

REPORT
2013/2014

CORPORATE AND SOCIAL RESPONSIBILITY



BUILDING TOGETHER
TEAM SPIRIT  SOCIETE
GENERALE



Strengthening corporate responsibility

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Frédéric Oudéa

Chairman and Chief Executive Officer

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

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

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

“ Corporate responsibility has been an integral part of our profession ”

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

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

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

“ We are
determined to be a
benchmark ”

Séverin Cabannes
Deputy Chief Executive Officer

We are aware of our responsibility to serve the economy and promote development, and we incorporate sustainable development considerations both into our long-term strategy and into the day-to-day operation of our banking business. We have undertaken commitments, trained our staff and implemented internal systems designed to include social, societal and environmental criteria in our various activities, everywhere the Group is present. We are determined to be a benchmark in the industry, particularly for our



customers, by rallying all our employees around sustainable development. Sustainable development has become a key issue for the world and for us as well. We are committed to making continuous improvements, drawing on best practices in the banking profession and in other sectors of the economy.

FRENCH RETAIL BANKING

LEADER IN INTERNET BANKING IN FRANCE



3,161 BRANCHES

39,000 EMPLOYEES

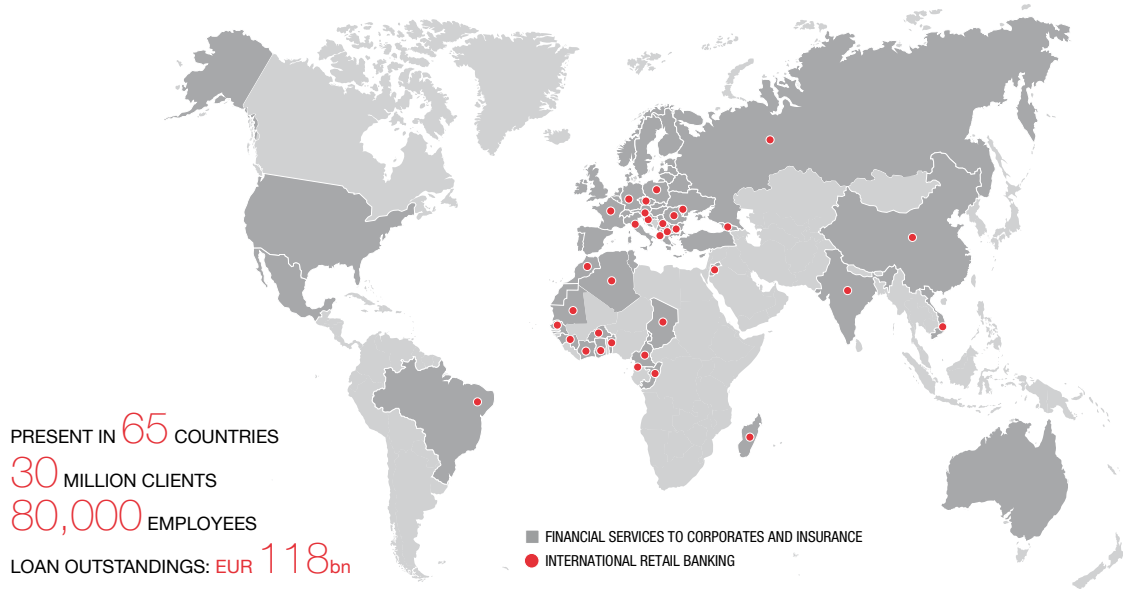


11 MILLION CLIENTS

LOAN OUTSTANDING: EUR 176bn

INTERNATIONAL RETAIL BANKING & FINANCIAL SERVICES

LEADERSHIP POSITIONS IN SPECIALISED FINANCING AND KEY EMERGING MARKETS



GLOBAL BANKING AND INVESTOR SOLUTIONS

GLOBAL PRESENCE AND LEADERSHIP POSITIONS



20,000 EMPLOYEES



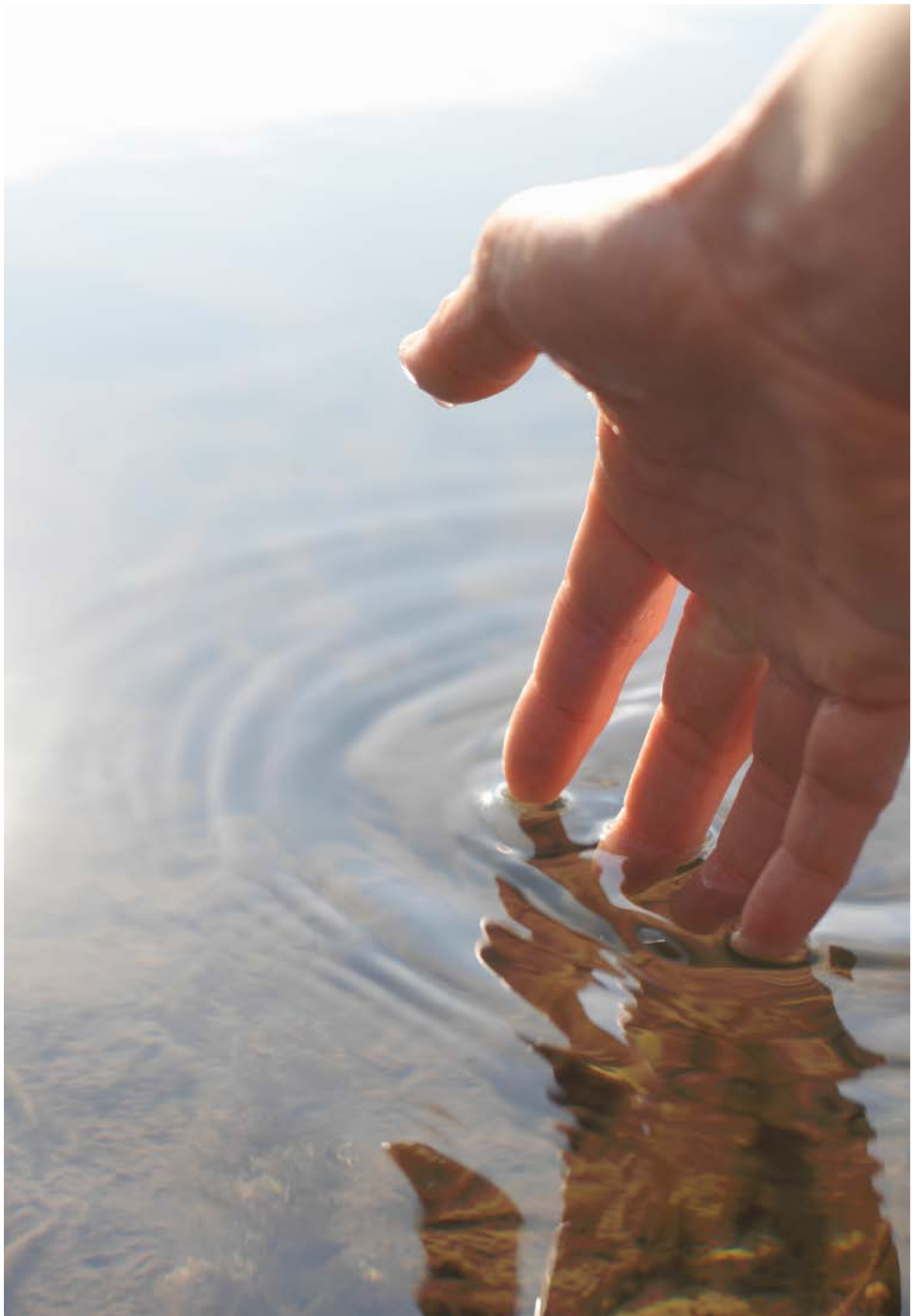
ASSETS UNDER MANAGEMENT⁽¹⁾: EUR 164bn



ASSETS UNDER CUSTODY: EUR 3,545bn

LOAN OUTSTANDINGS: EUR 104bn

(1) Lyxor and Private Banking





GOVERNANCE AND STRATEGIC ORIENTATIONS

Ensures duly controlled decision-making best serving the company's long-term interests while ensuring that the expectations of its major stakeholders are met, in compliance with the regulations



Group governance

The Societe Generale Group has clear, transparent governance as described in the Registration Document. It ensures duly controlled decision-making best serving the company's long-term interests while ensuring that the expectations of its major stakeholders are met, in compliance with the regulations. The fundamental operating principles of the governance bodies are described in the Internal Rules (see p. 455 of the Registration Document), and board members must comply with the charter guiding their action.

In 2014, the Board of Directors will overhaul the Internal Rules in order to insert the provisions resulting from the CRD4 Directive currently being transposed and the updates of the AFEP-MEDEF Code as well as to incorporate the Director's Charter for greater clarity.

In accordance with the "comply or explain" principle, Societe Generale specifies that it applies all of the recommendations, with the exception of the formal evaluation of the individual contribution of each director, which is not considered useful, as the positive assessment of the Board's operation could only result from satisfactory individual contributions. That said, in order to further improve each director's participation, the Board of Directors has decided that the Vice Chairman will conduct an individual interview with each director each year.

The Internal Rules and the Director's Charter as well as the Company's By-laws are inserted into the Registration Document.

Mission and organisation of the board of Directors

The Board of Directors defines the guidelines for the Group's business activity and ensures that they are implemented.

Societe Generale's Board of Directors is composed of twelve directors appointed by the General Meeting and two directors elected by employees. A representative of the Works Council attends Board meetings without voting rights. Directors



are appointed by the General Meeting for a 4-year mandate. The two directors appointed by the employees of the Group have a 3-year mandate.

The Board's composition is intended to strike a coherent balance between the experience, expertise and independence of its members in strict accordance with the principles of equality and diversity that reflect the Group's global reach. There are five directors of foreign nationality.

Societe Generale's Board of Directors is made up of six women and eight men (i.e. 42% women, or 33% excluding the Directors elected by the employees, in accordance with the provisions of the Law of January 27, 2011).

At December 31, 2013, 10 of the 14 directors are independent, i.e. more than 83% of the Board members using the AFEP-MEDEF Code's new calculation rule, which excludes employee representatives from the calculation (71% if employee directors are included).

This proportion is significantly higher than the target set by the Board of Directors to comply with the proportion of 50% independent directors, recommended in the AFEP-MEDEF code.

Principles of governance, control and organisation of risk management

Societe Generale Group's risk management governance draws on:

- the strong involvement of its managers throughout the entire organisation in the risk management process and the promotion of the risk culture, from the Board of Directors to its operational teams;
- clearly defined internal procedures and guidelines;
- ongoing supervision by an independent body to monitor risks and to ensure that

83%

of directors are independent

42%

WOMEN

in Board of Directors



culture RISK

TOUS VIGILANTS. TOUS GAGNANTS.

Given the operational go-ahead in January 2011, the “ENTERPRISE RISK MANAGEMENT” (ERM) programme aims to improve the consistency and effectiveness of the Group’s risk management system, by fully integrating risk prevention and control in the day-to-day management of the bank’s businesses. In 2013, spreading a strong risk culture continued on from 2012 as a strategic goal set by the General Management.

Specialised committees of the board of directors

credit risks, market risks, structural interest rate risks, currency exchange or liquidity risk or legal risks, as well as changes in the main balance sheet and off-balance sheet items. It reviews the mechanism for controlling operational risks. It reviews the mechanism for controlling market risks and is consulted on the revision of the limits in this area. It reviews the Annual Report with regard to risk assessment and risk monitoring. It gives its opinion to the Compensation Committee on the consideration of risks in the compensation system of the regulated population (market professionals and others).

Lastly, the Committee discussed IT security within the Group. The Committee travelled to Russia and conducted a full review of the activities in this country.

Compensation Committee of the Board of Directors

In particular, it makes proposals on the policy for allotment of performance shares and share subscription or purchase options and the principles of the compensation policy for corporate officers and prepares the evaluation of these officers.

At December 31, 2013, the Compensation Committee was composed of four directors, three of whom are independent. It is chaired by independent director, Mr Folz.

The Compensation Committee met six times in 2013, and the attendance rate was 92% (92% in 2012).

the applicable rules and procedures are effectively applied.

Group risk management is governed by two main bodies: the BOARD OF DIRECTORS, through the Audit, Internal Control and Risk Committee, and the RISK COMMITTEE.

The Group’s corporate divisions, such as the Risk Division and certain Finance Division departments, which are independent from the business divisions, are dedicated to permanent risk management and control under the authority of the General Management.

Also note that the Group’s risk management principles, procedures and infrastructure as well as their implementation are subject to the control of the Internal Audit Division.

Audit, Internal Control and Risk Committee of the Board of Directors

Its mission is to monitor issues relating to the preparation and control of accounting and financial information as well as the effectiveness of internal control, measurement, monitoring and risk control systems. In 2014, it will be split into an accounts committee and a risk committee in accordance with the CRD4 directive being transposed.

At December 31, 2013, the Committee was composed of five directors, four of whom are independent, and chaired by Mr Wyand. The Committee met 12 times in 2013 with a participation rate of 100%, as in 2012.

The Committee adopted a broad approach to the various risk factors and discussed the levels of risk that the Group is willing to take. It reviewed the Group’s risk mapping and the proposed approach for defining the risk levels that the Group is willing to take. It regularly examined the Group’s reputation risk indicators.

In this respect, it confirms that the provisions are sufficient to cover the main identified risks and closely monitors changes in the main risks, whether they are

The Compensation Committee ensured that the compensation policies followed by the Group are not only consistent with the regulations but also aligned with the company's risk management policy and its equity objectives. It reviewed the principles of the compensation policy applicable within the Group, particularly those concerning the categories of employees whose activities have a significant impact on the Group's risk profile, in accordance with the new regulations in force. It especially ensured that the compensation policy takes into account the risks generated by business activities and the compliance by staff with the risk control policies and professional standards and consulted Audit, Internal Control and Risk Committee on this subject.

Nomination and Corporate Governance Committee of the Board of Directors

Its task is to submit proposals to the Board for the appointment of Directors and of successors to the Chief Executive Officers and Directors, especially where a position becomes vacant unexpectedly, after carrying out any necessary inquiries.

On December 31, 2013, the Nomination and Corporate Governance Committee was composed of four directors, three of whom are independent. It is chaired by independent director, Mr Folz.

The Nomination and Corporate Governance Committee met six times in 2013 and had an attendance rate of 94% in 2012.



Permanent control

It is based on, among other things, permanent supervision, which is the responsibility of operational staff and their managers, and which is coordinated by the Operational Risk Department of the Risk Division. Permanent supervision is supplemented by numerous other operational controls.

The first level of responsibility for permanent control is the operational framework. Permanent supervision is the cornerstone.

It is based on the formalised procedures made available to the employees. At the same time, the corporate divisions, with the support of the functions under their responsibility, contribute to the permanent control of the Group's transactions.

The Group Corporate Secretary is responsible for compliance control for the Group and ensures the prevention of reputation risk through the Compliance Department*. Lastly, it also ensures the proper conduct and legal and tax security of the Group.

Periodical control

The Internal Audit Division comprises, under the authority of the Head of Group Internal Audit, all of the teams in charge of periodic control, whose main purpose is to adopt an objective, thorough and impartial approach to verify the compliance of operations, the level of risk effectively incurred, the proper application of procedures, and the effectiveness and relevance of the permanent control system.

Group wide, they employ around 1,300 members of staff. Audits are carried out by:

- the Internal Audit teams, which are hierarchically attached to the Head of Group Internal Audit and functionally attached to the heads of the business and corporate divisions;
- the General Inspection department.

* For more information, see pages 111 and 116 of the Registration Document.

CSR governance and management

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

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

Beginning in 2011, the Group has published its Environmental and Social (E&S) General Guidelines, which apply to all its activities and are based on initiatives that it joined between 2001 and 2007:

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

- Diversity Charter in France;
- Wolfsberg Group Principles;
- Equator Principles.

These general principles are enriched by 11 sector policies (end of 2013), which refer to international initiatives and best practices aimed at controlling E&S impacts in sensitive sectors.



