) at 31 December

French	40,072	39,682	40,092
Other	1,127	1,062	1,033

Distribution by qualification level (paid staff) at 31 December

Technical staff, levels A, B, C	4,265	4,018	3,971
Technical staff, levels D, E	8,882	9,112	9,309
Technical staff, levels F, G	6,282	6,554	6,965
Executive staff, levels H, I	13,919	13,585	13,652
Executive staff, levels J, K	6,775	6,430	6,193
Senior managers	1,076	1,045	1,035

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Employment



12 Outside workers and others

	2014	2013	2012
Number of employees belonging to an outside company	7,655	7,863	6,928
Number of interns (from schools, universities etc.)	3,410	3,422	3,829
Average number of temporary staff per month	527	506	450
Average length of temporary contracts (in days)	33.0	35.8	35.5
Total number of hours worked by cleaning staff	39,942	45,948	49,322

Number of employees from outside companies carrying out work on Societe Generale premises, excluding temporary staff

1,011 full-time equivalent interns welcomed in 2014, or 2.7% of the workforce. These internships are undertaken exclusively as part of school curricula.

13 Recruitment during the year in question

Number of new hires on permanent contracts	2,828	2,100	1,802
Of which number of new hires aged under 25	761	644	576
Number of new hires on fixed-term contracts	2,544	2,118	1,692
Number of auxiliary staff during holiday periods	438.4	436.2	457.7

Fixed-term contracts including work-study contracts. The use of work-study thus reflects a reaffirmed ambition of the Group in terms of professional integration of young people.

Auxiliary staff during holiday periods, as defined in Article 20 of the bank's collective agreement, expressed in FTE (Full Time Equivalent).

ALL DETAILS



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Employment



14

Departures during the year in question

2014 2013 2012

Total number of departures	4,883	4,637	4,713
Number of resignations	784	782	838
Number of contract terminations	47	38	30
Number of redundancies for economic reasons	36	153	691
Number of redundancies for other reasons	205	212	268
Number of fixed-term contracts coming to an end	2,129	1,850	1,539

ALL DETAILS



This solely concerns voluntary departures within the scope of adaptation plans.

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14 Departures during the year in question *(cont.)* **2014** 2013 2012

Number of leavers before end of trial period	381	282	359
Number of leavers taking retirement or early retirement	1,257	1,279	939
Number of deaths	44	41	49

15 Promotions

Number of employees promoted to a higher level	3,696	3,971	3,973
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16 Unemployment

Number of employees on short time working	0	0	0
Total number of hours of short time working	0	0	0

17 Disabled workers

Number of disabled workers as classified by Article L5212-13 of the French Employment Law	1,542	1,594	1,595
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[ALL DETAILS](#)

For numerous years, Societe Generale has been implementing an active internal advancement policy, which includes promoting access to the executive status.

Article L5212-13 of the French Employment Law lists the criteria for recognition of disability whether the employee is present or absent from the company. Companies of all sizes are included in the official declaration. (DOETH = mandatory declaration of the employment of disabled workers). However, since 2009, disabled people who have completed less than 6 months of work are counted based on their presence length in the company.


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Employment



18 Absenteeism

	2014	2013	2012
Number of days of absence / Total number of days paid (%)	5.44	5.58	5.56
Number of days of absence	806,905	828,883	839,628
Number of days of absence due to sickness	385,795	383,718	393,491
Distribution of absences due to sickness by duration			
up to 3 days	40,076	42,194	41,172
4 to 30 days	122,419	123,417	124,238
31 to 60 days	54,218	53,560	56,379

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Societe Generale's rate of absenteeism due to illness stands at 3.69% for technical staff and 1.61% for executive staff.


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Employment



18 Absenteeism *(cont.)*

2014 2013 2012

Distribution of absences due to sickness by duration *(cont.)*

more than 60 days	169,082	164,547	171,702
Number of days of absence due to work-related or commuting accidents	13,943	14,867	15,550
Number of days of absence due to maternity leave	349,305	370,368	373,082
Number of days of absence for authorised holiday (family events, special leave of absence for employees with caring responsibilities etc.)	50,402	51,176	49,283
Number of days of absence for other reasons (exams, summer camps, youth camps, sports etc.)	7,460	8,754	8,222

ALL DETAILS



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Remuneration and related expenses

To support our development, we need to attract, motivate, and retain our employees, particularly by ensuring a competitive remuneration package for them. This includes monetary remuneration, recognising each person's contribution to the company's development, and employee benefits. The concrete actions undertaken in favour of gender equality, particularly the budgets dedicated to eliminating wage gaps among other actions, have contributed to the renewal of the Professional Equality label awarded by AFNOR Certification.

We are also pursuing an active employee shareholding policy in order to include our employees in the Group's development. At the end of 2014, current and former employees held 7.42% of the share capital and 12.07% of the voting rights as part of the Company Savings Plans and Group Savings Plans.

In 2014, an individual social report was sent to 38,000 employees. This personalised document offers them a complete, informative view of the components of their remuneration package for 2013.

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Remuneration and related expenses



21 Remuneration

	2014	2013	2012
Average monthly remuneration (euro)	4,393	4,345	4,234
Proportion of bonuses in annual declaration (%)	17.5	17.7	17.0

ALL DETAILS



Total annual gross remuneration (including bonuses and allowances) expressed in 12 equal instalments. In 2014, the bases were reconstructed in the light of the new legislation over the three financial years on the regulated population that was also monitored.

The average gross annual remuneration is €52,716 (excluding regulated staff), comprising fixed and variable wages, bonuses and other indemnities (excluding profit-sharing, incentive scheme and employer matching contributions).



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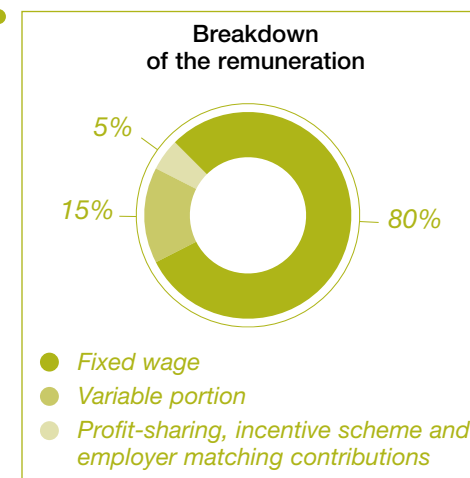
Remuneration and related expenses



21 Remuneration (cont.)

	2014	2013	2012
Proportion of bonuses in annual declaration (%) (cont.)	17.5	17.7	17.0
Breakdown of annual remuneration in euro (% of employees)			
Pay bracket			
less than €18,000	4.6	3.9	3.7
€18,000 to €21,000	0.8	0.6	0.5
€21,000 to €24,000	1.8	2.0	2.2
€24,000 to €27,000	4.4	4.8	5.1
€27,000 to €36,000	24.8	25.9	27.1
€36,000 to €54,000	32.9	33.5	33.3
€54,000 to €100,000	23.6	22.5	21.8
over €100,000	7.1	6.9	6.2

ALL DETAILS



In 2014, the bases were reconstructed in the light of the new legislation over the three financial years on the regulated population that was also monitored.



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Remuneration and related expenses



	2014	2013	2012
22 Pay differentials			
Difference between the average salary of the 10% of employees on the highest salaries and that of the 10% of employees on the lowest salaries	7.5	7.3	7.1
Total sum of the ten highest remuneration packages (in thousands of euros)	26,687	21,041	19,133
23 Method of calculating remuneration			
Percentage of employees whose salaries are wholly or partly performance-related	0	0	0
Number of employees receiving commission	4,401	9,042	9,448
24 Related expenses			
Total payments to temp agencies (in millions of euros)	30.0	33.2	27.3
25 Total payroll expenses			
Staff costs / Net banking income (%)	48.7	46.7	50.7

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This is remuneration received during the year, i.e., including variable components paid for the results of the previous financial year(s). Nine of the ten highest wages relate to corporate and investment banking professions.


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Remuneration and related expenses



26 Employee profit sharing (in millions of euros)	2014	2013	2012
Special profit sharing reserve	12.2	7.6	9.9
Discretionary profit sharing	66.0	54.2	59.0
Exceptional bonus (Work dividend, "Villepin" bonus)	14.0	9.0	0.0
Total financial remuneration	92.2	70.8	69.0
Average profit sharing sum per participating employee (in euro)	276	168	218
Average discretionary profit sharing sum per participating employee (in euro)	1,551	1,330	1,434
Value of extraordinary bonus per participating employee (in euro)	300	200	0
Percentage of capital held by employees through mandatory profit sharing system	7.42	7.45	7.61
Employer contributions paid into mutual funds (gross in millions of euros)	43.3	43.9	40.1

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The profit-sharing and incentive scheme figures are the amounts paid in 2014 in respect of 2013 performance. They reflect the company's annual results.

Total employer matching contributions paid in 2014 on the PEE and PERCO savings plans.