Organisation and Governance

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

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

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

The CSR and Sustainable Development Division, under the supervision of General

Management via the Group's Corporate Secretary, is in charge of defining and promoting CSR policy throughout the Group as well as coordinating the activities of its contributors and all related initiatives. It provides practical assistance to the different entities, encourages both the exchange and dissemination of best practices and produces the Group's CSR reporting in accordance

with the Grenelle 2 Law (Art. 225 and 75) through a complete CSR report subject to verification by the Statutory Auditors. Under Art. 225, Crédit du Nord and Boursorama published a report on their CSR activities in addition to the Group's report.



- > **CRÉDIT DU NORD** (AVAILABLE ONLY IN FRENCH)
- > **BOURSORAMA** (AVAILABLE ONLY IN FRENCH)



1st bank
to sign
the SME pact
in 2007



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

- *Governance indicators:* governance, ethics, compliance, risk culture;
- *Business indicators:* customer E&S evaluation, volume on “green” or positive-impact business, customer satisfaction, contribution to local development, etc.;
- *Social indicators:* employment, career and skills management, compensation, working hours, internal feedback, health and safety, etc.;
- *Environmental indicators:* environmental management system, environmental awareness, water and energy consumption, transport, waste, etc.;
- *Sponsorship indicators.*

1,000
CONTRIBUTORS
to the extra-financial reporting

Each year, the corresponding values are entered, consolidated and analysed using a dedicated reporting system that was introduced by the Group in 2005. Each year, nearly 1,000 contributors participate in their collection through this system, put in place in each of its subsidiaries.

Strategy and Policy

Societe Generale’s aim is to become a responsible bank to serve its customers as well as a benchmark reference in Corporate Social Responsibility amongst Europe’s leading financial institutions.

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

- developing responsible finance, notably through enforcement of the Environmental and Social General Guidelines in all business activities;
- rolling out a responsible and solidarity-based banking offer;
- being a responsible employer;
- setting an example in managing its environment impact and purchasing policy (supporting local economic conditions: 1st bank to sign the SME pact in 2007);
- Reinforcing its role as a responsible actor at the heart of today’s society.



Employee training and awareness activities

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

Last November, the presentation of the first Environmental Efficiency Awards was the opportunity to raise awareness among all staff to the issues of climate change and the actions taken by the Bank. As part of its carbon policy, the Group decided to promote internal energy-saving initiatives by shifting its internal carbon tax to a redistribution mode, thus creating an innovative incentive that allows all Bank entities to participate in the efforts to reduce CO₂ emissions.

See chapter “General policy and achievements regarding the environment”

The year was also marked by a series of conferences and internal round tables all focusing on Responsibility around topics such as the circular economy, food, the Bank in the face of the challenges of climate change and microcredit. These educational events provided opportunities to share with players in economic and social life who gave testimonials and contributed their expertise.

Regular displays indicating eco-friendly best practices are organised throughout the central buildings in France.

Audits and extra-financial ratings

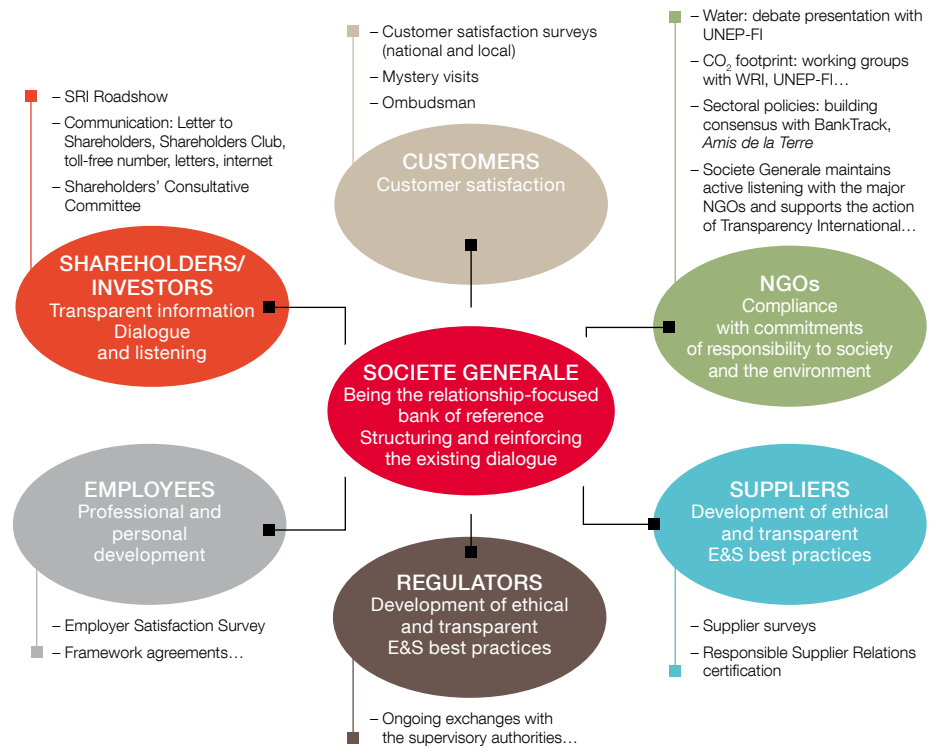
On May 13, 2013, the ministerial decree published in the *Journal Officiel* of June 14 set out the procedure for independent third-party bodies conducting audits of environmental and social information published by companies.

Since 2012, Societe Generale's Statutory Auditor has certified in the Registration Document the presence of extra-financial information under Article 225 of the Grenelle 2 Law, as well as the nature of its audit work.

In addition, the Group attaches great importance to its extra-financial ratings and strives to obtain ratings that best reflect its CSR actions by ensuring the quality and transparency of the data provided. The Guilé Foundation has also ranked Societe Generale first among eight international banks for the quality and completeness of its communication.

The transparency of its actions and its good positioning among the sustainable development indexes have placed it in the top quartile of banks for its CSR actions since 2001.

Societe Generale's stock currently appears in the major sustainable development indices (Dow Jones Sustainability Index (Europe), FSTE4Good (Global and Europe), Euronext Vigeo (Global, Europe, Eurozone and France), Ethibel's ESI Excellence (Europe) and five of the STOXX ESG Leaders indices). It is also present in a significant number of SRI (Socially Responsible Investment) funds.



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

Dialogue with stakeholders
These "stakeholders" are all parties, both within and outside of the Group, who share the same interests and are therefore directly concerned by the Bank's actions, whose motivations and influences are relatively consistent with those of the Bank, and with whom the Group seeks to develop a climate of dialogue and exchange.

Customers, employees, shareholders, investors, NGOs, regulators and suppliers consideration of the Bank's stakeholders is at the heart of its responsible approach.

The Bank plays an active short-term and long-term role in supporting the economy and remains attentive to stakeholders who influence the banking sector. In today's ever-changing world which is constantly exposed to new risks, stakeholder expectations and needs are increasingly varied and exacting. Societe Generale must constantly adapt in a progress-oriented approach.

The Group's objective is to structure and improve its dialogue with stakeholders.

Implementation
For the sake of transparency, the table below lists the essential players and our "types of relationships". The "types of relationships" qualify the actions taken by the Group in order to meet the expectations of these partners.

Customers

Societe Generale's ambition by 2015 is to be the reference relationship bank on its markets, close to its customers and chosen for the quality and commitment of its teams. It has therefore naturally made this challenge one of the major focuses of its strategy. The Bank has made a commitment to implement customer satisfaction action plans.

121
NATIONALITIES

160 CLIENTS
put into contact with Crésus

341
COLLECTIVE AGREEMENTS

Agreements on remuneration, equality in the workplace, working hours and employee benefits (including health insurance and pension) in the world.

Including 23 on health and security.

1,582
SUPPLIERS EVALUATED
since 2011

Customer satisfaction



Within each of the main customer segments serviced

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

STAKEHOLDERS		EXPECTATIONS OF STAKEHOLDERS
CUSTOMERS & CONSUMER ASSOCIATIONS	Customers	Develop loyal, fair, transparent business relations. Promote the development of environmental and social best practices
	Consumer associations	Develop nondiscriminatory and transparent business practices. Communicate on the Group's product policy
EMPLOYEES (including PENSIONS & STAFF REPRESENTATIVE BODIES)	Employees	Promote the personal and professional development of our employees
	Retired employees	Maintain a social link with former employees who have contributed to the Group's development
	Employee representative bodies	Maintain in-depth employer-employee dialogue
NGOs	Environmental NGOs, human rights, civil society	Adopt a socially responsible approach. Comply with their commitments of responsibility towards the community and the environment
AUTHORITIES, REGULATORS & INTERNATIONAL AGENCIES	Public authorities (France and abroad)	Contribute to the development of ethical, fair and transparent business practices and implement them. Contribute to regulatory projects
	Regulatory authorities in the countries where we operate	
	Professional bodies	Comply with signed commitments
	International organisations and institutions	Contribute to the development of global governance
INVESTORS & SHAREHOLDERS (including RATING AGENCIES)	Shareholders, investors (individual and institutional)	Offer levels of remuneration that are sustainable in the long term and in line with market rates as part of a global risk management strategy
	Financial and extra-financial rating agencies	Make it easier for shareholders to exercise their responsibility
SUPPLIERS	Suppliers	Supply transparent information
		Promote the development of environmental and social best practices

MEASURES FOR LISTENING, DIALOGUE, COORDINATION, AND REPORTING IN 2013				
CONTRACTUALISATION/ AGREEMENTS/PROTOCOLS ESTABLISHED	INFORMATION/ TRAINING	PARTNERSHIPS/ PROGRAMMES	ACTIONS	SURVEYS
Implementation of the MiFID, making it possible to categorise customers according to their ability to take risks <i>MiFID: Markets in Financial Instruments Directive</i>	More than 11 sector and cross-sectorial E&S policies	160 clients put into contact with Crésus among whom 92 accepted to be coached	Customer satisfaction: Action plan (specialised subsidiaries). Mediation Scrivener (since 1996); public mediator (AMF, FFSA, etc.); free referrals. 40 shares were delivered since the two performance conditions were fully satisfied (see RefDoc p.246)	Satisfaction surveys: national surveys (specialised surveys, retail banking), mystery visits.
Participation in the Advisory Committee of the financial sector	Websites of individual and business customers		Responses to requests (via the Press, Quality and Marketing Departments and the Customer Relations Department, etc.)	
	Information: Group intranets (MySG) and for each business corporate social network, SG Communities... Training: 3,273,654 hours given	Stress at work in France: "Equal opportunities for men and women" programme with the "Equality of Chance" Ministry in Luxembourg	Internal Academies to develop and professionalise "Campus Métier Mobilité" departments to find new internal positions to be filled, GPEC (France). Survey: action plans elaborated upon strategic vision, synergies' enhancement between teams, employees' commitment and operational efficiency.	Employer satisfaction surveys: 131,000 employees participated in 2013 (28 languages in 76 countries). Stress at work: 23,000 questionnaires offered to employees during the medical visit on stress at work in France. Digital transition Challenge: 1,000 ideas proposed by employees among 19 countries.
		"Talents et Partage" partnership	Employee share ownership plan	
341 framework agreements in 2013. Agreements on remuneration, equality in the workplace, working hours, and employee benefits (including 23 specific health insurance and pension).		Participation in the European Works Council, Group Committee, CCUES, Establishment Committees, CHSCT, etc.		
Participation in webinars, conferences, and information and consultation meetings of NGOs (UNEP-FI, WRI, <i>Amis de la Terre</i> , GRI, etc.)		Corporate sponsorship, longterm partnerships with associations and NGOs	Collaboration in working groups, work, and publications (water, biodiversity, etc.)	
Publication of the Tax Code of Conduct		Interprofessional consultation meetings Interprofessional working groups		Control and verification missions conducted by regulators in all countries where Societe Generale is present
		Consultative meetings with NGOs, the OECD, and financial institutions		
		Participation in UNEP-FI, Global Compact, OECD, etc. working groups		
	Shareholder letter, site dedicated to investors			Shareholder meetings, Shareholders' Club, Shareholders' Consultative Committee, etc.
	AGMs (Annual General Meeting), annual reports, quarterly results		Roadshow ISR	AGMs (Annual General Meeting), annual reports, quarterly results, etc.
Participation in webinars and teleconferences	Meetings with financial and extra-financial rating agencies			Responses to questionnaires from agencies, etc.
Calls for tender, specifications (notably including environmental clauses)	"Sourcing and sustainable development" training: 77 trained employees	"Responsible Supplier Relations" seal of approval obtained in 2012 and renewed in 2013	Plan d'actions Sustainable Sourcing Program (SSP 2011-2015)	Questionnaires and evaluation of 1,582 suppliers by Ecovadis
Co-contracting contracts with companies of the suitable sector				Supplier surveys on quality of relations; On-site audits

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

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

At Crédit du Nord, 40,000 customers are surveyed. Each branch manager is personally responsible for improving customer satisfaction ratings, a criterion that is taken into account in their personal appraisals.

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

SURVEYS

120,000
INDIVIDUAL CUSTOMERS

14,500
PROFESSIONAL CUSTOMERS

5,000 SMEs

surveyed by Societe Generale

In addition to its four annual customer satisfaction surveys, Sogecap France organises an immediate survey offered since 2013 to all customers contacting the customer service department, allowing them to evaluate the service provided. It received the silver award in insurance for the quality of its health insurance services. This distinction reflects the recognition by consumers of Sogecap’s constant search for better service quality for its customers. All customers of supplemental health offerings are currently eligible for the “MedecinDirect” service, a prize-winning innovation.



This innovative medical information and advice service allows customers of Sogecap supplemental health offerings to contact physicians, through www.medecindirect.fr (<https://www.medecindirect.fr>) or by phone, to obtain personalised medical advice, 24 hours a day, 7 days a week. According to “MedecinDirect”, this service ensures a reliable, quality response, eliminating the need for unnecessary appointments in more than 50% of cases.

This service makes the supplementary health offering distributed by the French networks of Societe Generale and, since October 2013, Crédit du Nord, a powerful marker in the approach to protecting customers and their families.

In Slovenia, SKB was named “Bank of the year 2013”



Similarly, awards have been presented to a number of other subsidiaries abroad:

- Societe Generale Equipment Finance has been awarded twice for the quality of its commitments with European SME customers as well as for its continuing role to finance the real economy in the United Kingdom;
- in Slovenia, SKB was named “Bank of the year 2013” for the 3rd year in a row by The Banker magazine for the quality of its management and its commercial offer, which allow the Bank to offer the solutions most suitable for the needs of its customers.

In addition, all Group employees are conscious of the importance of customer satisfaction. The Free Share Plan’s two performance conditions were fully satisfied. The first was that the Group had to generate a net profit for the 2012 financial year, and the second was that customer satisfaction had to increase between 2010 and 2013 on the three main business lines at the global level: French retail banking, international retail banking and corporate and investment banking (see chapter “Free Share Plan”).



CLAIMS AND OMBUDSMAN

Societe Generale Group is committed to finding a rapid if not immediate solution to complaints or problems linked to its Retail Banking network as soon as a branch is duly informed by its customer. This approach demonstrates an ongoing commitment to its long-term relationships and transparency.

In 2013, the number of written claims handled by Societe Generale's Customer Relations Department in France was up significantly in relation to 2012. In contrast, claims received by phone or email were down compared to the previous year. As regards satisfaction levels, 60% of customers received a total or partial positive response to their requests from the Customer Relations Department.

The number of cases that were the subject of a mediation increased by 47% compared to 2012. This development results from two factors in addition to the increase in written claims:

- more information about the principle of mediation;
- systematic addition in letters from Customer Relations, when they are partially or totally unfavourable to the customer, of the possible recourse to medication (see chapter Developing responsible finance).

In 2013, Crédit du Nord posted its Mediation Charter online. Its goal is to promote amicable settlement of outstanding disputes between the Bank and its customers (see chapter "Fair practices").