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Health and safety

We continually monitor the possibility of any risks liable to affect the health of our teams, anywhere in the world, by conducting prevention campaigns as close to the field as possible. In France, the health prevention campaigns organised by the Societe Generale health plan continued in 2014. They made it possible to introduce our employees to first-aid care, provide them with nutrition coaching, address the topics of hearing and memory for the first time, and raise their awareness of staying physically active. The opening of a partner gym of the UASG near the head office resulted in a day dedicated to sport and its benefits, organised in La Défense then in Val de Fontenay (Paris region).

In addition, we are continuing our commitment to prevent and manage psychosocial risks, particularly workplace stress and aggressive trade behaviours, with the support of specialised external stakeholders. The negotiations opened in 2014 with our employee representatives on working conditions are an illustration of this.

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Health and safety

31 Work-related and commuting accidents

2014 2013 2012

Number of work-related accidents resulting in a leave of absence	228	174	201
Number of days of absence due to work-related accidents	6,496	5,225	6,494
Number of cases of permanent disability (partial or total) declared to the company	0	4	1
Number of fatal accidents	0	1	0
Number of commuting accidents resulting in a leave of absence	326	381	365
Number of work-related accidents within the company for temporary staff or contractors	54	ND	ND

ALL DETAILS



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Health and safety

32 Distribution of work-related accidents by category

	2014	2013	2012
Number of accidents caused by serious risks (codes 32 to 40)	0	0	0
Number of accidents caused by falls from height (code 02)	59	57	59
Number of accidents caused by machinery excluding those falling under the above codes (codes 09 to 30)	0	0	0
Number of accidents involving handling, transfer or storage, (codes 01, 03, 04, 06, 07, 08)	189	190	199
Number of accidents caused by accidental movement of objects (code 05)	7	6	5
Other cases	230	170	197
(of which declarations following hold-ups)	21	8	21

As per the classification code for work-related accidents (10/10/1974 decree on committees or professional organisations for hygiene and safety).

33 Occupational disease

Number of cases and type of occupational disease declared to Social Security	1	7	6
Number of employees suffering from occupational diseases	0	0	0
Number of employer declarations of work procedures that may cause occupational disease	2	2	0

34 Health, safety and working conditions committees

Number of HSWCC meetings	752	816	781
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35 Expenditure on safety

Employees trained in safety	9,584	9,099	9,816
Estimate of expenditure on safety budgeted for the following year (in millions of euros)	79.9	73.4	76.8
Actual expenditure for the year in question (in millions of euros)	74.9	72.4	78.3

Expenditure on the safety of persons (not goods/property).

Other working conditions

The quality of working life of our employees is a lever for efficiency and sustainable performance and a condition essential to our attractiveness, effectiveness, and sustainability. In 2014, we undertook an ambitious project to improve the well-being of our employees:

- the Executive Committee signed the “15 Commitments for Work-life Balance” Charter launched by the French Ministry of Social Affairs, Health, and Women’s Rights as well as the French Work-Life Balance and Corporate Parenthood Observatory (OPE); concrete actions are now carried out to regulate Information and Communication Technologies, optimise meetings, and raise awareness among managers;
- our experimentation with telework continues: following the great success of the first phase initiated in 2013 (98% satisfaction), a second agreement was signed; it should allow telework to be extended to nearly 2,000 employee volunteers by the end of 2015;
- we are continuing our efforts to promote health, prevent psychosocial risks and support our employees in key moments of life (particularly parenting).



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Other working conditions



41 Organisation of working hours

2014 2013 2012

Average weekly working hours (in hours)	39	39	39
Number of employees taking compensatory rest	97	119	116
Number of employees with flexible hours	5,489	5,836	5,964
Number of employees employed part-time as of 31 December	4,501	4,445	4,462

ALL DETAILS



With the exception of the Nantes entity - Agreement of 15 May 1997 (32h), and branches working 37h22.



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Other working conditions

	2014	2013	2012
41 Organisation of working hours (cont.)			
Number of employees employed part-time as of 31 December (suite)	4,501	4,445	4,462
Number of employees taking two consecutive rest days per week throughout the year		All employees (with some particular exceptions)	
Average annual leave (days)	26	26	26
Number of rest days	29	31	29
42 Organisation and type of work			
Number of employees on shift work or working nights	73	90	107
43 Physical working conditions			
Number of employees regularly exposed to noise levels of over 85 decibels at their workstation	42	52	51
Number of samples, toxic product analyses and measurements	2,742	1,820	1,908

ALL DETAILS 

Excluding additional holidays outside the period and potential increases.

Excluding executives working a fixed number of days (25 days) and employees in branches on 37h22 (19 days).

Other working conditions



44	Changes to the way work is carried out	2014	2013	2012
	Number of employees affected by changes to improve the way work is carried out	14,021	16,804	2,990
45	Expenditure to improve working conditions (in millions of euros)			
	Estimated budget for working conditions improvement programme for the following year	95.1	83.8	81.1
	Actual expenditure for the year in question	66.3	69.9	68.4

ALL DETAILS



Expenditures for interior development of the premises. Health and safety expenditures appear in [section 35](#).



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Training

We take into account the needs of the company, the needs of our customers, and their future developments to enhance the skills of our employees and promote their employability over the long term. In 2014, we put the emphasis on:

- the continued deployment of the *Culture RISK* programme within the Group;
- the adaptation of managerial training, incorporating the four redefined values for the Group;
- the development of innovative techniques to disseminate knowledge, particularly through digital;
- the continuation of specific support initiatives, particularly for apprenticeship supervisors and mentors in the *Cursus Cadre* and *Passerell'E* programmes, vectors for internal promotion.

The Group's training division has also prepared for the implementation of the professional training reform: starting in 2015, the commitments made under a dedicated corporate agreement will ensure support for and strengthened monitoring of skills development and greater recognition of employees' achievements.



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Training

51 Continuous vocational training

	2014	2013	2012
Percentage of total payroll expenses dedicated to continuous vocational training	3.01%	3.18%	3.47%
Amount (in millions of euros) spent on continuous training	72.0	73.1	81.9
Number of employees trained	22,573	19,672	22,881
Number of hours of training Paid	744,802	862,319	870,488

ALL DETAILS 

The expenditures accounted for only include costs chargeable to training. The percentage of payroll expenses spent on continuous training (chargeable and non-chargeable training) is 3.49%.

This indicator covers all employees trained under the training plan and individual training entitlement (DIF).

Paid training hours are paid in accordance with the training programme or the DIF (Individual Training Entitlement) within working hours. Unpaid training hours are unpaid in accordance with the DIF outside working hours. Since 2009, the regulations have changed. Only chargeable training is taken into account. The total number of hours of training (chargeable and non-chargeable) is 933,398.

Training



51 Continuous vocational training *(cont.)* 2014 2013 2012

Number of hours of training Unpaid		2014	2013	2012
Number of participants		53,464	75,333	60,348
Adaptation to workstation		11,436	24,088	12,372
Job retention or job development		7,701	9,961	26,321
Development of skills		33,450	40,275	20,159
DIF (Individual Training Entitlement)		877	1,009	1,496
Paid hours		746,051	863,154	873,284
Adaptation to workstation		205,229	265,037	247,286
Job retention or job development		146,108	161,268	250,806
Development of skills		362,498	398,991	312,074
DIF (Individual Training Entitlement)		32,216	37,857	63,118

[ALL DETAILS](#)


The training actions are broken down according to legal classification as per the Law of 4 May 2004.


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Training



52 Training leave

2014 2013 2012

Number of employees taking paid training leave	23	20	16
Number of employees taking unpaid training leave	6	0	5
Number of employees who refused training leave	0	0	0

53 Apprenticeship

Number of apprenticeship contracts signed during the year	832	693	621
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Excluding actions that are part of the training plan.

Only concerns apprenticeship contracts signed during the year (excluding work-study contracts).

Professional relations

Since 2013, Societe Generale has undertaken a true renewal of the social dialogue in France, by establishing forums for dialogue and consultation on the company's strategy. The ability of Societe Generale and the national trade union organisations to anchor the social dialogue around the three essential principles of agility, shared visibility, and responsibility made it possible in 2014 to:

- pursue an active approach of anticipation through 4 meetings with the CEO and 15 meetings of the dialogue and consultation forum in the presence of Executive Committee members on the strategic directions and structuring projects;
- exchange as part of the Profession Observatory, a forum for dialogue and discussion dedicated to the evolution of professions and skills; two meetings per year are scheduled, and 2014 saw the holding of a first Strategic Workforce Planning seminar in a new format, bringing together management and labour, HR and managers, around the issues of digital for banking professions;
- pursue a constructive dialogue around 20 negotiated agreements, including major agreements such as teleworking, professional training reform, and profit sharing and incentive schemes.

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Professional relations



61 Employee representatives

2014 2013 2012

Participation in elections (per college) for Works Councils renewed during the year (as %)

Employee delegate	60.7	61.1	58.5
Works Councils	60.7	61.2	58.4

Total number of hour credits granted during the year

Works Councils	156,480	161,280	157,440
Employee delegates	152,100	152,820	147,420
Trade union delegates	65,119	72,720	69,960
HSWCC	38,592	39,024	39,960

ALL DETAILS



Excluding time spent in meetings with the employer and special HSWCC credits.

CWC = Central Works Council
HSWCC = Health, Safety and Working
Conditions Committee.



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Professional relations



61

Employee representatives (cont.)

2014 2013 2012

Number of meetings with employee representatives

CWC	ordinary sessions	5	5	5
	extraordinary sessions	2	1	7
	constitutive session	1	0	0
Approval committee for minutes of the CWC		5	5	5
WC		1/month	1/month	1/month
(Number of WCs)		131	134	133
Specialised commissions				
(commissions and sub-commissions of the CWC)		154	159	180
Group Council		4	4	4
European Works Council		1	3	2
Employee delegates		1/month	1/month	1/month
(number of delegations)		146	149	147
National trade union delegates		10	10	10
ESU delegates		0	0	0



Professional relations



61

Employee representatives *(cont.)*

Signature dates and subjects of the agreements signed within the company and the banking profession

1 – ELECTION AGREEMENT PROTOCOLS

- 31 staff delegate election protocols.
- 31 works council election protocols.
- 64 workplace health and safety committee election protocols.

2 – WAGE AGREEMENTS

17 December 2014

2015 wage agreement:

- Revaluation of the minimum wage grid.
- Revaluation of the minimum wage guarantee for senior employees aged 50 and over who are level H and beyond.
- Paternity and child care leave.
- Unpaid sick days starting from the 3rd sick leave.

3 – MISCELLANEOUS AGREEMENTS WITHIN THE PROFESSION

4 – AGREEMENTS SIGNED WITHIN THE COMPANY

03 February 2014

Amendment 5 to the agreement on the reduction and organisation of working hours of 12 October 2000.

Amendment 3 to the agreement on the evolution of professions, skills and employment of 13 February 2013.

Agreement on the method and support for the plan to pool the centralised payment means activities of France retail banks of the Societe Generale group and to strengthen the resiliency of the Group's payment flow management.

9 April 2014

Agreement on the supplemental incentive payment for the year ended 31 December 2013.



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Professional relations



61

Employee representatives *(cont.)*

Signature dates and subjects of the agreements signed within the company and the banking profession

4 – AGREEMENTS SIGNED WITHIN THE COMPANY *(cont.)*

30 April 2014

Agreement on the merger of the Societe Generale location in Lille Rihour with the Lille Customer Services Division.

30 June 2014

Societe Generale incentive scheme agreement for the 2014, 2015 and 2016 financial years.

Societe Generale profit-sharing agreement for the 2014, 2015 and 2016 financial years.

Regulations of the Societe Generale Company Savings Plan.

2 July 2014

Agreement on the payment of the profit-sharing bonus for dividends related to the 2013 financial year.

11 July 2014

Amendment to the agreement on the evolution of professions, skills, and employment of 13 February 2013.

16 July 2014

Telework experimentation agreement.

2 September 2014

Amendment to the regulations of the Societe Generale collective savings plan.

29 October 2014

Amendment to the agreement on the method of formation of the Societe Generale Central Works Council.



Professional relations



61

Employee representatives *(cont.)*

Signature dates and subjects of the agreements signed within the company and the banking profession

4 – AGREEMENTS SIGNED WITHIN THE COMPANY *(cont.)*

30 October 2014

Agreement on the operation of the Societe Generale Central Works Council.

Agreement on respective competencies in social and cultural activities of the Works Councils and the Central Works Council.

19 November 2014

Substitution agreement permitting the adaptation of the Societe Generale Securities Paris (SGSP) agreement to the Societe Generale agreement.

18 December 2014

Agreement on professional training.

Amendment to the regulations of the Societe Generale company savings plan.

22 December 2014

Amendment 6 to the regulations of the Societe Generale group savings plan.

31 December 2014

Amendment 13 to the labour agreement of 7 July 2000.

Number of employees taking leave for economic, social or trade union training	224	284	254
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Professional relations



62

Information and communication

2014 2013 2012

Number of hours dedicated to different forms of staff meetings

Employees' right of expression	0	0	0
(number of groups)	0	0	0

Induction procedures

All the useful information for new arrivals is available on the HR Online intranet:

- 1 – Starting induction procedures, with detailed presentation for each entity
- 2 – Regulatory information:
 - the collective agreement
 - the internal regulations
 - the communication means usage charter
 - the code of conduct
- 3 – Presentation of the Societe Generale group and its commitments:
 - Strategy
 - CSR
 - Mission Handicap
 - Culture RISK
 - Standard in relationship banking
- 4 – Social protection:
 - SG health plan
 - Protection scheme
- 5 – Employee savings
- 6 – Useful links

Internal communication procedures

- Internal newspaper dedicated to the French retail network, “Réseau & Co”
- “Réussir”
- Instructions
- Societe Generale intranet sites


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Professional relations



62 Information and communication *(cont.)*

2014 2013 2012

System of one-to-one meetings

At the annual employee appraisal meeting for technicians and managers, and upon request.

63 Procedures

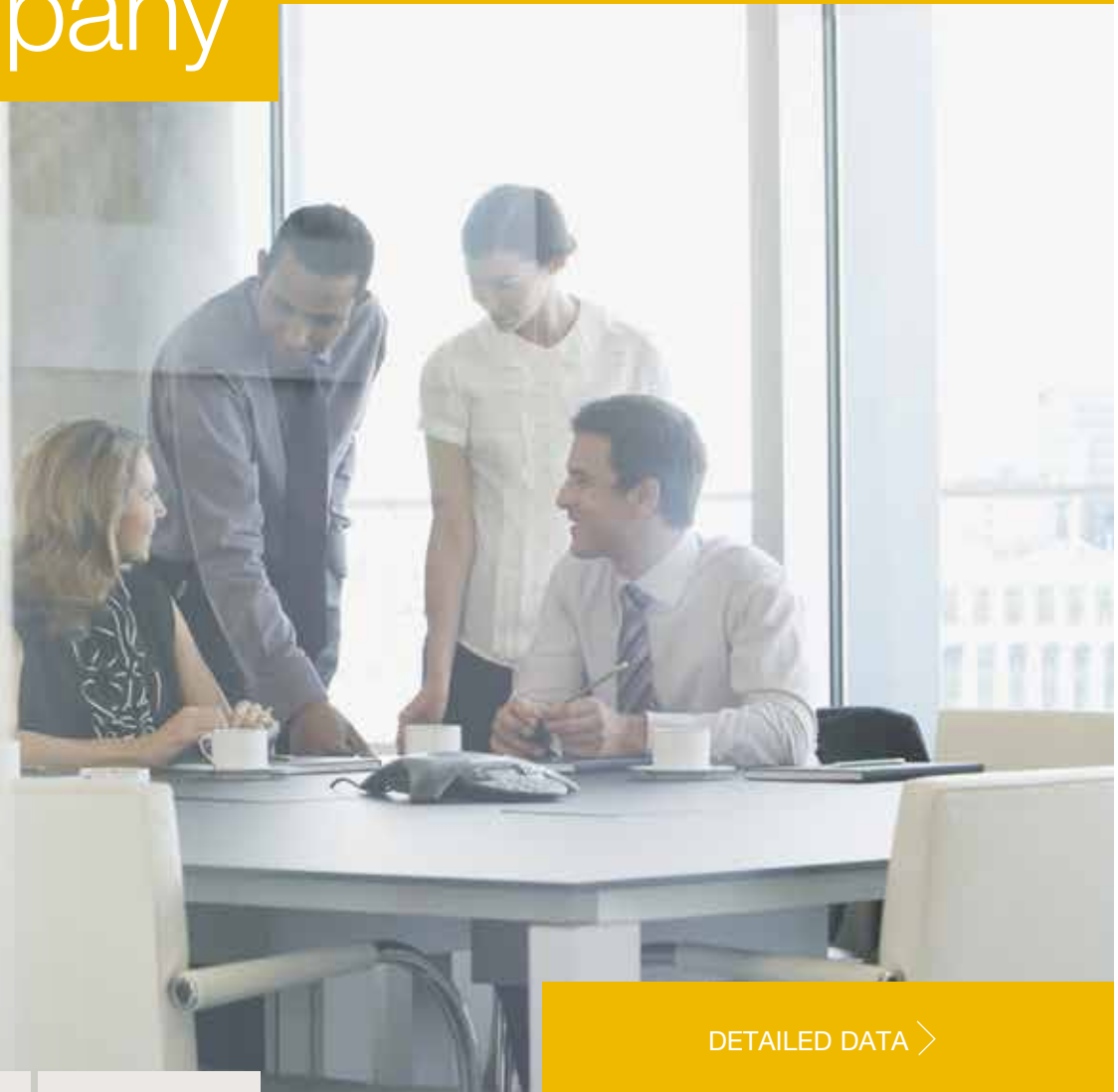
Number of instances of arbitration before national joint arbitration boards	2	0	3
Number of court cases where the company was at fault			
involving an employee	67	66	93
involving a trade union	1	2	0
other	10	7	9
Number of formal notices and reports from the Labour Inspection office	6	1	0



Other living conditions relating to the company

We actively contribute to the social protection of all our employees, particularly in terms of healthcare, pension, death, invalidity, and incapacity benefits. The Societe Generale health plan thus covers more than 117,000 people (participating members and beneficiaries) in France.