Investors and shareholders

Based on proximity and transparency, the Group maintains long-term relations with its shareholders and its investors.

A dedicated team

Made up of a dedicated team, divided between institutional investors and individual shareholders, the department in charge of these relations is responsible for ensuring the Group's financial disclosures on its earnings and strategy. It is also responsible for implementing the principles defined by the Group in terms of financial disclosure and developing a policy of proximity based on listening and dialogue.

Meeting investors and shareholders

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

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

These meetings made it possible to raise investor awareness of the importance attached to CSR by the Bank and its players.

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

The Group has had a Shareholders' Consultative Committee since 1988, whose primary role is to advise on the Group's individual shareholder relations and communications policy. It meets twice a year in the presence of a member of General Management.

A close relationship

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

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

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



Organised by *Les Échos* and *Investir/Le Journal des Finances* in partnership with the auditing group Mazars, the Prizes for Shareholder Relations are awarded to companies that have stood out through their responsible, transparent communication to shareholders, whether they are institutional, individuals or employees.

The Bank is thus recognised for the quality of its communication to all its shareholders and especially the completeness of its financial publications and the stances taken by different leaders on various themes ranging from corporate strategy to business line performance of trades as well as governance topics (www.relationactionnaire.fr). This prize has also recognised some initiatives taken by the Group:

- educational approach regardless of the medium;
- adaptation of communications to new technologies;

Societe Generale's financial communication was also distinguished during the 2013 Transparency Awards.

- measurement of the performance of financial disclosure Web campaigns;
- dissemination of electronic questionnaires to evaluate expectations and satisfaction among individual shareholders.

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

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

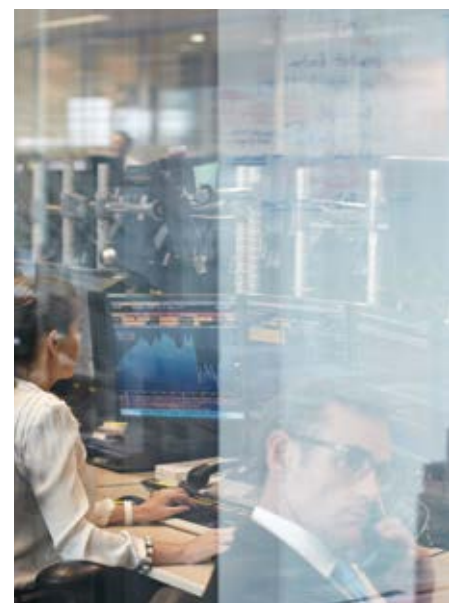
Employees

Societe Generale is attentive to listening to its employees and helping them to grow (see Chapter Caring about the working conditions of employees)

In spring 2013, the third edition of the Group employee satisfaction survey was conducted in 28 languages with 131,000 Group employees in 76 countries; the participation rate was 67% (an increase of six points as compared to 2011). The survey highlighted employee confidence in local management and the Group's recognised ability to transform. In 2013, 318 collective agreements were signed around the world; they focused on compensation, professional equality, working hours and benefits. In France, 90 agreements were signed in 2013, including 17 for Societe Generale SA. They mainly concerned employment, disability, teleworking, compensation and employee benefits, professional equality, social protection schemes and support for restructuring projects.

Rating agencies

Regular talks with financial and extra-financial rating agencies are held throughout the year. Since 2001, Societe Generale has been evaluated by several extra-financial agencies. In 2013, the bank responded to 10 extra-financial questionnaires. Since 2012, some of these evaluations have served as steering indicators for the Group's CSR actions (see chapter "Audits and extra-financial ratings").



Regulators and supervisory bodies

In all countries where Societe Generale is present, the Group ensures a regular relationship with the banking and financial supervision authorities. In addition, it develops constant exchanges with regulators, either directly or through national or international professional forums. In 2013, the Group continued and adjusted its coordination of the legal and regulatory matters affecting the banking and finance industry, not only to better understand and anticipate future legislative change, but also to contribute to that change by actively taking part in public consultations by the relevant authorities. It also actively supports the authorities to put the ECB's new governance in place.

Non-governmental organisations (NGO) with NGOs

The Group works to actively listen to and engage in dialogue with NGOs on various themes (food, energy, climate, etc.) that can help it to take controversial situations into account or change its policies in a progress-oriented approach. Societe Generale makes every effort to promote constructive talks and exchange best practices with stakeholders (NGOs, the UNEP-FI⁽¹⁾, the OECD⁽²⁾, the ORSE⁽³⁾, Export Credit agencies, the IFC⁽⁴⁾, the EBRD⁽⁵⁾, the World Bank, the French National Contact Point, etc.). Within the UNEP-FI, Societe Generale participates in analyses with the GHG Protocol (Greenhouse Gas Protocol) to develop a specific methodology to measure the GHG emissions of the financial sector's activities (own account and business lines).

In 2013, Societe Generale participated in various working and discussion meetings with some 15 NGOs (BankTrack, Amis de la Terre, Greenpeace, Oxfam, Profundo, EcoDéfence, WWF, Transparency International, etc.) either through bilateral meetings and emails or during consultation meetings organised by the OECD (Responsible Business Forum, etc.). These exchanges gave rise to investigation and/or documented responses or measures taken into account in the drafting of certain sector policies.

It participated in the Cross-Sector Biodiversity Initiative (CSBI) alongside a few other banks and companies of the extractive industries sector. A joint initiative of the Equator Principles, the ICMM (mining sector) and the IPIECA (oil and gas industry), the CSBI aims to create a forum for discussion and exchange of best practices to preserve biodiversity and ecosystem services. In addition to the opportunity to discuss these issues directly with companies implementing protection measures, the initiative provides an opening to other stakeholders (universities, consultants, NGOs, etc.). For Societe Generale, its participation in this initiative is also part of the efforts to implement its transverse biodiversity policy.

The Bank also participated in OECD stakeholder consultation days in examining the convergence of E&S policies recommended for export credit agencies and the World Bank/IFC for banks applying the Equator Principles.

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

The third edition of the employee satisfaction survey was submitted in 28 languages to 131,000 employees in 76 countries

In spring 2013, the third edition of the Group employee satisfaction survey was conducted in 28 languages with 131,000 Group employees in 76 countries

The dialogue with NGOs continued during the Convergences World Forum in September 2013 in Paris, the big event in Social and Solidarity Economy. The speakers stressed the importance of "co-building" solutions to meet the needs of the social sector. In addition, they emphasised the need to call upon the "hybrid economy", which involves collaboration between the social and solidarity sector and the traditional sector to achieve the Millennium Goals in the fight against poverty.

Societe Generale participated in a round table on the links between traditional economy, social entrepreneurship and social and solidarity economy. It highlighted their complementary nature as well as the need for innovative funding, as non-profit organisations previously largely funded by public sectors must now find alternative sources of funding.

Social and solidarity economy

The Group maintains regular, constructive contact with CRESUS (a network of associations that assists individuals with excessive or poorly structured debt) through its partnerships with Group entities (CGI, Franfinance, BDDF) as well as a dialogue on the role of lending institutions in preventing individuals from getting too far into debt and assisting people in difficulty. Also in 2013, more than 100 employees were paired up with members of CRESUS to promote skills sponsorship for a pilot financial education project for young apprentices ages 16 to 25.

The Group has also set up a number of partnerships with various associations.

- (1) UNEP-FI: United Nations Environment Programme - Finance Initiative.
- (2) OECD: Organisation for Economic Co-operation and Development.
- (3) ORSE: *Observatoire de la Responsabilité Sociétale des Entreprises* (French Study Centre for Corporate Social Responsibility).
- (4) IFC: International Finance Corporation.
- (5) EBRD: European Bank for Reconstruction and Development.





IMPLEMENTING SUSTAINABLE FINANCE

“Being a responsible bank means supporting
our customers and contributing to the development
of the countries where we operate”
Frédéric Oudéa, Chairman and Chief Executive Officer

Environmental and social commitments

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

Environmental and Social (E&S) General Principles

The economic, environmental and social consequences and impacts of Societe Generale's activities are core considerations in its sustainable development policy. In 2011, the Group published its E&S General Principles, which reference the standards that Societe Generale deems most relevant in certain sectors or in connection with particular issues. These standards are based on initiatives in which Societe Generale participates (United Nations Global Compact, Equator Principles, UNEP FI, etc.) as well as international best practices. Sustainable development, as interpreted by Societe Generale, requires constant improvement and draws on the best practices of the banking profession and other economic sectors. The objective of the Bank is to better understand, manage and improve its impacts on society and the environment, in conjunction with its stakeholders.

Formalised in a Directive signed by the Chairman and Chief Executive Officer and applicable to all activities, the E&S General Principles constitute

a global framework based on the Group's institutional commitments. Their application is incorporated into the existing decision-making processes with regard to both customer (Know-Your-Customer Process - KYC) and transaction assessment, depending on the significance of the E&S risks.

Sector and cross-sectorial E&S Policies

A set of sector and cross-sectorial E&S policies supplement the E&S General Principles. They specify the standards that the Bank wishes to apply to sensitive sectors as well as to certain cross-sectorial issues. The sector E&S policies now cover a dozen sectors in which the Group plays an active role (see diagram).

In 2013, three new sector policies (palm oil, forestry and thermal power plants) expanded the existing corpus (dams and hydroelectric power, coal-fired power plants, defence, mining and metals, merchant vessels, civil nuclear, oil and gas), in addition to the cross-sectorial policy on biodiversity.

Developed by cross-business working groups representing the bank's various business lines, these policies are approved by the Executive Committee.



They identify the sector E&S standards and best practices and establish criteria for evaluating the customers and/or transactions concerned.

They are applied in all Group activities through procedures adapted to the various business lines.

In the ongoing improvement process, monitoring of sector E&S standards evolutions makes it possible to assess the need to update existing policies. New sector and cross-sectorial policies are in preparation and will be published in 2014.

In 2013, three new sector policies (palm oil, forestry and thermal power plants)



In developing countries, they rely on the application of E&S Performance Standards defined by the International Finance Corporation of the World Bank Group. These Performance Standards cover the following areas: assessment and management of E&S risks and impacts; labour and working conditions; rational use of resources and prevention of pollution; health, safety and security of communities; land acquisition and involuntary resettlement; preservation of biodiversity and sustainable management of living natural resources; indigenous peoples; cultural heritage.

In 2013, the Equator Principles were revised in particular to expand their scope (EPIII).

EY | **Backed by its experience and internal processes already firmly in place, Societe Generale lent its support to this revision and approved the adoption of the EPIII in June 2013.**

In addition to project financing, which constitutes a specific financial product, the EPIII now cover certain loans to companies, when they are directly related to a project. This new scope recognises the spread of E&S due diligence practices to a growing number of financial products. Another measure of the EPIII is aimed at increased transparency through more detailed reporting.

The EP also constitute a forum for exchanging E&S best practices between members and with stakeholders, particularly civil society, associations of industrial sectors or even multilateral or bilateral financial institutions. Societe Generale is an active member of several working groups of the EP. In 2013, the bank joined the Cross-Sector Biodiversity Initiative (CSBI), a joint Initiative of the Equator Principles, the ICMM (mining sector) and the IPIECA (oil and gas industry). The CSBI aims to create a forum for discussion and exchange of best practices to preserve biodiversity and ecosystem services.



Equator Principles

For more than ten years, the credit risk management policies and processes have gradually incorporated the assessment of environmental and social risks. This commitment was particularly formalised in 2007 with the adoption of the Equator Principles (EP), of which Societe Generale has been an active member since then.

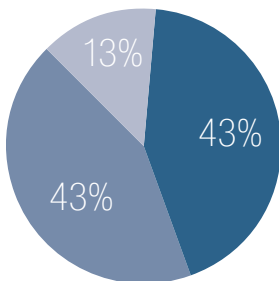
Currently bringing together 78 financial institutions, the EP have developed as one of the financial sector's most dynamic E&S initiatives. The EP provide a framework for identifying, assessing and managing E&S risks associated with the projects funded by member institutions of the association.

11 sector and cross-sectorial policies

Consistent with Societe Generale's cross-sectorial biodiversity policy, this commitment enables a productive dialogue with representatives of business sectors particularly affected.

See EP application reporting indicators here after.

Equator Principles: Number of projects and advisory services screened and categorized in 2013.



Category	A	B	C	Total
Number of projects screened and categorized in 2013	22	22	7	51

Category A Projects with potentially significant adverse social or environmental impacts that are diverse, irreversible or unprecedented.

Category B Projects with potentially limited adverse social and environmental impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures.

Category C Projects with minimal or no social and environmental impacts.



Human rights

In implementing its E&S General Principles, Societe Generale conducts its business with the utmost respect for fundamental human and workers' rights, wherever it is in the world and according to the following values and principles:

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

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

With regard to dedicated financings, the new version of the Equator Principles, published in 2013, recognises the specific role of financial institutions in terms of respect for human rights and references the due diligence approach set out in the Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework.

As part of its responsible purchasing policy, Societe Generale is careful to ensure that all of its service providers comply with its commitments, particularly concerning human rights. (See chapter "General policy and achievements in sourcing.")

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

Implementation of our E&S commitments in our business lines

In April 2013, the Group adopted an instruction on E&S evaluation as part of its activities. This internal directive provides the framework for procedures to evaluate and handle E&S impacts associated with transactions or customers to whom the Group provides financial services. It aims to ensure that all of the Group's entities implement the commitments made within an integrated, consistent framework. Compliance with this instruction helps minimise the reputation and credit risks related to Societe Generale's E&S issues.

Three categories of procedures are deployed:

1. Establishment of an E&S Watchlist based on sector policies and civil society alerts

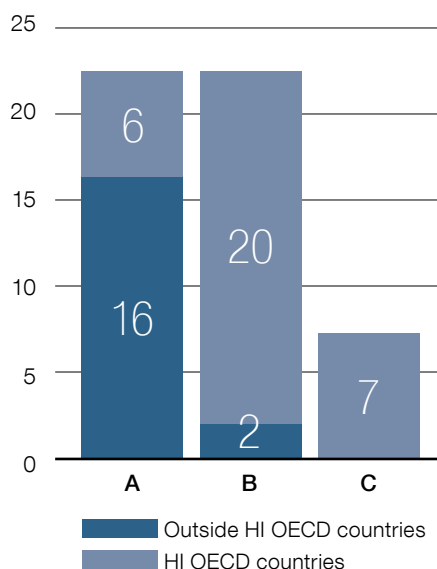
This list consists of projects, sectors or enterprises, not necessarily financed by Societe Generale, linked to significant E&S issues and possibly subject to public criticism or campaigns by civil society. The E&S Watchlist aims to alert the teams and to put in place an enhanced E&S evaluation.

2. Procedures for dedicated transactions E&S evaluation

The Equator Principles constitute the basis for the E&S evaluation procedures on transactions. However, the Group has expanded these procedures beyond the scope of the EPIII in order to cover other types of transactions with known use of proceeds through the implementation of E&S evaluation procedures adapted to the type of financial commitment in question.

In 2013, 51 projects underwent an E&S evaluation according to the requirements of the Equator Principles, including when Societe Generale was involved as an advisor. A large number of business sectors and geographical regions are represented, illustrating the diversity of the Bank's involvement. Societe Generale's reporting will evolve in 2015 to be in agreement with the EPIII requirements.