Through various local programmes, we also offer our employees monetary and non-monetary programmes to support them in key moments of their everyday life and in their family life. They can particularly benefit from housing assistance and offers for personal services. For their children, they can also benefit from regular or one-off child care spaces in inter-company nurseries or access a child care search assistance service through the partner platform Yoopies®.



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Other living conditions relating to the company

71 Employee benefits (in millions of euros) 2014 2013 2012

Breakdown of expenditure

– Housing: payments and misc. costs	21.5	20.9	21.4
– Transportation	63.7	60.3	61.0
– Medical and social services	11.2	10.9	10.7
– Long-service awards	8.5	9.9	9.8
– Misc. subsidies	9.7	8.3	9.9
– Holiday allowances	5.8	5.7	5.3
– Study grants	4.1	4.1	3.9
– Crèche and childcare	11.3	10.7	10.4
TOTAL	135.8	130.9	132.3
– Housing: total advances as of 31/12/2014	2,024.5	1,919.0	1,788.9

Payments made

To the CWC	“Social and cultural activities” budget of the CWC and WCs	23.5	19.4	19.4
	of which WC budgets	11.8	9.7	9.7
On behalf of the CWC				
	Catering subsidy	42.0	41.3	42.3
	CWC operating subsidy	2.6	2.5	3.1
	Operating subsidy for WCs	2.1	1.8	1.8
	Total	70.2	65.0	66.6

Other benefits (in millions of euros)

Total employer contributions for health and welfare insurance	373.7	357.8	367.7
of which Social Security	326.9	315.1	326.0
Total employer contributions for pensions	402.6	386.2	393.7
of which Social Security	161.5	155.1	155.5

SOCIAL REPORT 2014



EDITORIAL



Our banking profession is changing profoundly as our customers' needs are evolving, particularly in the digital age, and we must respect increasingly stringent regulations. To support these changes, we must first think about our customers: how to serve them better, protect them better and help them finance their projects better – all at a competitive cost.

It is thanks to the lasting satisfaction of our customers that we will best safeguard the interests of all our stakeholders over the long term.

The human resources policy reflects this ambition because we cannot have satisfied customers if we do not develop our employees in the best possible way. To do this, we must create the conditions for listening to and respecting each person while offering support and professional development meeting the company's needs. That is why, in 2014, the Human Resources Division worked with the staff representatives on the evolution of our professions and skills but also on working conditions. To support the company's ambition, we have also rethought our values (team spirit, innovation, responsibility, and commitment) and developed the new leadership model that defines the behaviours expected within Societe Generale.

Edouard-Malo Henry

Group Head of Human Resources

Social report 2014



5,372
recruitments



44.7%
female executives



3.5%
of payroll devoted
to continuous training



20
agreements signed



4,501
part-time employees



€11.3
million
allocated for nurseries
and child care



€1,827
on average per employee
for incentive schemes
and profit sharing

The social indicators reflect the social dimension of Societe Generale SA in France, i.e. Societe Generale excluding its subsidiaries.

Employment

The strategic workforce planning in place since 2013 is a key tool to support the Group's development: it corresponds to a strategic approach for steering and anticipating jobs and skills with the goal of enabling the Group to have the skills that our business lines will need in the medium and long term.

We must allow our employees to develop their employability through training and the design of relevant career paths. This is why we are developing an active internal mobility policy in order to promote the ongoing adaptation of their skills to rapid changes in our environment while offering motivating career paths.

Although internal mobility is systematically favoured over the needs of vacancies, our role also involves using external recruitment for growing or emerging professions, giving particular attention to the diversity of profiles.



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Employment



11 Staff

2014 2013 2012

Employees on payroll at 31 December

Technical staff	19,429	19,684	20,245
Executive staff	21,770	21,060	20,880
Total	41,199	40,744	41,125

Employees absent, without pay

Technical staff	946	926	926
Executive staff	533	489	436
Total	1,479	1,415	1,362

Employees on secondment

Technical staff	190	214	229
Executive staff	1,378	1,384	1,460
Total	1,568	1,598	1,689

Employees on secondment hosted

Technical staff	78	30	34
Executive staff	329	294	319
Total	407	324	353

Cleaning staff

42 51 61

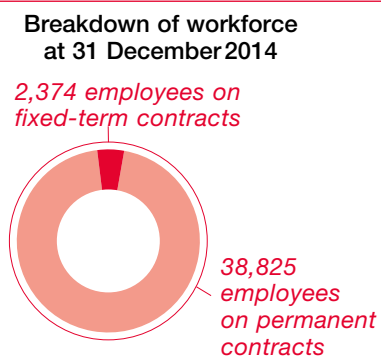
Total workforce (paid at 31 December, absent, on secondment and cleaning personnel)

Technical staff	20,607	20,875	21,461
Executive staff	23,681	22,933	22,776
Total	44,288	43,808	44,237

Part-time employees (full-time equivalent)

Technical staff	2,090	2,107	2,180
Executive staff	1,355	1,275	1,196
Total	3,445	3,382	3,376

Employees on the payroll, either present or absent, working full-time or part-time.



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Employment



11

Staff (cont.)

2014 2013 2012

Permanent, full-time employees

Technical staff	13,910	14,529	15,328
Executive staff	18,935	18,785	18,914
Total	32,845	33,314	34,242

Number of employees on a temporary contract at 31 December

Technical staff	2,261	1,831	1,617
Executive staff	113	137	80
Total	2,374	1,968	1,697

Average monthly headcount

Technical staff	19,300	19,740	20,388
Executive staff	21,345	20,965	20,983
Total	40,645	40,706	41,371

Distribution by gender (paid staff) at 31 December

Men	Technical staff	5,711	5,838	6,136
	Executive staff	12,033	11,780	11,824
	Total	17,744	17,618	17,960
Women	Technical staff	13,718	13,846	14,109
	Executive staff	9,737	9,280	9,056
	Total	23,455	23,126	23,165

Distribution by age (paid staff) at 31 December

under 25	Technical staff	2,630	2,318	2,323
	Executive staff	339	243	274
	Total	2,969	2,561	2,597

Full-time workforce outside the probation period; it is less than the paid workforce at 31/12, which includes part-time employees.

Average based on staff paid for 12 months of the year.

44.7 % of executives are women.

The average age is 40 years and 8 months.

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Employment



11 Staff (cont.)

2014 2013 2012

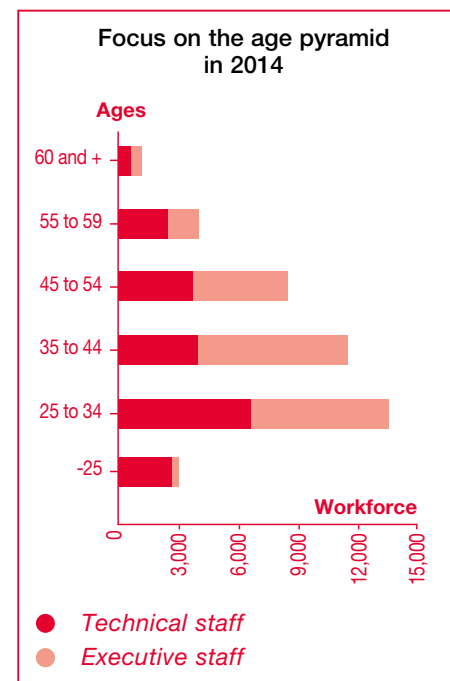
Distribution by age (paid staff) at 31 December (cont.)

25 to 34	Technical staff	6,598	6,853	7,018
	Executive staff	6,855	6,916	7,254
	Total	13,453	13,769	14,272
35 to 44	Technical staff	3,784	3,505	3,290
	Executive staff	7,649	7,134	6,684
	Total	11,433	10,639	9,974
45 to 54	Technical staff	3,633	3,864	4,088
	Executive staff	4,801	4,520	4,292
	Total	8,434	8,384	8,380
55 to 59	Technical staff	2,363	2,632	2,911
	Executive staff	1,552	1,578	1,696
	Total	3,915	4,210	4,607
60 and over	Technical staff	421	512	615
	Executive staff	574	669	680
	Total	995	1,181	1,295

Distribution by length of service (paid staff) at 31 December

less than 5 years	Technical staff	5,427	5,103	5,246
	Executive staff	5,174	5,012	5,961
	Total	10,601	10,115	11,207
5 to 9 years	Technical staff	4,632	4,874	4,729
	Executive staff	6,080	5,890	4,926
	Total	10,712	10,764	9,655

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Employment



11

Staff (cont.)

2014 2013 2012

Distribution by length of service (paid staff) at 31 December (cont.)