Number of projects screened and categorized in 2013, by geography



The main steps of the E&S evaluation of transactions within the bank are the following ones:

- The project's categorisation (A for high potential E&S risks or impacts, B for medium and C for low);
- Depending on the category assigned to the project, an E&S evaluation process is conducted, accompanied by specific requirements. The relevant information about the project's E&S aspects is collected from the customer. The E&S documentation provided is then reviewed by an independent E&S expert for all category A projects (and some category B projects where applicable). Where necessary, an E&S action plan is drawn up based on the expert's conclusions identifying additional measures aiming to limit or reduce any remaining E&S risks. This plan is then integrated to the loan documentation, which also references the local and international E&S standards with which the customer is required to comply, all in accordance with the

requirements of the Equator Principles. Where customers do not meet the necessary standards, Societe Generale may decide to withdraw its financing;

- E&S documentation is evaluated by teams from the business lines or by a dedicated team for projects identified as having the greatest risks. Additional information may be requested from the customer and/or independent E&S expert, and an E&S memorandum is prepared for the projects in categories A and B. This memo is part of the loan documentation serving as the basis for the decision of the bank's Risk Division. At the same time, transactions involving a reputation risk undergo a special review and validation process.

In 2013, 51 projects underwent an E&S evaluation according to the requirements of the Equator Principles


3. Customer E&S evaluation procedures

The E&S evaluation processes in the Group's banking activity make it possible to identify, measure, prioritise and manage the E&S factors associated with customers (Know-Your-Customer process - KYC) and transactions. The E&S analyses are

involved in the decision-making process by contributing to the credit and reputation risk evaluation.

The purpose of these procedures is to identify, evaluate and help to resolve E&S problems encountered by customers in order to minimise the risks for Societe Generale.

Within Corporate and Investment Banking, the E&S evaluation procedure is incorporated into the customer creation/ review processes. It follows the regular KYC process and serves the credit process. Since late 2010, a team within the KYC department has been dedicated to customer E&S evaluations.

 **At the end of December 2013, approximately 150 KYC analysts had been trained in the procedures for E&S evaluation of customers, and nearly 3,600 customers had been evaluated,** representing more than 75% of Group customers in sensitive sectors.

↓

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

↑

The customer E&S evaluation is conducted based on publicly available information collected using computer search tools and databases and, if necessary, information provided by the customer managers within the business lines.

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



Economic and social impacts of our activities

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

Through its network of subsidiaries, Societe Generale plays a leading role in the development of the regions and/or countries where it operates. Its subsidiaries or branches actively contribute to the economy in their respective countries, fully assume their social and environmental responsibilities and undertake initiatives to promote progress for the communities and the local economy.

The bank reinforces its image as a socially responsible bank by offering employment, supporting the creation and development of businesses and assisting local authorities with their projects.

At the end of 2013, 61% of the staff are located outside of mainland France, including 10% in low- or lower-middle-income countries according to the World Bank's definition (Burkina Faso, Cameroon, Ivory Coast, Ghana, Georgia, India, Madagascar, Morocco, Senegal, etc.) and 12% in middle-income countries according to the World Bank's definition (Algeria, Brazil, Bulgaria, China, Romania, Serbia, Tunisia, etc.).

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

The Group's strategy is a long-term one. In each of these countries, the bank's ambition is to remain a local bank but with a universal banking model by capitalising on all of the Group's skills.

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

In 2013, Societe Generale continued to develop its relationships with International Financial Institutions. From EUR 1.9 billion in 2012, the credit lines granted by multilateral institutions to international subsidiaries of the Societe Generale Group reached EUR 2.1 billion in 2013.

A large share of these credit lines are allocated to the development of local SMEs (EUR 991 million in 2013), the spearhead of economic growth, or even micro-enterprises, particularly through lines dedicated to lease financing, as well as support for energy efficiency projects (EUR 150 million in 2013).

- The EIB's commitment to the Societe Generale Group's international subsidiaries is the most significant (EUR 868 million) with growth of EUR 68 million in 2013, which is explained by the establishment of lines particularly for subsidiaries in the Czech Republic;
- Relations with the EBRD (EUR 545 million in funding at the end of 2013) are also very well developed and grew by EUR 45 million in 2013 thanks to the signing of 13 finance contracts for a total of EUR 214 million as well as the establishment of a 3rd line of Partnership for Growth, for the subsidiary in Bulgaria (the first two having been put in place in 2011 for the subsidiary in Serbia, then in 2012 for the subsidiary in Croatia);
- The IFC also supported the international subsidiaries with EUR 172 million in 2013. So did the CEB, with EUR 99 million and the German development agency, KfW, with EUR 70 million;
- Close relationships already exist with the French Development Agency (AFD) and Proparco, its subsidiary dedicated to the private sector. They are focused on African countries. It is with the AFD that a dynamic partnership on loan guarantees for SMEs has been put in place with SG's African subsidiaries. On the African continent, relationships established with the African Development Bank are materialising gradually.

Beyond these financing partnerships, Societe Generale seeks to promote more co-financing operations with these institutions in order to be able to finance larger amounts by teaming up with benchmark partners, while encouraging its customers to adopt international standards, especially regarding environmental and social commitments.

All in all, cooperating between the Group's subsidiaries and International Financial Institutions is beneficial for all partners. The Group subsidiaries obtain additional means from these institutions to further develop their activities, while these institutions can count on the responsible approach of Societe Generale's international networks to support and target local players in development. Lastly, local populations benefit from customers embarking on the path of sustainable development.

A few examples of achievements in the subsidiaries:

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

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

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

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

Support for start-ups and SMEs

1. In France



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

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

Providing start-ups with a specialized network to support their business substantially boosts their chances of survival (3-year survival rate of 87% and 5-year survival rate of 84% versus an overall national survival rate of 51.5% (Source: INSEE – 2011).

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

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

The bank reinforces its image as a socially responsible bank by offering employment, supporting the creation and development of businesses and assisting local authorities with their projects

Launched in 2012, the Business Collection card allows the elected network (Initiative France or Moovjee) to receive financial support but also to benefit from joint actions involving the expertise of bank employees: recruitment of mentors or participation in the approval committees and board of directors for Initiative France; participation in the selection committees of the sponsorship programme or involvement in the Tour de France for Moovjee. Societe Generale thus helps and demonstrates its desire to strengthen the ties between the partner support networks and local branches and to work closely with those who undertake initiatives.

In July 2013, Societe Generale and IME France (French association of entrepreneurial mentorship institutes) signed a partnership to serve entrepreneurs. Its goal is to support the development of IMEs in the different regions of France by relying on the local Chambers of Commerce and Industry. IMEs offer leaders of high-growth SMEs the opportunity to be mentored for 18 months by experienced entrepreneurs who have already successfully lived through such phases of growth. The Paris Île-de-France IME has thus already established seven classes of "mentors/mentorees".

The bank wishes to become involved as far upstream as possible in the start-up and takeover process, notably by assisting young people from the moment they begin their apprenticeships, Societe Generale provides trainees with a craft apprentice loan to finance their projects while they study. The bank also works with the association *Meilleurs Ouvriers de France* to promote apprenticeships via a nationwide contest - "Un des meilleurs apprentis

de France" (One of the best apprentices in France) - to find the top apprentices and soon to be fully-fledged members of France's various craft industries.

At the national level, Societe Generale takes part in the main start-up trade fairs (*Franchise Expo, Salon des entrepreneurs* in Paris, Lyon and Nantes), where it provides advice and assistance on a substantial number of potential projects each year.



Societe Generale has also signed an agreement with *Réseau Entreprendre*® to promote entrepreneurship. The national agreement signed between *Réseau Entreprendre*® – a private network of business leaders who volunteer to support those who create and take over SMEs – and the Group was put in place to provide a general framework for cooperation between the two structures that individually carry out funding actions for SMEs.

This partnership is also intended to be adapted locally. It represents the opportunity for Societe Generale and the 48 *Réseau Entreprendre*® associations to develop local synergies thanks to association membership, participation in events organised by *Réseau Entreprendre*® associations on various themes (banking issues, entrepreneurial spirit, and commitment alongside SMEs), the matching of loan funds or even guiding project sponsors in the *Réseau Entreprendre*® target towards local associations.

2. Abroad

On the international level, many initiatives to support the economic development enable to illustrate and reinforce the bank's commitment. For example:

- With a headcount of 2,700 in 25 different countries, Societe Generale Equipment Finance (SGEF) assists SMEs with their investment choices, either for replacing their equipment or for supporting their development. In 2013, and for the second consecutive time, SGEF was named "SME Champion of the Year" by Leasing Life for its support for European SMEs. In addition, SGEF's UK entity was named "International Lessor of the Year" by Leasing World UK;
- In the Czech Republic, Komerční banka (KB), in cooperation with the association of small and medium-sized enterprises and local crafts, launched "START UP", a subsidies program to promote and encourage young entrepreneurs to venture into business creation;
- In Morocco, Societe Generale Morocco (SGMA) and the *Maroc Entreprendre* network entered into a partnership to benefit SMEs being started up, launched or taken over. SGMA makes an interest-free financial package available to the *Maroc Entreprendre* network to fund loans on trust granted to those creating and/or taking over companies, thus promoting their access to bank credit. For SGMA, this partnership confirms its commitment to developing the national economy.

Financing for states and local authorities

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

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

The Group is also present in the private/public partnerships (PPP) sector. Certain PPP deals are identified as having a positive impact on the environment and/or the needs of the population and/or economic development. (See Chapter "Positive Impact Finance")

In France and abroad, the Group complies with the principles of the Gissler Charter in its operations with public authorities.

Financing of the association system in France

Associations are important players in the French economy because of their production of social and economic contributions, the jobs created and the services rendered.

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

Today this sector must face multiple challenges, including the scarcity of public funding sources. This situation calls for discussions on expanding private funding sources in order to reinforce the action of associations over time, and on the creation of innovative funding solutions, particularly between banks and associations.



Loyalty of practices and financial transparency

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

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

Anti-corruption initiatives

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

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

Since September 2013, within the Compliance Department, the financial security department is in charge of the fight against money laundering, financing of terrorism and tax fraud, know-your-customer measures, financial embargoes and sanctions and the fight against corruption.

Societe Generale's Code of Conduct

In a changing world that poses a challenge to our role and attitude as bankers, it is important to reaffirm our commitments and principles with clarity.

The Group's Code of Conduct constitutes the basis of the Group's professional ethics. The new version published in January 2013, in the form of a directive signed by the Chairman and Chief Executive Officer, is an integral part of the Group's Normative Documentation on which the governance system is based.

The Code of Conduct clarifies the rights and duties of employees, customers, suppliers and shareholders in the relationship with Societe Generale. It promotes social and environmental responsibility and specifies the Group's position regarding respect for fundamental commitments (such as Human Rights, respect for the environment, etc.), the sparing use of natural and energy resources, the prevention of conflicts of interests, corruption and money laundering, the gifts policy, responsible purchasing and the escalation procedure in the event of non-compliance.

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

It is applicable to all employees of the Group and is available in the eight languages most widely used in the Group. It will be gradually rolled out in other languages.

The code of conduct is available on the Group's website.

The Code of Conduct is applicable to all employees of the Group and is available in the 8 languages most widely used in the Group



Tax Code of Conduct

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

In France, the Societe Generale Group is one of the first French banking groups to adopt a Tax Code of Conduct.

This Code shows the Group's desire to manage its tax policy in a context of security and transparency and to reinforce its willingness to cooperate with the tax authorities of the countries where it is located.

Proactive actions to protect customers

"The economic and social impacts of our business, the transparency of the financial communication as well as the fairness of our practices are all concerns that strengthen our determination to improve the satisfaction of our customers."

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

Remuneration for customer advisors

Societe Generale Group’s remuneration policy is devised to avoid there being any incentives that might provoke a conflict of interest between its employees and its customers.

The principles and rules of governance applying to remuneration are set out in the normative documentation linked to the Group’s policy for managing conflicts of interest.

A company agreement signed in June 2013 eliminates the individual commission system for the Retail Banking and Private Banking sales forces in France, replacing it with gross overall annual pay and the variable portion. This agreement is applicable as from January 1, 2014. For more details on remuneration for customer advisors.

Responsible credit approach

In 2011, Societe Generale Group initiated a “Responsible lending” policy that ensures that borrowing customers are respected at every stage in the life of a loan, from the day it is granted right up until repayment. It applies as much to consumer loans as to mortgage lending for individual customers and will be rolled out to the entire Group.

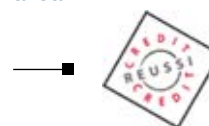
An internal reference database was constructed on the basis of the definition of Responsible Lending. It identifies “best practices” in 24 areas. A practice is considered “best practice” if it goes beyond local regulations.

By relying on this reference database, a campaign for self-evaluation of the practices among all retail banking networks and subsidiaries specialising in consumer loans was launched. These self-evaluations contribute to the process of continuous improvement of the practices of entities by encouraging them to improve their practices with the establishment of action plans.



Since 2010, upstream but in a convergent manner, Societe Generale’s consumer loan subsidiaries have adopted the common charter for “Successful Lending”, inspired by a pilot initiative led by Franfinance in France. These subsidiaries undertake to respect six win-win responsible commitments: to examine all loan applications carefully and professionally, to know when to say no, to recommend insurance to

protect against the unexpected, to be flexible, to be clear, and to work with each customer throughout the life of a loan.




Societe Generale’s consumer loan subsidiaries undertake to respect six win-win responsible commitments

Over-indebtedness

In France, the number of cases filed with the secretariats of the household debt commissions from October 2008 to September 2013 averaged 220,670 per year.

In September 2013, the number of households undergoing debt reduction measures, i.e. having taken or about to take advantage of measures intended to remedy their over-indebtedness, can be estimated at approximately 796,000. (Source: Banque de France-Over-indebtedness barometer)

 **Societe Generale's Retail Banking network means it is necessarily affected by the phenomenon of over-indebtedness and, since 2004, has set in place the resources needed to quickly identify affected persons in order to be able to offer them a responsible solution.**

In fact, because it has always been a precursor in the field, the new law governing consumer credit that entered into effect in November 2010 and that altered the regulatory framework for over-indebted people did not require any radical changes to the procedures in place within the Group. The Group's attention to this issue is based on:

1. A process dedicated to over-indebtedness

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

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

- Account managers ensure the everyday monitoring of the account;
- The back-office operators who assess the customer's financial situation before any new loans are granted and manage the repayment schedule once they have been approved.

Thanks to this procedure, adopted in 2004, the bank is able to avoid any increase in loans borne by an over-indebted customer whilst still permitting day-to-day personalised monitoring.

2. Systematic support for vulnerable customers to prevent over-indebtedness

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

- The identification of all customers meeting certain vulnerability criteria (prolonged exceeded authorisations, missed credit payments, etc.);
- The systematic support of these customers through two national platforms of specialised advisors who temporarily maintain the commercial relationship in place of the branch;
- The search, with the supported customers, for solutions for gradual discharge of unpaid debts, favouring a path back to a healthy situation rather than litigation as much as possible;
- Resumption of the customer relationship with their branch at the end of the discharge period.

The benefit of these measures is evaluated on:

- Customer satisfaction, following a more specific consideration of their difficulties;
- The rate of rectified situations, better than in the past;
- The increased professional development of an activity that adapts to the economic environment and regulations.

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

- Early detection of vulnerable customers in order to offer them appropriate solutions;
- Proposal of personalised, lasting amicable solutions;
- Signing of a partnership with CRESUS, a network of associations specialising in providing assistance to individuals with excessive or poorly structured debt.



“As a network supporting our fellow citizens who are financially vulnerable, the cooperation between Cresus and Societe Generale, a large retail bank, seemed to me not only desirable but also legitimate.

This cooperation has been gradual and has required breaking traditional taboos, the reciprocal misunderstandings that social action alone would make it possible to fight exclusion or that economic activity would be the only source of progress, efficiency and innovation.

There's an old saying: **“Alone, I go faster; together, we go further”**. By pooling our experiences in the field, we have been able to build innovative experimental actions intended not only to strengthen the prevention of the risk of financial exclusion but also to open up economically and socially sustainable prospects. There is still a long way to go, but I am convinced of the relevance of such an approach.”



Jean-Louis KIEHL
Chairman of CRESUS

An over-indebted person is vulnerable and should not be granted any further credit. Having said that, access to a bank account and payment methods means they are not totally excluded from society in general.