10 to 19 years	Technical staff	3,546	3,111	2,877
	Executive staff	5,491	5,018	4,777
	Total	9,037	8,129	7,654
20 to 29 years	Technical staff	1,543	1,879	2,416
	Executive staff	2,809	2,717	2,697
	Total	4,352	4,596	5,113
30 years or more	Technical staff	4,281	4,717	4,977
	Executive staff	2,216	2,423	2,519
	Total	6,497	7,140	7,496

Distribution by nationality (paid staff) at 31 December

French	Technical staff	19,124	19,420	20,016
	Executive staff	20,948	20,262	20,076
	Total	40,072	39,682	40,092
Other	Technical staff	305	264	229
	Executive staff	822	798	804
	Total	1,127	1,062	1,033

Distribution by qualification level (paid staff) at 31 December

Technical staff levels A, B, C	4,265	4,018	3,971
Technical staff levels D, E	8,882	9,112	9,309
Technical staff levels F, G	6,282	6,554	6,965
Executive staff, levels H, I	13,919	13,585	13,652
Executive staff, levels J, K	6,775	6,430	6,193
Senior managers	1,076	1,045	1,035

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Employment



12 Outside workers and others

	2014	2013	2012
Number of employees belonging to an outside company	7,655	7,863	6,928
Number of interns (from schools, universities etc.)	3,410	3,422	3,829
Average number of temporary staff per month	527	506	450
Average length of temporary contracts (in days)	33.0	35.8	35.5
Total number of hours worked by cleaning staff	39,942	45,948	49,322

Number of employees from outside companies carrying out work on Societe Generale premises, excluding temporary staff

1,011 full-time equivalent interns welcomed in 2014, or 2.7% of the workforce. These internships are undertaken exclusively as part of school curricula.

13 Recruitment during the year in question

Number of new hires on permanent contracts

Technical staff	1,142	1,100	1,030
Executive staff	1,686	1,000	772
Total	2,828	2,100	1,802

Of which number of new hires aged under 25

Technical staff	432	448	375
Executive staff	329	196	201
Total	761	644	576

Number of new hires on fixed-term contracts

Technical staff	2,128	1,707	1,495
Executive staff	416	411	197
Total	2,544	2,118	1,692

Number of auxiliary staff during holiday periods

	438.4	436.2	457.7
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Fixed-term contracts including work-study contracts. The use of work-study thus reflects a reaffirmed ambition of the Group in terms of professional integration of young people.

Auxiliary staff during holiday periods, as defined in Article 20 of the bank's collective agreement, expressed in FTE (Full Time Equivalent).

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Employment



14 Departures during the year in question

Total number of departures

Technical staff	3,017	2,829	2,685
Executive staff	1,866	1,808	2,028
Total	4,883	4,637	4,713

Number of resignations

Technical staff	258	220	274
Executive staff	526	562	564
Total	784	782	838

Number of contract terminations

Technical staff	16	16	10
Executive staff	31	22	20
Total	47	38	30

Number of redundancies for economic reasons

Technical staff	9	29	71
Executive staff	27	124	620
Total	36	153	691

Number of redundancies for other reasons

Technical staff	87	94	98
Executive staff	118	118	170
Total	205	212	268

Number of fixed-term contracts coming to an end

Technical staff	1,534	1,362	1,275
Executive staff	595	488	264
Total	2,129	1,850	1,539

This solely concerns voluntary departures within the scope of adaptation plans.

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14 Departures during the year in question (cont.)

Number of leavers before end of trial period

	2014	2013	2012
Technical staff	293	246	289
Executive staff	88	36	70
Total	381	282	359

Number of leavers taking retirement or early retirement

Technical staff	796	837	636
Executive staff	461	442	303
Total	1,257	1,279	939

Number of deaths

Technical staff	24	25	32
Executive staff	20	16	17
Total	44	41	49

15 Promotions

Number of employees promoted to a higher level	3,696	3,971	3,973
of which technicians promoted to executive status	361	421	414

16 Unemployment

Number of employees on short time working	0	0	0
Total number of hours of short time working	0	0	0

17 Disabled workers

Number of disabled workers as classified by Article L5212-13 of the French Employment Law	1,542	1,594	1,595
of which number of disabled workers as classified by the DOETH	1,115	1,101	1,096

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For numerous years, Societe Generale has been implementing an active internal advancement policy, which includes promoting access to the executive status.

Article L5212-13 of the French Employment Law lists the criteria for recognition of disability whether the employee is present or absent from the company. Companies of all sizes are included in the official declaration. (DOETH = mandatory declaration of the employment of disabled workers). However, since 2009, disabled people who have completed less than 6 months of work are counted based on their presence length in the company.


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Employment



18 Absenteeism

2014 2013 2012

Number of days of absence / Total number of days paid (%)

Technical staff	6.89	7.05	7.00
Executive staff	4.13	4.19	4.16
Total	5.44	5.58	5.56

Number of days of absence

Technical staff	485,196	508,016	521,273
Executive staff	321,709	320,867	318,355
Total	806,905	828,883	839,628

Number of days of absence due to sickness

Technical staff	259,999	263,105	275,159
Executive staff	125,796	120,613	118,332
Total	385,795	383,718	393,491

Distribution of absences due to sickness by duration

up to 3 days	Technical staff	26,381	27,305	27,267
	Executive staff	13,695	14,889	13,905
	Total	40,076	42,194	41,172
4 to 30 days	Technical staff	79,229	81,518	83,096
	Executive staff	43,190	41,899	41,142
	Total	122,419	123,417	124,238
31 to 60 days	Technical staff	35,458	35,461	37,645
	Executive staff	18,760	18,099	18,734
	Total	54,218	53,560	56,379

Societe Generale's rate of absenteeism due to illness stands at 3.69% for technical staff and 1.61% for executive staff.

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Employment



18 Absenteeism (cont.)

2014 2013 2012

Distribution of absences due to sickness by duration (cont.)

more than 60 days	Technical staff	118,931	118,821	127,151
	Executive staff	50,151	45,726	44,551
	Total	169,082	164,547	171,702

Number of days of absence due to work-related or commuting accidents

Technical staff	9,518	9,140	11,208
Executive staff	4,425	5,727	4,342
Total	13,943	14,867	15,550

Number of days of absence due to maternity leave

Technical staff	185,714	204,122	204,326
Executive staff	163,591	166,246	168,756
Total	349,305	370,368	373,082

Number of days of absence for authorised holiday (family events, special leave of absence for employees with caring responsibilities etc.)

Technical staff	24,125	24,741	23,948
Executive staff	26,277	26,435	25,335
Total	50,402	51,176	49,283

Number of days of absence for other reasons (exams, summer camps, youth camps, sports etc.)

Technical staff	5,840	6,908	6,632
Executive staff	1,620	1,846	1,590
Total	7,460	8,754	8,222

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Remuneration and related expenses

To support our development, we need to attract, motivate, and retain our employees, particularly by ensuring a competitive remuneration package for them. This includes monetary remuneration, recognising each person's contribution to the company's development, and employee benefits. The concrete actions undertaken in favour of gender equality, particularly the budgets dedicated to eliminating wage gaps among other actions, have contributed to the renewal of the Professional Equality label awarded by AFNOR Certification.

We are also pursuing an active employee shareholding policy in order to include our employees in the Group's development. At the end of 2014, current and former employees held 7.42% of the share capital and 12.07% of the voting rights as part of the Company Savings Plans and Group Savings Plans.

In 2014, an individual social report was sent to 38,000 employees. This personalised document offers them a complete, informative view of the components of their remuneration package for 2013.



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Remuneration and related expenses

21 Remuneration

	2014	2013	2012
Average monthly remuneration (euro)	4,393	4,345	4,234
Technical staff levels A, B, C			
Men	1,554	1,590	1,576
Women	1,753	1,801	1,817
Technical staff levels D, E			
Men	2,574	2,577	2,556
Women	2,583	2,573	2,540
Technical staff levels F, G			
Men	3,301	3,295	3,279
Women	3,188	3,163	3,132
Executive staff levels H, I			
Men	4,603	4,650	4,623
Women	4,150	4,114	4,063
Executive staff levels J, K			
Men	8,586	8,575	8,372
Women	7,356	7,278	7,167
Senior managers			
Men	15,748	14,770	13,987
Women	14,365	14,088	13,555
Proportion of bonuses in annual declaration (%)	17.5	17.7	17.0
Technical staff levels A, B, C			
Men	4.2	4.9	5.0
Women	5.4	6.2	6.0

Total annual gross remuneration (including bonuses and allowances) expressed in 12 equal instalments. In 2014, the bases were reconstructed in the light of the new legislation over the three financial years on the regulated population that was also monitored.

The average gross annual remuneration is €52,716 (excluding regulated staff), comprising fixed and variable wages, bonuses and other indemnities (excluding profit-sharing, incentive scheme and employer matching contributions).

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Remuneration and related expenses



21 Remuneration (cont.)

2014 2013 2012

Proportion of bonuses in annual declaration (%) (cont.)