Societe Generale offers a range of alternative means of payments under the trade name “GENERIS”. At the end of November 2013, 23,700 customers had subscribed to this service. (routing to GENERIS offer site)

In 2010, Franfinance and CGI also signed a partnership agreement with CRESUS. Today, the Group’s two French subsidiaries specialising in consumer loans recommend that financially vulnerable clients contact their local CRESUS association. A charter, signed by the association and the voluntary client, leads to an analysis of the customer’s finances and situation and the definition of a budget, followed by on-going close support to help them maintain their financial footing.

1,500 YOUNG APPRENTICES, OF 14 SCHOOLS, ALONGSIDE 11 CRESUS MEMBERS AND 70 SOCIETE GENERALE EMPLOYEES

As in the previous two years, the partnership was renewed in 2013 and extended to other regions following the initial tests carried out in the kick-off in two regions. In 2013, more than 770 Franfinance and CGI customers were put in touch with CRESUS.

A sponsorship agreement has also been signed with the CRESUS network.

3. Financial education

Aware that the intelligent use of bank products and services requires a financial “education” and access to clear information on these products and services, Societe Generale deploys throughout its network tools to improve the financial expertise of their customers.

■ EY | In France, Societe Generale and CRESUS worked together for four months in 2013 on an experimental pilot budgetary education programme conducted as part of a skills-based sponsorship.

This Financial Education project aimed to increase awareness among young people to the issues of good budget management and took the form of joint volunteer actions in Apprentice Training Centres (CFA) in four regions of France that accepted the offer from Societe Generale and CRESUS.

■ EY | In this initial experimental phase, the high demand from the field reflecting the real interest in such cooperation made it possible to reach 85 classes in 14 schools and raise awareness among 1,500 young apprentices ages 16 to 25 alongside 11 CRESUS members and 70 Societe Generale employees (of the 100 volunteers) around a unifying project.

Within the subsidiaries specialising in consumer loans, initiatives for financial education and improved transparency of services and information delivered to customers are deployed:

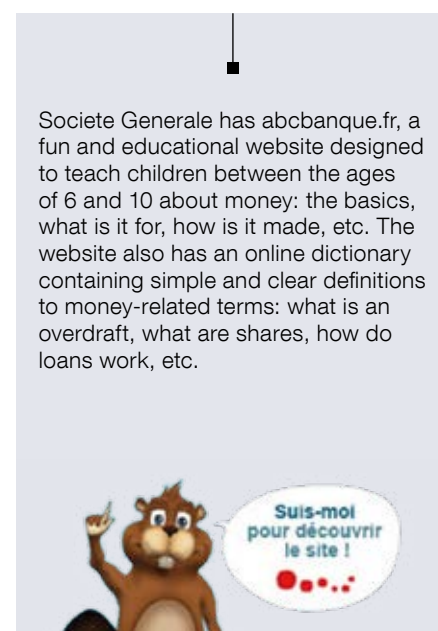
- in Poland, Eurobank developed “Household budget with Eurobank”, an educational programme on managing a family budget that is accessible via the Eurobank website as well as via another very well-known portal (Money.pl). The programme includes articles written by Eurobank experts that are easy to understand, FAQs and different tools such as calculators and a glossary that can be downloaded;
- in Brazil, Banco Cacique created an iPhone and Android app, “Meu Assistente Financeiro” (My Financial Advisor), that can be used to calculate the price of a loan and the monthly cost, and that gives users immediate access to information on the amount of the monthly payments, the amount of the loan and the interest rate;
- in Russia, Rusfinance organised various open days for the children from socially disadvantaged areas to explain how banks work. In the Rusfinance branches, “Borrower Guidelines” documents explain all of the facts that a borrower must take into consideration before signing up for a loan;
- for its partners’ sales forces, credit influencers, CGI has established a remote training tool on regulatory aspects (Lagarde Act and Insurance Intermediation). The main aim is to ensure that the employees of its partners understand the legislation that applies

to credit and insurance activities, and that their transactions comply with regulations and protect the interests of the consumer;

- Franfinance (as part of “Successful Lending”) has put in place initiatives to strengthen support for customers: training actions for partner brands to improve their ability to sell and to explain credit, an e-mail contact solution for customers to improve their monitoring and support, an online budget calculator allowing customers/prospects to assess their repayment ability, and an online educational section to inform customers/prospects about the various types of loans and how they work as well as specific advice for customers in financial difficulty.

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

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



Mediation

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

The free and amicable ombudsman services to which Societe Generale customers have had access since 1996, and which were institutionalised by the legislator in 2002, are broadly publicised

by the bank and are even outlined in the permanent insert on the back of account statements.

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

In 2013, the number of cases that were the subject of a mediation increased by 47% compared with 2012. This development results from two factors in addition to the increase in written claims: i) more information about the principle of mediation, ii) systematic addition in letters from Customer Relations, when they are partially or totally unfavourable to the customer, of the possible recourse to medication. Litigation inherent in loans represents 25% of the cases submitted to mediation, and litigation concerning financial investments is on the rise, representing 23%.

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

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







ROLLING OUT A RESPONSIBLE AND SOLIDARITY-BASED BANKING OFFER

Societe Generale offers its customers a wide range of solidarity products and services and, working with its stakeholders, assists those who are financially vulnerable, makes banking services more accessible and assists micro-entrepreneurs by strengthening its commitment to microfinance

Microfinance Group activities and achievements

Invented in its current form by Grameen Bank in Bangladesh in the 1970s, microfinance meets the needs of those excluded from the banking system, both in developing countries and in mature economies.

Microfinance brings together financial services intended for poor populations whose financing needs cannot be satisfied by traditional banks in terms of repayment ability and processing costs. Initially focused on micro-loans, microfinance has expanded to include a greater range of services (savings, insurance, money transfers).

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

Societe Generale's objectives remain to:

- become a benchmark partner for local microfinance structures in each of the countries where the Group is present by having a universal banking model;
- contribute to social cohesion and development of territories by providing access to banking products and services to populations who lack it;
- be a source of effective and lasting support for the microfinance sector by providing the vital financing solutions needed to underpin its development, which the local subsidiaries do with the microfinance institutions (MFI) of their country.

Abroad

Refinancing of microfinance financial institutions

The Group's overseas networks is committed to professional integration and providing entrepreneurs and start-ups with all the support they need. This makes it one of France's leaders in microfinance and a contributor to development in the countries where it is established.



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

The MFIs supported by Societe Generale are able to offer communities that are unable to open a bank account access to credit and, in doing so, feed their local economies.



At mid-2013, 24 MFIs benefited from refinancing lines, mainly in the local currency, totalling more than EUR 75 million in valid authorisations, primarily on the African continent: Sub-Saharan Africa (Benin, Cameroon, Ghana, Guinea, Madagascar, Senegal and Chad), Middle East, North Africa (MENA) (Morocco, Tunisia, Jordan and Lebanon) but also in Eastern Europe (Albania, Georgia, Moldova and Serbia) and Asia (India).



The Group's subsidiaries are therefore a precious source for the continent's institutions.

IN 2013, MORE THAN
EUR 80 MILLIONS
 in microfinance
 credit lines

Acquisition of equity holdings in microfinance institutions

Through its subsidiaries in Africa, Societe Generale also holds a stake in five MFIs through active minority interests, seeking commercial synergies.

These investments are made with internationally recognised microfinance groups, such as Advans Cameroun, Advans Ghana, Advans Côte d'Ivoire, AccesBanque Madagascar and ACEP Burkina.



At the end of 2012, 47% of the 16 million people of Burkina Faso lived below the poverty line, with less than \$1.25 per day. The Burkina Faso offers scope particularly suitable for microfinance:

- very low rate of access to banking services for the population (9.40% at the end of 2012)
- largely dominant informal economy

In such an environment, microfinance is an important tool in fighting poverty and a path of emergence for the most enterprising.

As such, with our partners within ACEP Burkina (*ACEP International, Crédit Coopératif, Investisseurs et Partenaires* and Incofin), this institution, which began its activities in October 2012, quickly gained a presence with the customer base, thanks to simple strategic choices based on the speed of loan decisions, the simplicity and clarity of credit conditions (no prior savings required, no collateral required, transparent pricing) and the quality of the analysis of the project to be financed.

After 18 months of activity, ACEP Burkina has already funded more than 1,800 projects with total loans of CFA 2.3 billion (EUR 3.5 million), giving many people the opportunity to carry out their project, create value and generate income, without the traditional collateral requirement of the banking system that de facto excludes them.

Societe Generale is thus actively involved in ensuring access to banking services for this significant segment of the population that we are unable to reach through traditional banking: first as a shareholder of ACEP, but also in our traditional role as lending bank through short-term and medium-term refinancing lines that we have allocated to them. In addition to governance, refinancing is the key to the success of a microfinance institution in a favourable environment like Burkina Faso, and our support for ACEP, a well-managed institution, is both valuable for the rapid development of its activity and reassuring for other investors whom it seeks.



Sionlé YEO,
 Chief Executive Officer, Societe Generale Burkina Faso

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

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

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

In just 18 months of partnership, nearly 7,000 entrepreneurs received funding. At the end of 2013, nearly 8,000 loans had been disbursed for an overall amount of EUR 6 million. These loans permitted primarily the development of agricultural activities, but also start-up, artisan, and service activities.

↓

In 2013,
the credit line
amounted to
EUR 4.5 million
for mainland
France

↑

Micro-insurance in Morocco

A partnership between La Marocaine Vie and INMMA (Moroccan micro-business support institution) was established in 2010.

This partnership led to the launch of ADE, one of the first micro-insurance policies in Morocco, which covers the repayment of a loan in the event of death or permanent disability.

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

In France

ADIE (French Association for the Right to Economic Initiative)

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



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

For 2014, the refinancing line granted to Adie for personal and professional micro-loans in mainland France has been increased to EUR 5.2 million (up EUR 700,000 on 2013).

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

In 2013, Adie also received an operating grant of EUR 125,000, supplemented by EUR 12,000 for its "Microcredit Week", for which Societe Generale has been a partner for several years now. In 2014, this supplement was increased by EUR 13,000.



The Aubervilliers branch opens its doors to Adie



Left to right: Hafida Maghnan, Stéphane Greverie from the Aubervilliers branch, two prospects, Moussa Niang from ADIE and Jean-Louis Gey from the Aubervilliers branch.

“As part of Adie’s microcredit week, the Aubervilliers branch opened its doors to Adie’s teams and allowed them to set up a stand within the branch for two half-days in February. This partnership operation gave the association the opportunity to meet and exchange ideas with the team in charge of the branch’s Professional customers as well as host around 10 people and consider four projects, including a ready-to-wear shop, a pastry shop, a massage parlour and a tea lounge. Given the success of this operation, other actions will be carried out in the branches of the Commercial Operations Department of Saint Denis during Self-Employed Week in June and during Young Entrepreneurs Week in October.”

Vincent JOURNE,
Head of partnerships and recommendations

Personal microcredit

To support personal projects of individuals who are not eligible for traditional loans, certain regional divisions of Societe Generale in France introduced a micro-loans offer in partnership with French associations, Restaurants du Cœur and CRESUS (a network of associations that assists individuals with excessive or poorly structured debt), in 2010.

These associations help borrowers plan their individual projects before applying for a loan and accompany them throughout the repayment period. Loans vary between EUR 300 and EUR 3,000, have preferential interest rate, no file charges, and are guaranteed by the Social Cohesion Fund. So far, 28 loans totalling EUR 62,900 have been granted (an average of EUR 2,246).



Solidarity Products and Services in French Retail Banking

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

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

Solidarity savings service

EY | The solidarity savings service allows customers to contribute all or part (25, 50, 75, or 100%) of the interest on their savings passbooks (Livret A, Livret Développement Durable, Livret Jeune, CSL, Livret Épargne Plus, Livret BFM Avenir) to one or more of

36 charities or foundations, grouped into 4 major themes: humanitarian, social and health assistance, medical research, environment and defence of animals.

EY | In 2013, EUR 311,297 in interest was contributed, including matching contributions from Societe Generale, broken down as follows:

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

EXTRACT FROM THE WHITE PAPER ON THE SOCIAL AND SOLIDARITY ECONOMY

"...However, few large French banks have ventured into these products. Only Societe Generale seems to have seriously worked on the topic: rather than create a dedicated product, since the end of 2010, it has offered the possibility of "converting" traditional passbooks to sharing (contribution of 25, 50, 75 or 100%) of interest with one or more of 30 beneficiaries). The bank also matches 10% of these donations..." (July 2013)

...more than EUR 1.4 million in such customer-initiated contributions to be made (70% by Societe Generale, 30% by customers), up 9% compared to 2012. These contributions went to 48 different partner associations.

Charity cards

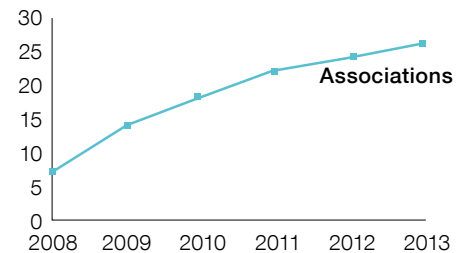
26 partner charities...



and 2 partner charities who join us in 2013



Growth of partnerships




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

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

Since 2008,
 EUR 2,516,996
 has been
 contributed
 to partner
 charities, including
 EUR 739,302
 in 2013

What's new in 2013:

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

 **Launched in June 2012 with Initiative France, the Collection of Business Entrepreneurs cards added the Moovjee card in 2013.** In the area of means of payment, the Moovjee Collection Entrepreneurs business card was recognised with the 2013 Publi-News Innovative Card Award in the "affinity card" category. Just like other charity cards, 5 euro cents of each payment made with the Collection Entrepreneurs business card is donated by Societe Generale to the chosen support network (Initiative France or Moovjee). The bank also shows its support through joint actions involving the expertise of its employees: recruitment of mentors or participation in the approval committees and board of directors for Initiative France; participation in the selection committees in the mentorship programme or involvement in Tour de France for Moovjee. Societe

Generale thus helps to strengthen the ties between the partner support networks and local branches, demonstrating its desire to work closely with those who undertake initiatives.



Filigrane programme

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

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

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




Partnership with SPEAR

 **A partnership agreement with SPEAR (society for actively responsible savings), certified by Finansol, was signed in June 2012.**

SPEAR is a cooperative that allows companies or charities wishing to carry out a solidarity or environmental project to obtain a bank loan thanks to savers who want to give meaning to their savings. Its activity is based on the search for projects responding to social, environment or cultural issues to allow them to secure attractive financing by raising the necessary capital from individuals who wish to see their money put to good use.

Through its online platform (<http://www.spear.fr/>) dedicated to bringing savers together around responsible projects, SPEAR is an easy-access tool providing an innovative solution for solidarity savings and ethical investment.

 **Through this platform, Societe Generale provided EUR 250,000 for its first social and environmental project in 2013 and has helped customers understand how their savings are being used.**

It involved TRIBUverte, a network of eco-friendly nurseries, which expects to open a new inter-company establishment in Poissy by January 2015.

SPEAR also gives savers:

- transparency and traceability (savers know what is done with their money);
- meaning to their savings (usefulness of their investment);
- simplicity: the online process is simple (no need to open an account, signatures, etc.)

Solidarity Products and Services in International Retail Banking and Financial Services



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

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

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

"Here & There" service for migrant customers

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

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

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

And "there" for any products or services needed in their country of origin since most customers still have very strong

links (money transfers, access to banking services, real estate loans and body repatriation).

The concept was developed thanks to the Societe Generale Group's presence in countries where migratory flows to France are significant. It draws on the synergies between French Retail Banking and International Retail Banking.

Charity cards in Morocco



In Morocco as well, Societe Generale is committed to working alongside many institutions to combat poverty and social exclusion. With that in mind, and because the culture of solidarity is an essential component of human development, Societe Generale Morocco (SGMA) and SOS Villages d'Enfants Maroc have signed a partnership agreement formalising their commitment to schooling and the social integration of young people from underprivileged areas or in precarious situations. The partnership focuses on two components: education and the environment.