Technical staff levels D, E

Men	8.5	10.3	9.6
Women	8.0	9.5	9.0

Technical staff levels F, G

Men	9.7	10.2	10.2
Women	8.7	9.2	8.9

Executive staff levels H, I

Men	15.0	16.2	16.1
Women	11.6	11.6	11.3

Executive staff levels J, K

Men	27.6	27.7	27.2
Women	20.6	20.3	20.0

Senior managers

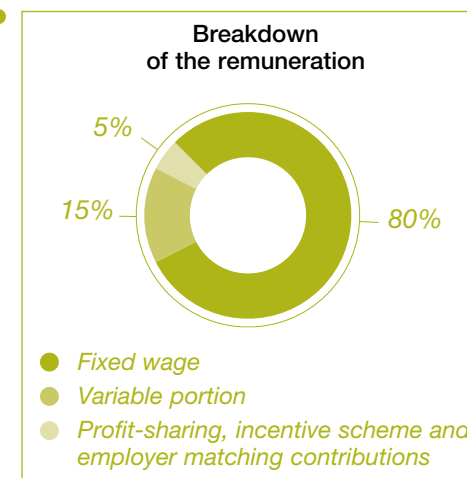
Men	40.7	38.0	35.7
Women	35.9	35.0	34.0

Breakdown of annual remuneration in euro (% of employees)

Pay bracket

less than €18,000	4.6	3.9	3.7
€18,000 to €21,000	0.8	0.6	0.5
€21,000 to €24,000	1.8	2.0	2.2
€24,000 to €27,000	4.4	4.8	5.1
€27,000 to €36,000	24.8	25.9	27.1
€36,000 to €54,000	32.9	33.5	33.3
€54,000 to €100,000	23.6	22.5	21.8
over €100,000	7.1	6.9	6.2

HIDE DETAILS



In 2014, the bases were reconstructed in the light of the new legislation over the three financial years on the regulated population that was also monitored.



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Remuneration and related expenses



22 Pay differentials

	2014	2013	2012
Difference between the average salary of the 10% of employees on the highest salaries and that of the 10% of employees on the lowest salaries	7.5	7.3	7.1

Total sum of the ten highest remuneration packages (in thousands of euros)	26,687	21,041	19,133
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23 Method of calculating remuneration

Percentage of employees whose salaries are wholly or partly performance-related	0	0	0
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Number of employees receiving commission

Technical staff	4,401	9,042	9,448
Executive staff	0	0	0
Total	4,401	9,042	9,448

24 Related expenses

Company benefits
See booklets:
– Salary and benefits
– Insurance information sheet

Total payments to temp agencies (in millions of euros)	30.0	33.2	27.3
---	-------------	------	------

25 Total payroll expenses

Staff costs / Net banking income (%)	48.7	46.7	50.7
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This is remuneration received during the year, i.e., including variable components paid for the results of the previous financial year(s). Nine of the ten highest wages relate to corporate and investment banking professions.

HIDE DETAILS



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Remuneration and related expenses



26

Employee profit sharing (in millions of euros)

	2014	2013	2012
Special profit sharing reserve	12.2	7.6	9.9
of which:			
– contribution for the financial year	12.2	7.5	9.9
– contribution for previous years	0.0	0.0	0.0
– penalty interest	0.03	0.05	0.06
Discretionary profit sharing	66.0	54.2	59.0
Exceptional bonus (Work dividend, “Villepin” bonus)	14.0	9.0	0.0
Total financial remuneration	92.2	70.8	69.0
Average profit sharing sum per participating employee (in euro)			
All	276	168	218
Technical staff	175	117	153
Executive staff	366	215	279
Average discretionary profit sharing sum per participating employee (in euro)			
All	1,551	1,330	1,434
Technical staff	1,134	833	916
Executive staff	1,908	1,770	1,908
Value of extraordinary bonus per participating employee (in euro)	300	200	0
Percentage of capital held by employees through mandatory profit sharing system	7.42	7.45	7.61
Employer contributions paid into mutual funds (gross in millions of euros)	43.3	43.9	40.1

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The profit-sharing and incentive scheme figures are the amounts paid in 2014 in respect of 2013 performance. They reflect the company's annual results.

Total employer matching contributions paid in 2014 on the PEE and PERCO savings plans.

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Health and safety

We continually monitor the possibility of any risks liable to affect the health of our teams, anywhere in the world, by conducting prevention campaigns as close to the field as possible. In France, the health prevention campaigns organised by the Societe Generale health plan continued in 2014. They made it possible to introduce our employees to first-aid care, provide them with nutrition coaching, address the topics of hearing and memory for the first time, and raise their awareness of staying physically active. The opening of a partner gym of the UASG near the head office resulted in a day dedicated to sport and its benefits, organised in La Défense then in Val de Fontenay (Paris region).

In addition, we are continuing our commitment to prevent and manage psychosocial risks, particularly workplace stress and aggressive trade behaviours, with the support of specialised external stakeholders. The negotiations opened in 2014 with our employee representatives on working conditions are an illustration of this.

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Health and safety

31 Work-related and commuting accidents

2014 2013 2012

Number of work-related accidents resulting in a leave of absence

Technical staff	159	126	135
Executive staff	69	48	66
Total	228	174	201

Number of days of absence due to work-related accidents

Technical staff	4,673	3,280	4,657
Executive staff	1,823	1,945	1,837
Total	6,496	5,225	6,494

Number of cases of permanent disability (partial or total) declared to the company

French	0	4	1
Others	0	0	0
Total	0	4	1

Number of fatal accidents

Total work-related	0	1	0
Total commuting	0	0	0

Number of commuting accidents resulting in a leave of absence

Technical staff	203	240	240
Executive staff	123	141	125
Total	326	381	365

Number of work-related accidents within the company for temporary staff or contractors

54 ND ND

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Health and safety

32 Distribution of work-related accidents by category

2014 2013 2012

Number of accidents caused by serious risks (codes 32 to 40)	0	0	0
Number of accidents caused by falls from height (code 02)	59	57	59
Number of accidents caused by machinery excluding those falling under the above codes (codes 09 to 30)	0	0	0
Number of accidents involving handling, transfer or storage, (codes 01, 03, 04, 06, 07, 08)	189	190	199
Number of accidents caused by accidental movement of objects (code 05)	7	6	5
Other cases	230	170	197
(of which declarations following hold-ups)	21	8	21

As per the classification code for work-related accidents (10/10/1974 decree on committees or professional organisations for hygiene and safety).

33 Occupational disease

Number of cases and type of occupational disease declared to Social Security	1	7	6
Number of employees suffering from occupational diseases	0	0	0
Number of employer declarations of work procedures that may cause occupational disease	2	2	0

34 Health, safety and working conditions committees

Number of HSWCC meetings	752	816	781
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35 Expenditure on safety

Employees trained in safety	9,584	9,099	9,816
Estimate of expenditure on safety budgeted for the following year (in millions of euros)	79.9	73.4	76.8
Actual expenditure for the year in question (in millions of euros)	74.9	72.4	78.3

Expenditure on the safety of persons (not goods/property).

Other working conditions

The quality of working life of our employees is a lever for efficiency and sustainable performance and a condition essential to our attractiveness, effectiveness, and sustainability. In 2014, we undertook an ambitious project to improve the well-being of our employees:

- the Executive Committee signed the “15 Commitments for Work-life Balance” Charter launched by the French Ministry of Social Affairs, Health, and Women’s Rights as well as the French Work-Life Balance and Corporate Parenthood Observatory (OPE); concrete actions are now carried out to regulate Information and Communication Technologies, optimise meetings, and raise awareness among managers;
- our experimentation with telework continues: following the great success of the first phase initiated in 2013 (98% satisfaction), a second agreement was signed; it should allow telework to be extended to nearly 2,000 employee volunteers by the end of 2015;
- we are continuing our efforts to promote health, prevent psychosocial risks and support our employees in key moments of life (particularly parenting).



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Other working conditions

41 Organisation of working hours

2014 2013 2012

		2014	2013	2012
Average weekly working hours (in hours)		39	39	39
Number of employees taking compensatory rest				
based on the legal system	Technical staff	81	95	99
	Executive staff	16	24	17
	Total	97	119	116
based on a contractual system	Technical staff	0	0	0
	Executive staff	0	0	0
	Total	0	0	0
Number of employees with flexible hours				
	Technical staff	4,423	4,719	4,903
	Executive staff	1,066	1,117	1,061
	Total	5,489	5,836	5,964
Number of employees employed part-time as of 31 December				
	Technical staff	2,805	2,849	2,954
	Executive staff	1,696	1,596	1,508
	Total	4,501	4,445	4,462
of which part-time = (1)+(2)+(3)	Technical staff	543	559	582
	Executive staff	149	121	126
	Total	692	680	708
Societe Generale (1)	Technical staff	163	169	199
	Executive staff	30	35	41
	Total	193	204	240

With the exception of the Nantes entity - Agreement of 15 May 1997 (32h), and branches working 37h22.

(1) Societe Generale part-time not linked to illness.

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Other working conditions

41 Organisation of working hours *(cont.)* 2014 2013 2012

Illness (2)	Technical staff	244	267	257
	Executive staff	46	39	37
	Total	290	306	294
Social security (3)	Technical staff	136	124	126
	Executive staff	73	47	48
	Total	209	171	174
Number of employees taking two consecutive rest days per week throughout the year		All employees (with some particular exceptions)		
Average annual leave (days)		26	26	26
Number of rest days		29	31	29
of which public holidays on a Saturday		10.0	10.0	8.0
	Monday	8.0	7.0	7.0

(2) Part-time due to illness (recipient of disability benefits or doctor's note).