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

- Enrolment of 2,000 cardholders, gradually growing in number;
- Tuition for 50 children covered thanks to SOS card contributions.

Positive Impact Finance



Through Positive Impact Finance project, Societe

Generale seeks to promote the financing of investments or programmes that have a demonstrated positive impact⁽¹⁾ on the needs of the population, the environment or the economic development of the poorest countries while ensuring proper management (complying with international standards) of issues related to biodiversity and displacement of populations associated with the project's development.

This project is structured around several areas, including:

- the development of methodologies to identify and assess the various impacts associated with financing;
- the coordination of existing financial solutions existing or even the design of innovative solutions to attract investors;
- the sharing of these methodologies and best practices through various working groups both internally and externally.



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

For example:



- financing in the form of a Private Public Partnership (PPP) for the construction of five secondary schools in Loiret to accommodate more than 3,000 students. These buildings will also be highly energy efficient, since the PPP and particularly DV Construction/ Groupe Bouygues have committed to ensuring that the schools consume 30% less energy than what the RT 2012 regulations require;



- financing, in the form of a PPP, of a Nîmes-Montpellier rail bypass. This high-speed line is the third rail project financed by investment banking after the Tours-Bordeaux and Le Mans-Rennes projects. In addition to reducing the trip between Paris and Montpellier by 20 minutes, the project will generate more than 6,000 jobs during the construction phase and will reduce road transport by at least 3,000 heavy goods vehicles;



- financing of new phases of the project to construct a hydroelectric dam in Peru ("Chaglla"). Located in the Huanacco region, this dam will provide electricity to nearly 4 million people.

EUR 619 MILLION

in new positive impact financing transactions.



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

Solidarity Insurance in France

Sogecap France's "Hard Blow" affinity insurance

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

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

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

Sogecap and its offer as regards dependence

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

- An annuity tripled in the event of major dependency to partially fund, for example, at-home assistance or accommodation in a retirement home (minimum EUR 750/month);
- EUR 2,000 paid in the event of dependency (partial or major) to rearrange the home;
- Comprehensive, innovative services, accessible upon joining, for customers if they become dependent and their "caregivers". These services are expanded in the event of partial and major dependency;
- Specific support services for caregivers are accessible upon joining if the member supports a dependent person. Similarly, his or her relatives may use these services if the member becomes dependent.

- 2x3 hours of practical training by a nurse at the dependent person's home;
- Time off for the caregiver when he or she needs to be away for a few days:
 - assistance in searching for temporary accommodations at a nursing home,
 - transport by ambulance or taxi from the home to the temporary accommodations.

To qualify for this annuity, a Statement of Health must be signed.

Sogecap and support for public health

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

This "solidarity and responsibility" product gives customers access to a wide range of cover and services:

- With strong support in case of hospitalisation: support services offered regardless of the chosen package (child care and tutoring, at-home assistance, delivery of medications, presence of a close family member or friend, psychological support, etc.) and a waiver of contributions in case of hospitalisation of the insured;



- Medecindirect: an exclusive medical advice service available every day by phone and online for guidance, prevention efforts or an explanation. A service provided by general practitioners and specialists with no waiting time or appointment necessary;
- Enhanced dental and optical cover, with a customer loyalty bonus: an additional EUR 50 refund starting from the third year on optical and dental expenses;

- Sogecap, along with other insurance companies, has acquired a stake in *Carte Blanche Partenaires* in order to allow its customers to have access to a larger network of opticians in France (10,000 opticians) and thus benefit from negotiated prices on glasses and immediate coverage of their optical expenses (no upfront costs up to the limit of their cover). Extending this benefit to other services is currently under consideration: networks of hospitals, dentists, hearing aid practitioners, etc.

Sogecap and its retirement products and services

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

Environmental banking and green finance

Responsible use of automobile fleets

ALDI'S PRODUCTS AND SERVICES

With its fleet of one million vehicles, ALD International (ALDI) offers innovative solutions in the field of responsible vehicle use.



ALD Automotive is adding ALD Newmobility, reflecting the mobility of tomorrow

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

- ALD sharing, the company car-sharing solution intended for all employees at one or more sites;
- ALD switch, a flexible contract solution for leasing a smaller car on demand with a flat short-term rental charge;
- 7Wheel Lease and 6Wheel Lease, multi-mode offerings combining the rental of a car with the rental of a scooter;
- ALD Railease, a rail pass along with long-term leasing of a vehicle;
- ALD 2 Wheels, long-term leasing of two-wheelers (scooters and motorbikes);
- ALD companybike, an electric or standard bike offered along with a long-term vehicle rental.

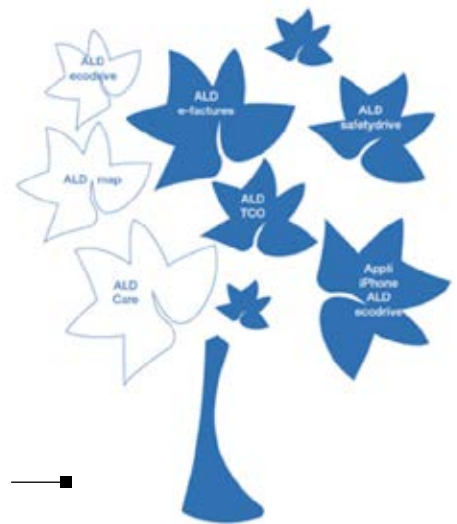


ALD Mobile

To round out these solutions, ALD Automotive takes a step further in terms of services with ALD mobile, the mobile application

dedicated to drivers. Launched in nearly 20 countries in 2013, ALD mobile can be accessed from a smartphone, tablet or computer, allowing all employees of a company (not just drivers) to identify the most easily accessible points of service. With ALD mobile, drivers benefit from a customisable application with multiple features allowing them to obtain all helpful information for using their vehicle and access the services subscribed to by their company under a long-term rental contract. ALD mobile also allows them to contact ALD Automotive's Drivers Relations department directly.

Available for iPhone and Android and in a Web version, this new application will be gradually rolled out in all 37 countries covered by ALD Automotive.



ALD Automotive continues to develop ALD Bluefleet

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

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

- Analysis of the fleet's emissions in order to accurately assess its carbon footprint and associate the best levers to reduce these emissions;
- CO₂ emissions offsetting programme available on every continent;
- Eco-driving awareness and training in most of our locations (ALD ecodrive application);

and for certain national markets:

- "Fuel races" designed to show people how the way they drive can affect how much fuel they use;
- Environmental index presenting the ecological impact of the market's vehicles on the basis of all of their emissions (CO₂, hydrocarbons, NOx, SO₂ and particulates);

- Installation of particulate filters on vehicles already in service;
- Specific training for driving all types of hybrid and electrical vehicles;
- Field tests on various electric vehicles.

Moreover, ALD Automotive continues to roll out innovative car-sharing solutions with ALD sharing...

- Car-sharing with ALD sharing
Launched for testing within Societe Generale in late 2010, in La Défense, the ALD sharing car-sharing solution, in partnership with Carbox, is available for all customers wishing to make a pool of vehicles available to their employees to meet their professional and personal mobility needs, by integrating a fleet of clean-fuel vehicles.

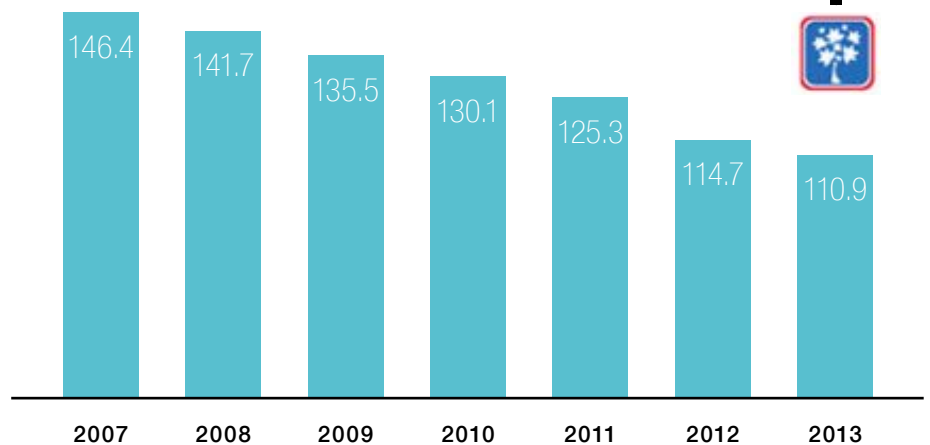
With the ALD sharing solution, the company has specific reporting on vehicle use, their fuel consumption, their CO₂ emissions and the cost of their upkeep.

This offer is now rolled out in Europe, particularly in Spain, Portugal, Belgium, Switzerland and Luxembourg.

- Eco-friendly cleaning with ALD care
ALD care is an eco-friendly cleaning service for vehicles that uses fully biodegradable products and only needs 5 litres of water per car. Its social commitment is just as strong in that it also offers positions to disadvantaged groups looking to reintegrate the job market. Initially available in France and Belgium, ALD care is now systematically included in the ALD sharing offer.
- In addition, an ecodriving guide was published in France to give drivers advice on how to drive in a more eco-friendly manner (25% decrease in consumption on average).



Evolution of average CO₂ emissions



Source: ALD Automotive - On 42,000 vehicules delivered per year basis.

ALD AUTOMOTIVE'S EXTERNAL AND INTERNAL INCENTIVES

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

ALD Automotive Luxembourg offsets the CO₂ emissions of its fleet with the association MyClimate Luxembourg. When they sign their contract or during the time they lease a vehicle, each customer can decide on the amount of CO₂ emissions (theoretical or actual) they wish to offset, and for every customer or driver contribution, ALD Automotive makes a top-up payment of 50%.

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

In 2013, ALD Automotive Netherlands UK launched ALD Mobility Budget. Drivers or employees of our corporate customer can use the Mobility card to manage and choose their mobility, thus optimising their travel and trips.

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

ALD AUTOMOTIVE PIONEERING IN ELECTRIC (OR HYBRID) MOBILITY

ALD Automotive is recognised as a pioneer in electric mobility, with a fleet of several thousand electric vehicles and hybrid vehicles on the road.

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

With the help of showrooms and partnerships, it promotes their use throughout the world.

Sogecap puts green insurance solutions in place:

- With the "Pluses" of Sogessur's auto insurance offer, infrequent drivers (less than 6,000 km/year) and owners of clean vehicles (emitting less than 120 g of CO₂/km) enjoy special rates.
- A new range of Home Insurance for individual customers offers greater modularity, customisable guarantees, enhanced assistance services and four optional packages to meet groups of specific needs, including the Environment Package covering sources of green energy production such as solar panels and heat pumps.

Green products and loans in France

The Societe Generale Group's French banking networks promote payment offers for individuals focusing on environmentally friendly investments.

Livret développement durable (LDD)

The cap on the LDD has increased from EUR 6,000 to EUR 12,000 since October 2012.

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

ECO-PTZ and other loans generating energy savings

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

12,987
LOANS TOTALLING
EUR 221.83 MILLION
granted since
the programme began.

In addition, Societe Generale has two types of loans based on the amount of works funded:

- "Prêt Expresso Développement Durable";
- "Prêt Développement Durable".

They are used to fund equipment and work generating energy savings in homes completed more than two years ago.

The benefits for customers are:

- an advantageous rate (discounted in relation to the standard rate for home loans), determined when the loan is taken out and valid for the entire term of the loan.
- all work financed through a "Prêt Développement Durable" (sustainable development loans) is eligible for the Sustainable Development Tax Credit.

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

On 2013,
997
SUSTAINABLE DEVELOPMENT
LOANS
were granted for
EUR 12.64 MILLION



KB in the Czech Republic offers EKO. This loan subsidised by the Ministry of the Environment is part of the "New Green Savings" programme. Intended to improve the environment through the reduction of greenhouse gas emissions, this programme is currently intended for individuals and businesses wishing to invest in energy savings: construction of a low energy intensity home or reduction in the consumption of a home, replacement of environmentally destructive heating units or installation of solar thermal systems. KB's EKO loans have no bank charges and offer favourable interest rates.



Partnership with "Chèques Travaux": encouraging customers to invest in the energy renovation of their homes

In 2012, a Regional Division of Societe Generale in France was chosen to test a system with the company "Chèques Travaux". Energy savings certificates (cheques) can be used to cover part of the cost of eligible energy saving works (insulation, boiler, etc.) for an amount that can be calculated at chequetravaux.com. The application fee (EUR 30) will be waived for Societe Generale customers. In 2013, the partnership with Chèques Travaux was extended to all of France.

These "Chèques Travaux" are a "subsidy" corresponding to the energy saving certificates generated by the completed works. Societe Generale is the first bank to offer this plan to its individual customers.

Loans to purchase electric or hybrid vehicles

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

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

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



Environment business card with the ONF (Office National des Forêts)

Through its Environment business card dedicated to corporate customers, the bank contributes 5 euro cents for each payment made with the card.

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

At the end of 2013, after a first successful partnership, Societe Generale and the French National Forestry Bureau (ONF) decided to continue partnership launched in 2010 by renewing the sponsorship agreement uniting them around reforestation and accessibility projects until 2016.

The renewal of the sponsorship agreement with the ONF for a period of 3 years is the opportunity to continue the bank's actions by financing, in 2014, the development of a fishing area for people with reduced mobility as well as the establishment of a trail accessible to visually impaired people in the tourism sector of Lac de Calvet in Pyrénées-Orientales.

Since June 2010, Societe Generale has signed more than 6,800* "Environment" contracts with its corporate customers, representing more than 26,000* Environment business cards and generating contributions of EUR 143,584* (*Assessment over 3 years, figures at the end of September).

Contributions to the ONF between November 2012 and September 2013 amounted to

EUR 63,584

In 2013, the Group's "green financing"

EUR 627 MILLION
IN THE PUBLIC/PRIVATE SECTOR

EUR 247 MILLION
FOR INDIVIDUALS

Green finance and services



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

Green financing for individuals totalled nearly EUR 247 million (EUR 101 million for the purchase of green vehicles in Brazil, Banco Cacique, EUR 18.35 million for the purchase of clean vehicles in France and EUR 6 million in Germany, EUR 24.5 million for Eco PTZ and EUR 97 million for the financing of energy improvement projects at Franfinance).

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

Some international green finance examples:

- In Serbia and Macedonia (FYROM), Societe Generale's subsidiaries have received awards:
- At the end of 2012, the EBRD (European Bank for Reconstruction and Development) honoured Ohridska Banka in Macedonia (FYROM) and Societe Generale Srbija in Serbia, as local partners, for their major role in the support for these projects. In order to promote energy savings, the EBRD finances and rewards companies that put energy cost reduction projects in place. This collaboration continued in both countries in 2013;
- In Bulgaria, SGEB acted as lead arranger in funding a biogas production unit (combined production of heat and electricity) for the equivalent of EUR 3.2 million. This project is located in the northeast of the country;
- In Senegal, with the AFD's assistance, SGBS funded a project for EUR 3.4 million in the medium term, including a green line. Through an industrial process, the emitted raw CO₂ is recovered to purify and liquefy it. The gas obtained is thus recycled and made fit for a new industrial use (agri-food in particular);

- In Moldova, the signing of a MoREFF agreement with the EBRD: the European Bank for Reconstruction and Development offered a new EUR 2 million loan to MBSG for the "Moldovan Residential Energy Efficiency Financing Facility" (MoREFF). The EBRD financing will take the form of loans to households, resident associations, condominiums and cooperatives, as well as housing management companies and energy savings and service companies to help them complete work to improve energy consumption in homes.
- In the Czech Republic and Slovakia, SGEF is a player in the financing of public transport by bus. With its extensive experience in this sector, SGEF is among the leaders on this segment and maintains long-term relationships with all key suppliers of public transport by bus in the Czech Republic and Slovakia, particularly key private companies;
- In Brazil, Banco Cacique, the consumer credit subsidiary in Brazil, supports the financing of sales of vehicles equipped with the "Flex-Fuel" system, a specific feature of the Brazilian automobile market, through its auto loans for individuals (more than 25,000 contracts in 2013). Flex-Fuel motors can operate with petrol, bioethanol or a mixture of the two. This "Flex-Fuel" system equips 88.5% of new vehicles put on the market in Brazil. The purpose of its development is to reduce dependence on the oil market and expand the use of less expensive, more eco-friendly alternative fuel;
- In Ontario, Societe Generale funded a wind farm project, "Grand Renewable Wind", with a capacity of 150 MW, which will produce the equivalent of the electricity needs of the region's 50,000 homes.