(3) Part-time return to work.

Excluding additional holidays outside the period and potential increases.

Excluding executives working a fixed number of days (25 days) and employees in branches on 37h22 (19 days).

42 Organisation and type of work

Number of employees on shift work or working nights

Technical staff	66	83	100
Executive staff	7	7	7
Total	73	90	107

43 Physical working conditions

Number of employees regularly exposed to noise levels of over 85 decibels at their workstation	42	52	51
Number of samples, toxic product analyses and measurements	2,742	1,820	1,908

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Other working conditions



44 Changes to the way work is carried out

2014 2013 2012

Number of employees affected by changes to improve the way work is carried out

Introduction of ATMs	788	600	625
Department restructuring	1,026	698	1,749
Integration of IT procedures	1,340	206	267
Computerisation	10,867	15,300	349
Total	14,021	16,804	2,990

45 Expenditure to improve working conditions (in millions of euros)

Estimated budget for working conditions improvement programme for the following year

95.1 83.8 81.1

Actual expenditure for the year in question

66.3 69.9 68.4

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Expenditures for interior development of the premises. Health and safety expenditures appear in [section 35](#).



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Training

We take into account the needs of the company, the needs of our customers, and their future developments to enhance the skills of our employees and promote their employability over the long term. In 2014, we put the emphasis on:

- the continued deployment of the *Culture RISK* programme within the Group;
- the adaptation of managerial training, incorporating the four redefined values for the Group;
- the development of innovative techniques to disseminate knowledge, particularly through digital;
- the continuation of specific support initiatives, particularly for apprenticeship supervisors and mentors in the *Cursus Cadre* and *Passerell'E* programmes, vectors for internal promotion.

The Group's training division has also prepared for the implementation of the professional training reform: starting in 2015, the commitments made under a dedicated corporate agreement will ensure support for and strengthened monitoring of skills development and greater recognition of employees' achievements.



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Training

51 Continuous vocational training

2014 2013 2012

Percentage of total payroll expenses dedicated to continuous vocational training 3.01% 3.18% 3.47%

Amount (in millions of euros) spent on continuous training

Training courses organised within the company	23.0	23.5	22.2
Compensation paid to trainees	16.0	15.3	21.9
Training carried out in accordance with agreements	14.0	16.2	19.1
FONGECIF payments	4.9	4.6	4.7
Payments to French Treasury and others (including 0.5% OPCA contribution)	14.1	13.6	14.0
Training allowance	0.02	0.04	0.07
Total	72.0	73.1	81.9

Number of employees trained 22,573 19,672 22,881

Men	Technical staff	2,543	2,171	3,431
	Executive staff	7,663	6,744	5,774
	Total	10,206	8,915	9,205
Women	Technical staff	5,944	5,393	8,008
	Executive staff	6,423	5,364	5,668
	Total	12,367	10,757	13,676

Number of hours of training Paid 744,802 862,319 870,488

Men	Technical staff	106,875	138,600	148,834
	Executive staff	210,626	223,382	190,943
	Total	317,502	361,982	339,777
Women	Technical staff	230,611	300,840	331,964
	Executive staff	196,689	199,497	198,747
	Total	427,300	500,337	530,711

The expenditures accounted for only include costs chargeable to training. The percentage of payroll expenses spent on continuous training (chargeable and non-chargeable training) is 3.49%.

This indicator covers all employees trained under the training plan and individual training entitlement (DIF).

Paid training hours are paid in accordance with the training programme or the DIF (Individual Training Entitlement) within working hours. Unpaid training hours are unpaid in accordance with the DIF outside working hours. Since 2009, the regulations have changed. Only chargeable training is taken into account. The total number of hours of training (chargeable and non-chargeable) is 933,398.

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Training

51 Continuous vocational training (cont.)

2014 2013 2012

Number of hours of training Unpaid		2014	2013	2012
Men	Technical staff	1,247	835	2,795
	Executive staff	118.09	45	181.5
	Total	493.59	221	1,173
Women	Technical staff	612	266	1,355
	Executive staff	237	168	517
	Total	399	401	923
Total		636	569	1,441
Breakdown by type of training				
Number of participants		2014	2013	2012
Adaptation to workstation		53,464	75,333	60,348
Job retention or job development		11,436	24,088	12,372
Development of skills		7,701	9,961	26,321
DIF (Individual Training Entitlement)		33,450	40,275	20,159
Total		877	1,009	1,496
Paid hours		2014	2013	2012
Adaptation to workstation		744,803	862,319	870,488
Job retention or job development		205,229	265,037	247,286
Development of skills		146,108	161,268	250,806
DIF (Individual Training Entitlement)		362,498	398,991	312,074
Total		30,968	37,022	60,322
Unpaid hours		2014	2013	2012
Adaptation to workstation		1,248	835	2,796
Job retention or job development		0	0	0
Development of skills		0	0	0
DIF (Individual Training Entitlement)		0	0	0
Total		1,248	835	2,796

The training actions are broken down according to legal classification as per the Law of 4 May 2004.

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Training



52 Training leave

	2014	2013	2012
Number of employees taking paid training leave	23	20	16
Number of employees taking unpaid training leave	6	0	5
Number of employees who refused training leave	0	0	0

Excluding actions that are part of the training plan.

53 Apprenticeship

Number of apprenticeship contracts signed during the year	832	693	621
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Only concerns apprenticeship contracts signed during the year (excluding work-study contracts).

Professional relations

Since 2013, Societe Generale has undertaken a true renewal of the social dialogue in France, by establishing forums for dialogue and consultation on the company's strategy. The ability of Societe Generale and the national trade union organisations to anchor the social dialogue around the three essential principles of agility, shared visibility, and responsibility made it possible in 2014 to:

- pursue an active approach of anticipation through 4 meetings with the CEO and 15 meetings of the dialogue and consultation forum in the presence of Executive Committee members on the strategic directions and structuring projects;
- exchange as part of the Profession Observatory, a forum for dialogue and discussion dedicated to the evolution of professions and skills; two meetings per year are scheduled, and 2014 saw the holding of a first Strategic Workforce Planning seminar in a new format, bringing together management and labour, HR and managers, around the issues of digital for banking professions;
- pursue a constructive dialogue around 20 negotiated agreements, including major agreements such as teleworking, professional training reform, and profit sharing and incentive schemes.

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Professional relations



61 Employee representatives

2014 2013 2012

Participation in elections (per college) for Works Councils renewed during the year (as %)

Employee delegate	Technical staff	76.2	76.6	75.6
	Executive staff	45.2	45.6	41.4
Works Councils	Technical staff	75.6	76.3	75.2
	Executive staff	45.8	46.0	41.6

Total number of hour credits granted during the year

Works Councils	156,480	161,280	157,440
(number of members)	652	672	656
Employee delegates	152,100	152,820	147,420
(number of delegates)	845	849	819
Trade union delegates	65,119	72,720	69,960
(number of delegates)	257	287	276
HSWCC	38,592	39,024	39,960
(number of members)	536	542	555

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Excluding time spent in meetings with the employer and special HSWCC credits.

CWC = Central Works Council
HSWCC = Health, Safety and Working Conditions Committee.



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Professional relations



61

Employee representatives (cont.)

2014 2013 2012

Number of meetings with employee representatives

CWC	ordinary sessions	5	5	5
	extraordinary sessions	2	1	7
	constitutive session	1	0	0
Approval committee for minutes of the CWC		5	5	5
WC		1/month	1/month	1/month
(Number of WCs)		131	134	133
Specialised commissions				
(commissions and sub-commissions of the CWC)		154	159	180
Group Council		4	4	4
European Works Council		1	3	2
Employee delegates		1/month	1/month	1/month
(number of delegations)		146	149	147
National trade union delegates		10	10	10
ESU delegates		0	0	0



Professional relations



61

Employee representatives (cont.)

Signature dates and subjects of the agreements signed within the company and the banking profession

1 – ELECTION AGREEMENT PROTOCOLS

- 31 staff delegate election protocols.
- 31 works council election protocols.
- 64 workplace health and safety committee election protocols.

2 – WAGE AGREEMENTS

17 December 2014

2015 wage agreement:

- Revaluation of the minimum wage grid.
- Revaluation of the minimum wage guarantee for senior employees aged 50 and over who are level H and beyond.
- Paternity and child care leave.
- Unpaid sick days starting from the 3rd sick leave.

3 – MISCELLANEOUS AGREEMENTS WITHIN THE PROFESSION

4 – AGREEMENTS SIGNED WITHIN THE COMPANY

03 February 2014

Amendment 5 to the agreement on the reduction and organisation of working hours of 12 October 2000.

Amendment 3 to the agreement on the evolution of professions, skills and employment of 13 February 2013.

Agreement on the method and support for the plan to pool the centralised payment means activities of France retail banks of the Societe Generale group and to strengthen the resiliency of the Group's payment flow management.