Biodiversity

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

This policy includes preserving biodiversity, maintaining eco-systemic services and sustainably managing living natural resources. The main risks given special attention are:

- Loss of homes by destruction, conversion, deterioration or fragmentation;

- Introduction of invasive alien species;
- Genetic erosion;
- Non-sustainable use of ecosystems and overexploitation of biodiversity; Accumulation of nutrients and pesticides associated with agricultural practices;
- Hydrological changes;
- All types of pollution of ecosystems (including the impacts of climate change);

Specific issues raised by the implementation of this policy have particularly led Societe Generale to join the Cross-Sector Biodiversity Initiative (CSBI). The CSBI aims to create a forum for discussion and exchange of best practices to preserve biodiversity and ecosystem services.

The bank undertakes to incorporate the assessment of potential impacts on biodiversity from the activities of its major customers in its decision-making processes and to work only with those companies that meet or aim to meet its own standards.

Several international initiatives have been identified with the objective of preserving biodiversity and maintaining ecosystem services, like the Business and Biodiversity Offset Programme (BBOP) and the recommendations of the report "The Economics of Ecosystems and Biodiversity". Societe Generale's customers are encouraged to join them and commit to these principles.

At the same time, the E&S review of dedicated funding includes a verification of the ecological sensitivity of the project's location using the Integrated Biodiversity Assessment Tool (IBAT). This international database integrates multiple sources of information enabling the identification of sensitive areas in terms of biodiversity with a goal of no-net-loss (or a gain) in this biodiversity.

In France, Societe Generale has renewed its partnership with the ONF (National Forestry Bureau) until 2016. This commitment allows it to support the funding of new targeted projects through its "Environment" business cards and accessibility to natural environments for people with disabilities. (see chapter on the environment business cards with the ONF).

Within its subsidiaries abroad, initiatives to raise awareness about preserving biodiversity and maintaining ecosystems are growing in number.

- This is particularly the case with SBBCI (Ivory Coast), SGB (Benin), BFV-SG (Madagascar) and SGEB (Bulgaria), which all participate in reforestation operations.

- In Madagascar, each year for the last 15 years, employees of BFV-SG have become involved in reforestation measures to protect its environment. This year, they planted 6,000 feet of young plants in the town of Ambohijanaka.



- Together with WWF, SGEB sponsors the afforestation of 120 hectares of natural parks. It is the largest long-term programme for regeneration of natural habitats in Bulgaria.
- SGSB and its customers work together to promote reforestation through its foundation Splitska Banka Leaf.



- As part of the "10 million souls, 10 million trees" programme implemented by the government of Benin, the entire staff of SGB visited the Pahou classified forest to participate in a reforestation operation. This forest has high biodiversity and is essential to the regional ecosystem. A total of 841 Acacia culiformis seedlings were planted over an area of nearly a hectare.



Financial Inclusion

Customers with a serious health risk

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



Under the terms of the AERAS agreement

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

Some initiatives allowing everyone to have access to banking services

In France, as part of the commitment undertaken by the banking profession in 2005 to "make banking easier for everyone", Societe Generale and Crédit du Nord offer customers a range of alternative means of payment.

- Crédit du Nord's offering includes the use of a bank account, a Visa Electron card, an unlimited number of interbank payments and direct debits, two standing payment orders per month, four one-off payment orders per year, six account alerts per month and a special rate on payment incidents.
- Societe Generale's GENERIS package includes an immediate debit payment card with systematic authorisation, the issue of three bank cheques in euros per month, a certain number of standing and single payment orders, an unlimited number of direct debits and interbank payments, an SMS alert when the account balance falls below EUR 100 and special pricing conditions for account operation incident costs. At the end of 2013, 23,700 Societe Generale customers subscribed to the GENERIS service.

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

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



Ande fathie sen adjoo



Two questions for Déthié Ndiaye, Manager of the Manko branch in Pikine, Senegal

Manko celebrates its 1st anniversary. What is your assessment of the first year? How have you been received by the people of Dakar?

The results are very positive. The people of Pikine have truly accepted Manko as their own. The name alone – which means "unity" in Wolof – has helped us establish a close rapport with the population. Our customer-focused approach, where the loan officer takes a scooter to meet customers in person at their business or home, makes Manko an institution that is very close to its customers, who would all like a Manko branch in their neighbourhood...

What are the biggest difficulties that you have encountered in this adventure? Your greatest successes? Nice surprises?

The biggest difficulty involves technical problems as well as commission problems with our merchant partners. Fortunately, decisions have just been made to correct these problems!

My biggest success has been seeing customers every day who are very pleased to be able to receive credit at such a low rate for the first time! We announced – and displayed – this promise, and we've stuck to it. It's a source of pride, because customers unanimously say that Manko is very economical.

The real surprise is the team! We recruited almost only young graduates who therefore lacked experience and, for the most part, came from Dakar's working-class neighbourhoods... and we managed to train them quickly. At Manko, we have cohesion, mutual assistance, and a true desire to succeed. I know that everyone on our team is making their best effort to ensure the success of Manko.



In Africa, three initiatives were successfully launched in 2013:

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

makes it difficult to operate a traditional branch, SGC developed its mobile branch concept in 2013, travelling by road to visit its customers in person.



This mobile branch, a vehicle presenting a completely new look and equipped with the latest information and communications technologies, contains tools allowing the customer advisor to perform all banking transactions and provide the same services as a traditional branch.



- In Chad, SGT has developed a voice push SMS solution to inform and alert all of its customers, particularly illiterate people (78% of Chad's population) by sending voice SMS messages instead of written messages. This innovative project, the result of creative workshops within the bank, permits total accessibility for both illiterate customers and visually impaired customers.

Socially Responsible Investment (SRI)

ESG/SRI research

Societe Generale offers its customers dedicated research on Environmental, Social and Governance issues.

The SRI team is made up of three analysts based in Paris and London and is an integral part of the SG CIB's financial research. The team works closely with each of the division's research teams (equities, bonds, strategy, economics, asset allocation, etc.) as well as with its analysts who specialise in utilities/renewable energies. In 2013, Societe Generale ranked third in the SRI Research category of the Thomson Extel Survey. The team's primary aim is to assist investor and asset manager clients in better integrating environmental, social and governance (ESG) criteria in their investment decisions. ESG criteria play an increasingly important part in the success of companies, influencing their growth opportunities (impact of new regulations, technological progress, new markets), their medium/long-term risk, and their relations with stakeholders. When it comes to research, the SRI team has three objectives: to investigate and develop its own resources and tools; to co-produce thematic, sector, stock market and long-term research in partnership with the Group's other research teams; to offer CIB customers specific, tailored advice and assistance with their research and investment projects.

SRI research differs in that it takes both a quantitative and qualitative approach to ESG factors, paying particular attention to the concepts of "materiality" (financial and market impacts) and "integration" (combination of financial, ESG and economic factors affecting investment decisions). The team took yet another leap forward in 2012 with the publication of a new report entitled "SRI: Beyond Integration – Introducing Quantitative ESG ratings". This study aims to combine our ESG assessments with our analysts' financial recommendations to create an integrated, pragmatic overview of the stock market universe covered by investment banking.

To date, the SRI team has edited and supervised a number of major cross-sector thematic reports (including "SRI: Beyond Integration - Quantitative ESG ratings & sector analysis" - February 2013; "Restructuring in Europe" - April 2013; "TMT: Technology, Media, Telecoms – Freedom of expression and Privacy – Building trust" - April 2013; "CEO Value – A long-term winning combination of financial and corporate governance standards" - June 2013; "Food safety – Sorting the wheat from the chaff" - September 2013; "SRI: Beyond Integration - Positive ESG ratings linked to material stocks outperformance" - October 2013; "Mining and Water risks: Clear or muddy water ahead?" - October 2013; "Pharmaceutical manufacturing safety – An ounce of prevention is worth a pound" - November 2013; "Pharmaceutical marketing – Trial and error" - November 2013), which have been sent and presented to numerous investors around the world. It has also published a series of innovative studies

on restructuring, food safety and corporate governance.

SG CIB organises numerous "Corporate Access" conferences and roadshows for investors and listed companies on the themes of sustainable development and social responsibility (Paris, London, Brussels, Amsterdam, Geneva, Zurich, Frankfurt, Milan and New York).

In 2013, the SRI team also organised numerous "SRI roadshows", culminating in the "Premium Review", on December 4 and 5, 2013, where 19 companies (Alcatel-Lucent, Arcelor Mittal, Alstom, BAE Systems, Casino, Crédit Agricole, Dassault Systèmes, EADS, Fresenius Medical Care, Iliad, Lagardère, Legrand, Nestlé Oil, Richemont, Suez Environnement, SGS, Thalès, Total, Vallourec) presented their "Sustainable Development" aspects to many institutional investors. Lastly, SRI research is used to underpin several indexes and baskets of listed stocks, via the issue of financial products in the SRI thematic sectors of ESG, renewable energies, CO₂ and sustainable development (list of products and methodologies available on www.sgbourse.fr).



Green Bonds for institutional investors

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

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

SRI products for individual investors

SRI FUNDS



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

At the end of 2013, Societe Generale's SRI assets under management in these

3 FUNDS

totalled

EUR 469 MILLION

(1) For Societe Generale: SG Obligations ISR, SG Diversifié ISR, Arcancia monétaire, Amundi label actions solidaires; for Crédit du Nord: Amundi Label Equilibre Solidaire, Amundi Label Obligataire et Solidaire, Arcancia Ethique & Solidaire

SRI LIFE INSURANCE

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

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

SRI CERTIFICATE

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

SRI-CERTIFIED SAVINGS FOR SOCIETE GENERALE EMPLOYEES

Societe Generale's employee savings plan offers employees the opportunity to invest in various company mutual funds (FCPE) certified SRI by the CIES (Inter-union Committee on Employee Savings)⁽¹⁾.

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








RESPONSIBLE EMPLOYER

The bank considers its staff with respect
and fairness, helps them developing
their value and skills



Being the bank chosen and recognised for the quality and commitment of its teams

This ambition immediately places the theme of employee commitment at the heart of the HR strategy.

For Societe Generale, this goal translates into a willingness to develop within its teams a high degree of professionalism, an understanding of risk and the pride of working together toward a common goal: to meet the new needs of customers in a relevant, innovative manner. That is why the Group makes every effort to promote

a culture of entrepreneurs capable of adapting to a changing environment and meeting challenges as a team.

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

HEADCOUNT



148,324 in **76** COUNTRIES
EMPLOYEES WORLDWIDE
60.6% EMPLOYEES OUTSIDE MAINLAND FRANCE

DEVELOPMENT

74% OF EMPLOYEES ATTENDED AT LEAST ONE TRAINING SESSION DURING 2013

3,273,654 HOURS OF TRAINING DURING THE YEAR



+3,000

MANAGERS AND STRATEGIC TALENTS have attended the Corporate University programmes since its inception

DIVERSITY

121 NATIONALITIES REPRESENTED
37.9 AVERAGE AGE
60% OF WOMEN
2,321 DISABLED EMPLOYEES WORLDWIDE, INCLUDING **1,098** IN FRANCE

RECRUITMENT

13,256 PERMANENT CONTRACTS WORLDWIDE IN 2013 INCLUDING 3,140 IN FRANCE (Including subsidiaries)

Close to **40,000** EMPLOYEES AND RETIRED EMPLOYEES

HAVE PARTICIPATED IN THE GLOBAL EMPLOYEE SHARE OWNERSHIP PROGRAMME IN 2013 (1/2 beneficiaries in France and 1/7 abroad)

7.45%

OF THE SHARE CAPITAL IS OWNED BY EMPLOYEES

KEY FIGURES AT 31/12/2013

Teams of the Societe Generale Group at the end of 2013*

Distribution of teams



The Societe Generale Group employed 148,324

people at the end of 2013, a 3.7% decline in total headcount as compared to 2012.

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

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

148,324 EMPLOYEES
IN 76 COUNTRIES

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

9.7% of the staff are located in low- or lower-middle income countries (Burkina Faso, Cameroon, Ivory Coast, Ghana, Georgia, India, Madagascar, Morocco, Senegal, etc.) and 12% in upper middle-

income countries (Algeria, Brazil, Bulgaria, China, Romania, Serbia, Tunisia, etc.), as defined by the World Bank.

Changes in headcount

Changes in headcount by core business

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

- for International retail Banking & Financial Services, a 6.2% decline in headcount due in particular to the sale of the Egyptian subsidiary NSGB (around 4,000 employees) and the consumer credit subsidiary Vietfinance (around 800 employees);

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

Departures

In 2013, a total of 18,947 staff on permanent contracts left the Group.

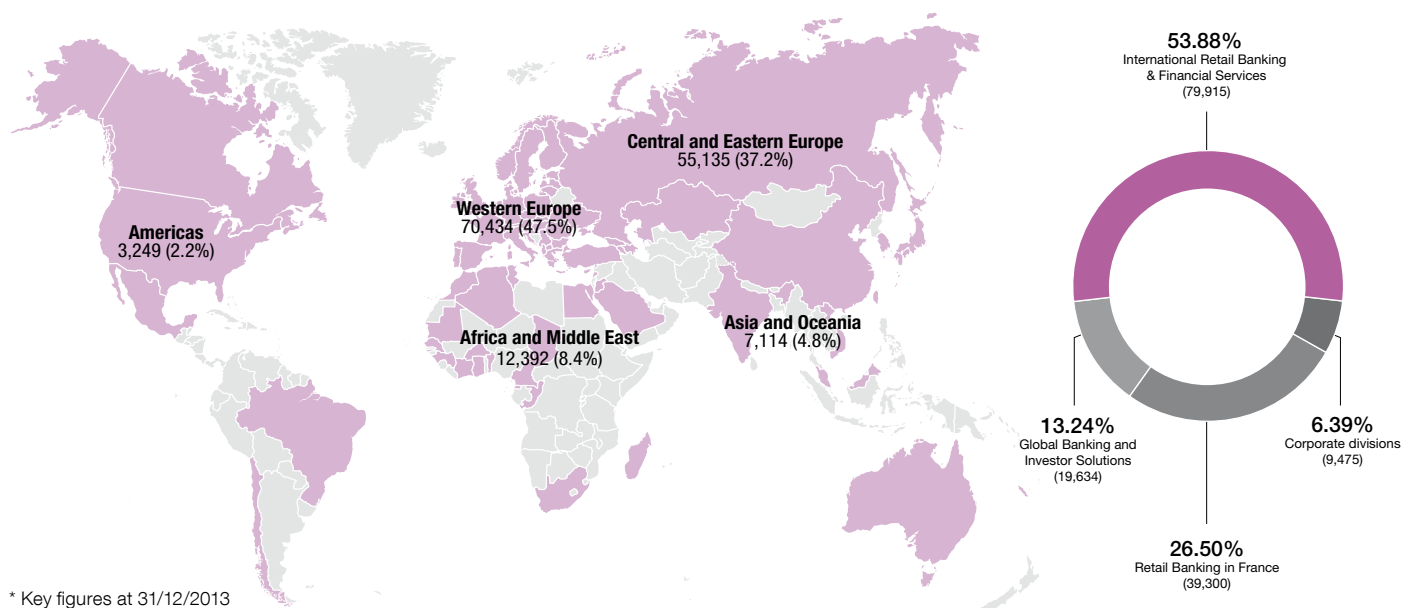


The main reasons for departure were,

in descending order of importance: resignations (12,334), redundancies (3,417), and retirements (2,390).