9 April 2014

Agreement on the supplemental incentive payment for the year ended 31 December 2013.



Professional relations



61

Employee representatives *(cont.)*

Signature dates and subjects of the agreements signed within the company and the banking profession

4 – AGREEMENTS SIGNED WITHIN THE COMPANY *(cont.)*

30 April 2014

Agreement on the merger of the Societe Generale location in Lille Rihour with the Lille Customer Services Division.

30 June 2014

Societe Generale incentive scheme agreement for the 2014, 2015 and 2016 financial years.

Societe Generale profit-sharing agreement for the 2014, 2015 and 2016 financial years.

Regulations of the Societe Generale Company Savings Plan.

2 July 2014

Agreement on the payment of the profit-sharing bonus for dividends related to the 2013 financial year.

11 July 2014

Amendment to the agreement on the evolution of professions, skills, and employment of 13 February 2013.

16 July 2014

Telework experimentation agreement.

2 September 2014

Amendment to the regulations of the Societe Generale collective savings plan.

29 October 2014

Amendment to the agreement on the method of formation of the Societe Generale Central Works Council.



Professional relations



61

Employee representatives *(cont.)*

Signature dates and subjects of the agreements signed within the company and the banking profession

4 – AGREEMENTS SIGNED WITHIN THE COMPANY *(cont.)*

30 October 2014

Agreement on the operation of the Societe Generale Central Works Council.

Agreement on respective competencies in social and cultural activities of the Works Councils and the Central Works Council.

19 November 2014

Substitution agreement permitting the adaptation of the Societe Generale Securities Paris (SGSP) agreement to the Societe Generale agreement.

18 December 2014

Agreement on professional training.

Amendment to the regulations of the Societe Generale company savings plan.

22 December 2014

Amendment 6 to the regulations of the Societe Generale group savings plan.

31 December 2014

Amendment 13 to the labour agreement of 7 July 2000.

Number of employees taking leave for economic, social or trade union training	224	284	254
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Professional relations



62

Information and communication

2014 2013 2012

Number of hours dedicated to different forms of staff meetings

Employees' right of expression	0	0	0
(number of groups)	0	0	0

Induction procedures

All the useful information for new arrivals is available on the HR Online intranet:

- 1 – Starting induction procedures, with detailed presentation for each entity
- 2 – Regulatory information:
 - the collective agreement
 - the internal regulations
 - the communication means usage charter
 - the code of conduct
- 3 – Presentation of the Societe Generale group and its commitments:
 - Strategy
 - CSR
 - Mission Handicap
 - Culture RISK
 - Standard in relationship banking
- 4 – Social protection:
 - SG health plan
 - Protection scheme
- 5 – Employee savings
- 6 – Useful links

Internal communication procedures

- Internal newspaper dedicated to the French retail network, “Réseau & Co”
- “Réussir”
- Instructions
- Societe Generale intranet sites


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Professional relations



62 Information and communication *(cont.)*

2014 2013 2012

System of one-to-one meetings

At the annual employee appraisal meeting for technicians and managers, and upon request.

63 Procedures

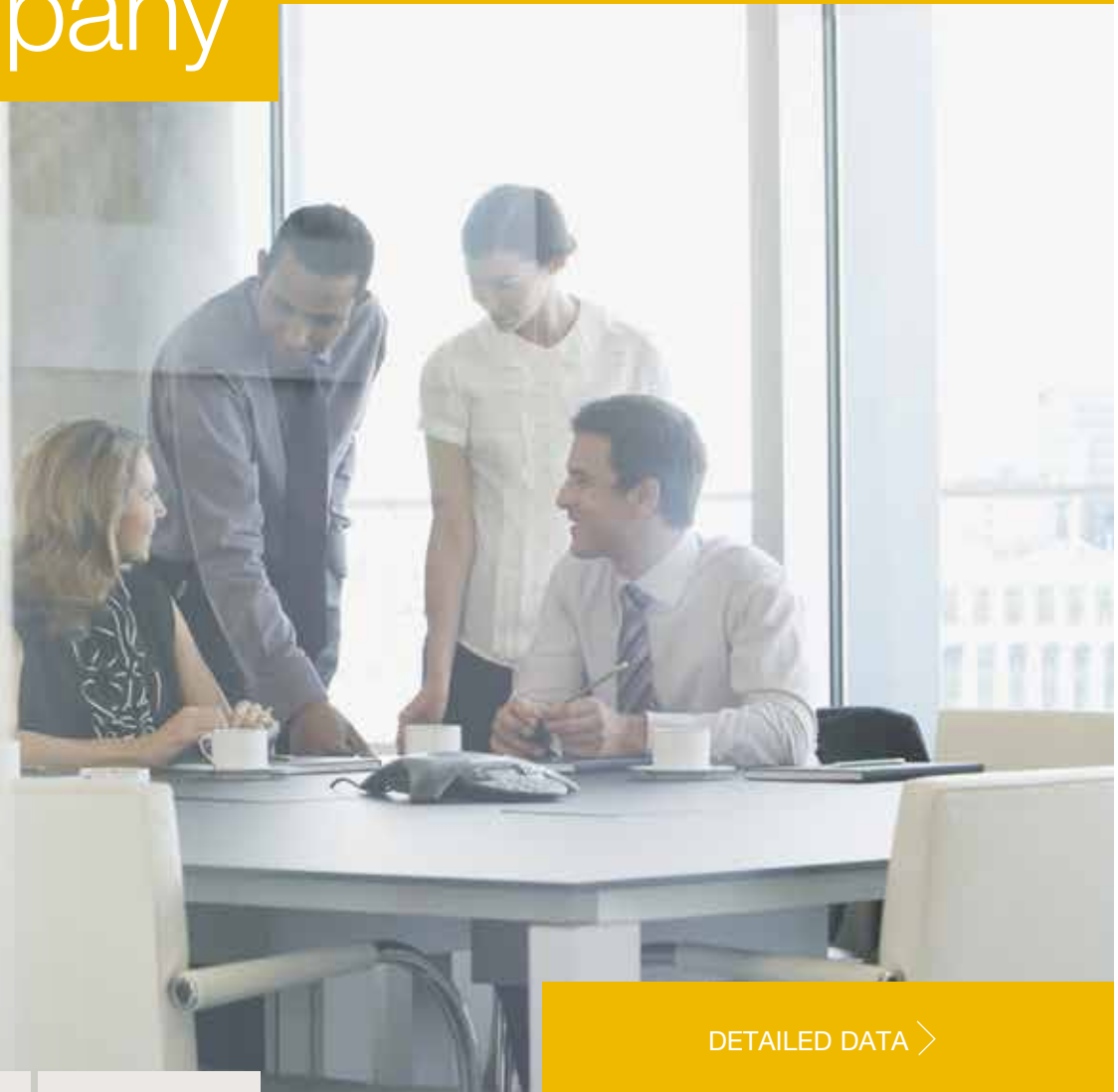
Number of instances of arbitration before national joint arbitration boards	2	0	3
Number of court cases where the company was at fault			
involving an employee	67	66	93
involving a trade union	1	2	0
other	10	7	9
Number of formal notices and reports from the Labour Inspection office	6	1	0



Other living conditions relating to the company

We actively contribute to the social protection of all our employees, particularly in terms of healthcare, pension, death, invalidity, and incapacity benefits. The Societe Generale health plan thus covers more than 117,000 people (participating members and beneficiaries) in France.

Through various local programmes, we also offer our employees monetary and non-monetary programmes to support them in key moments of their everyday life and in their family life. They can particularly benefit from housing assistance and offers for personal services. For their children, they can also benefit from regular or one-off child care spaces in inter-company nurseries or access a child care search assistance service through the partner platform Yoopies®.



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Other living conditions relating to the company

71 Employee benefits (in millions of euros) 2014 2013 2012

Breakdown of expenditure

– Housing: payments and misc. costs	21.5	20.9	21.4
– Transportation	63.7	60.3	61.0
– Medical and social services	11.2	10.9	10.7
– Long-service awards	8.5	9.9	9.8
– Misc. subsidies	9.7	8.3	9.9
– Holiday allowances	5.8	5.7	5.3
– Study grants	4.1	4.1	3.9
– Crèche and childcare	11.3	10.7	10.4
TOTAL	135.8	130.9	132.3
– Housing: total advances as of 31/12/2014	2,024.5	1,919.0	1,788.9

Payments made

To the CWC	“Social and cultural activities” budget of the CWC and WCs	23.5	19.4	19.4
	of which WC budgets	11.8	9.7	9.7
On behalf of the CWC				
	Catering subsidy	42.0	41.3	42.3
	CWC operating subsidy	2.6	2.5	3.1
	Operating subsidy for WCs	2.1	1.8	1.8
	Total	70.2	65.0	66.6

Other benefits (in millions of euros)

Total employer contributions for health and welfare insurance	373.7	357.8	367.7
of which Social Security	326.9	315.1	326.0
Total employer contributions for pensions	402.6	386.2	393.7
of which Social Security	161.5	155.1	155.5