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

Breakdown of staff by geographical region



* Key figures at 31/12/2013

Develop the employability and skills of employees

Recruitment and integration

Recruitment



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

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

Societe Generale SA in France recruited:

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

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



THE GROUP RECRUITED
13,256
PERMANENT CONTRACTS
In the 2013 financial year

+7.6%
VS 2012
including nearly 57% women

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

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

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



Tailored initiatives for students and recent graduates

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

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

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

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

- participation in recruitment forums, presentations of the Group's core businesses, participation in round tables, CV or interview coaching workshops, thesis defences or juries and economic conferences;
- organisation of more than 50 indefinite-term contract recruitment sessions across France for Bac to Bac+2/3 graduates for entry-level positions in retail banking (client services representative and multimedia client advisor);
- promotion of the entry exam to join the General Inspection Department. Each year, 30 to 40 positions are offered to recent graduates to join the Group's General Inspection Department, which conducts audit and advisory missions across all Group activities in France and abroad on behalf of the General Management. This career path benefits from a comprehensive business and managerial training programme and is specifically adapted to the rapid acquisition of responsibilities. The 2013 edition of this entry exam enabled 34 recent graduates of 11 different nationalities to join the General Inspection Department;
- organisation of a recruitment event dedicated to academic profiles seeking work-study contracts. This event is in line with the Group's strategy to promote diversification of recruited profiles, a major performance driver, and support the development of work-study with universities at the same time;

Rosbank open to young specialists



In December 2013, Rosbank participated in the "Professional growth" Youth Forum

In 2013 Rosbank was present at the Youth Forum for professional development (Moscow, Saint Petersburg and Ekaterinburg), the Moscow University Professional Forum and various "career" sessions organised by the country's main schools and universities.

A host of opportunities enabling local teams to receive about one hundred applications per event.

- funding of research through academic partnerships. Some examples include sponsorship by Societe Generale of the Organisations, Leadership and Society Chair of ESCP Europe and by SG CIB of the Energy & Finance Chair of HEC.

Lastly, in 2013, Corporate and Investment Banking launched the "GeneratioNext" programme at the global level for its interns, work-study participants and VIEs. It offers intensive support in terms of both integration and development, through meetings, opportunities for *ad hoc* immersion within other teams, coordination of a dedicated network

and workshops led by HR specialists. It also gives greater visibility to the existing partnerships (between core businesses, establishments, beyond CBI, etc.). If their contract is converted to an indefinite-term contract, beneficiaries of this programme enter the "Junior Programme", which offers recent graduates intensive support during the first two years of their indefinite-term contract. In addition to the components of the GeneratioNext programme, the Junior Programme offers a personalised career path management, a mentoring programme and dedicated training courses. Deployed abroad, these programmes benefited more than 80 of these two groups in 2013 and will soon be extended to all CBI Juniors as well as the private banking, asset management and securities services core businesses.

These initiatives reflect the Group's desire to attract and recruit new talent and to make sure they have a clear understanding of the priorities and responsibilities that go hand-in-hand with the banking sector and the day-to-day realities of its businesses from the word go. The aim is also to guide students as they formulate their professional goals and give them the keys to understanding their future working environment.

Induction

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

In 2013,
3,273,654 hours,
and 242,275
e-learning
modules
were given
out worldwide
by the Group's
training teams

Training and skills development

Training within the Group

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



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

In 2013, the Group's Training Department made a further commitment to the digital transition of its areas of expertise, with a view to transforming its training base beyond the now traditional channels of in-class training and e-learning. As such, Societe Generale tested a Massive Open Online Course (MOOC) on financial analysis for the first time with certain employees. The integration of video conference and Web conference modules (conferences with sharing of secure documents via Internet) into certain training sessions is also in the experimentation process. Moreover, emphasis was placed on two priority training themes disseminated abroad: risk culture and managerial development.

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

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

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

School branches

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

DEVELOPMENT AND PROFESSIONAL TRAINING OF FUNCTIONS

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

Thus, the *HR Academy*, launched in June 2013, offers a 15-month programme for "*HR Business Partners*" (HRD, HR managers and administrators); it allows them to become players in the bank's transformation and improve support for employees and managers in the change. At the end of 2013, 150 employees had started this programme.

Since 2012, the Group Internal Audit Division's academy has offered training courses for auditors from the entire Group (1,200 auditors across 50 countries). Its three flexible, modular courses are structured around three pillars of skills (audit, risk and behaviour) and adapted to the level of seniority of the auditors. An appraisal of the target skills is integrated at the end of the first course, through an online test to verify that the knowledge has been acquired and mastered.

Private Banking has developed its business training programme abroad by relying on its internal experts while promoting cooperation between the various private banking legal entities within the Group. Thirty-four training modules are thus entrusted to "*Private Banking Academy*" trainers, business experts who ensure the design of a common foundation, adaptation of content to the local specific characteristics of each entity, as well as facilitation at each location.

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

School branches have been created in certain retail banking subsidiaries abroad. They allow learners to be placed in customer relations scenarios in a near-real work environment. The teaching approach is based on role-playing games defined in collaboration with business development and is intended for customer relations professionals (Reception Officer, Customer Relationship Manager, Branch Manager). The first school branch was created in 1975 in Morocco. To date, International Retail Banking has around thirty school branches, located in Eastern Europe, the Mediterranean Basin, Africa and Asia.

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

Coaching and other support

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

Job evolution and mobility

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

AGREEMENT ON THE EVOLUTION OF PROFESSIONS, SKILLS AND EMPLOYMENT

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

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

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

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

Strategic workforce planning

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

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

In order for these various initiatives to be shared with the employees, a new intranet site "*Métiers*" (jobs) was launched in September 2013. This site offers updated, transparent information about the core businesses of the bank and the Group. In addition to fact sheets describing the core businesses, the necessary key skills and the identified partnerships, the site provides access to the core business observatory. The purpose of the intranet is to give employees the means to compare their motivations and ambitions with the changing professions in the banking sector.

Mobility

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

In France (excluding Retail Banking), internal mobility is now steered by the "*Campus Métiers Mobilité*" (Job Mobility Campus). This new centre of expertise is a platform that centralises the positions to be filled for the core businesses and corporate divisions. It offers employees greater visibility on internal opportunities and gives them priority for filling positions. Since its creation at the end of February 2013, nearly 2,600 employees were moved internally thanks to the Campus; half of these moves were from one core business to another.



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

Performance management

Competency reference standard

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

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

Evaluation processes

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

The evaluation process is based on two milestones: the definition of objectives at the beginning of the year and the year-end evaluation interview.



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



These interviews provide invaluable opportunities for discussion and dialogue between employees and managers. It is an opportunity to discuss the results obtained, as well as the behaviour that led to these results, with a view to identifying and encouraging behaviour that creates value in the long term. The evaluation process is part of Societe Generale's leadership model, which seeks to develop a managerial culture. In particular, it encourages managers to develop a culture of feedback, to support employees and contribute to their personal development.

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



Preparing the next generation of managers

Development of managerial communities

Developing and supporting its managers is a major strategic challenge for the Societe Generale Group. That is why it is committed to developing the leadership skills of its managers to support the shift from a transactional model to a relationship-based model: being the relationship-focused bank of reference, recognised for the quality and commitment of its teams.

3,000
MANAGERS AND
STRATEGIC TALENTS

have been able to participate in the Corporate University programmes since its creation.

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



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

Through the Corporate University's curriculum, the Group's leaders are able to take a major step forward in assuming their managerial duties. Moreover, the Corporate University disseminates Societe Generale's managerial culture and practices. The Corporate University thus aims to create a Global Leadership Community in line with the Group's managerial vision and culture, allowing its managers to improve their performance and effectiveness in implementing the Group's strategic overhaul programmes.



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

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

These offerings also seek to create communities of managers in line with a common culture who can continue their exchanges of views and take advantage of ongoing online training. It is with this in mind that an online managerial development area has been in place since 2012. Originally reserved for the community of Corporate University programme participants, it is expected to open to a wider audience of managers in 2014.

Detection and development of strategic talents

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

This policy was formally defined in 2010 and is now an integral part of the managerial and HR cycle. Employees identified as Strategic Talents are given special attention by their management as well as their Human Resources managers, notably through special interviews, the definition of a targeted individual development plan and, where applicable, an invitation to attend the Corporate University programmes.



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

Promoting Diversity

Diversity policy

Driver for adaptation to change

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

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

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

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

Proactive measures

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

Recognising and taking all employees into account in their diversities is also one of the primary factors of engagement

Since 2011, the bank has also established actions to raise awareness of unconscious biases, those cultural or intrinsic prejudices and stereotypes that employees and managers may have about diversities. The approach and content of dedicated training sessions on this topic were revised in 2013 to precisely meet the needs of managers from 2014. In addition, a focus on diversity and inclusion has been incorporated into the online managerial development area, and a newsletter has been distributed to more than 800 high-level managers of the Group.

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

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

Gender balance: key figures

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

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

Promotion of gender balance

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

Partnerships

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

- took part in the gender equality benchmark of the inter-company network Financi'Elles, the objective of which is to improve and accelerate access to high-level positions in the finance and insurance sector for women;

- supported and participated in the second “JUMP” forum, an international inter-company event dedicated to women’s professional life and career, in May 2013.

Development



Greater gender balance is also promoted through development and networking actions designed especially for women. In terms of training, 2013 saw the creation of WILL (Women in Leadership).

This 18- to 24-month development course includes group training, personal coaching and mentoring actions as well as participation in inter-company events. More than 130 women were able to take this course in 2013. It replaces the women’s seminars that had existed since 2006 and supported more than 700 female employees.

Networks

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

Internationalisation

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

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

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

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

EQUAL OPPORTUNITY MEASURES

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



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

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

There are also numerous initiatives abroad, particularly:

- in Czech Republic, Komerční Banka is focusing on making the return to work after maternity leave easier. The *Maternity programme* in place since 2008 primarily involves discussions with employees about their needs before, during and after their maternity leave. It then ensures a gradual reintegration of employees by putting flexible work arrangements in place. This programme, the result of cooperation between managers and HR departments, has helped to increase the rate of women who return after maternity leave from 45% (in 2008) to 56% (2013);
- in Germany, as well as the efforts being made to encourage women to return to work after maternity leave (childcare allowances for children aged 6 and under for women returning to work after a maximum of six months of maternity leave, building of company day-care centres), the help programme set in place in 2012 offers advice and support in planning and managing their return to work to ensure the transition is as smooth as possible;
- in Luxembourg, the “*Opportunités égales pour hommes et femmes*” (Equal Opportunities for Men and Women) project approved and supported by the Luxembourg Ministry for Equal Opportunities focuses on three topics: equal treatment between men and women, gender equality in decision-making processes and reconciling an individual’s personal and professional lives. In 2013, it particularly allowed measures to be put in place to identify and reduce (where applicable) wage gaps between men and women performing similar functions and introduce life balance measures, such as the purchase of additional leave days.



Generations

Age pyramid and length of service

The average age for Group employees is 37.9 year-old.

The average length of service amongst Group employees is 8.5 years.

Intergenerational agreement

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

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

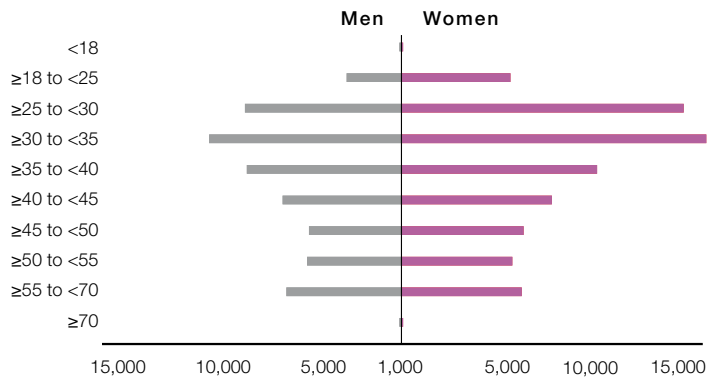
- recruiting 500 young people for permanent employment contracts in 2013;
- promoting the integration of young people by a senior employee;
- developing training for seniors;
- promoting health and prevention;
- adjusting the working hours of seniors (progressive part-time and compensated half-time,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

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

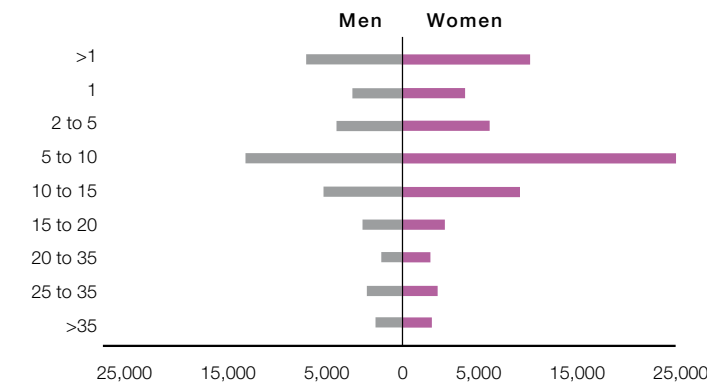
Disability

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

Breakdown of staff by age bracket*



Breakdown of staff by length of service*



* Data at 31 December 2013, for 89% of the Group.

Key figures

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

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

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

Local initiatives for the disabled

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

- the organisation, in partnership with ADAPT, of the fifth "Pass pour l'emploi" forum, one of the main recruitment forums in the Paris region for disabled people. During the 2013 forum, 85 Societe Generale volunteers accompanied nearly 100 candidates to the offered workshops and round tables. Candidates were also able to meet with nearly 40 partner companies;

- actions to increase awareness among employees, such as the visual impairment immersion serious game organised during the Employment of People with Disabilities Week (SEPH) in November 2013;
- availability of the "Handiproline" hotline, which all employees can call anonymously and at no cost to talk and seek advice about disability;
- development of work-study programmes enabling disabled persons to obtain necessary job skills ("HandiFormaBanques");
- 350 job retention actions taken for disabled Societe Generale employees;
- initiatives to promote the use of companies of the appropriate sector (see "responsible sourcing").

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

FROM DISABILITY TO RETURNING TO WORK

In February 2011, Jean-Christophe Boutigny, business sales director with Societe Generale, fell 20 metres into a ravine while skiing. He dislocated his backbone and crushed his spinal cord. "It was only on arrival at the rehabilitation centre, after three weeks in hospital, that I became aware of my condition." He then understood that his life was going to change. "It was a real shock. I evaluated my previous life and what I was going to be able to do as a paraplegic."

A return prepared internally

Highly motivated, he took the bull by the horns. "I can't say I accepted the situation, but I had no other choice than to face up to", he adds phlegmatically. But he did so with a precise objective: "I wanted to adapt as quickly as possible and leave the centre to get back to work."

His employer was equally committed. "I had great professional support, both from my colleagues, who stood by me, and from the disability division". Indeed, while Jean-Christophe was still at the rehabilitation centre, his return to work was already being prepared.

At Societe Generale, a ramp was installed, the doors were automated and the toilets refitted. After just 8 months' absence, he was able to return to his job. Client-side, he continued his regular visits and they were also very encouraging. "My customers had been kept up to date, and were enthusiastic to see me." After a few weeks, he detected some concerns among a few of his colleagues. So he organised a meeting to discuss the situation with them. "There were some very basic, but completely natural, concerns about my situation and how to react if, for example, I fell out of my wheelchair."



"I'm the same person"

In September 2013, management promoted him. "I moved to head office to deal with the associations market. This was carried out within the framework of my career management in the same way as if I had not been disabled." Listening to Jean-Christophe, you might believe that the disability didn't change much, but he concedes that there has been some change despite everything. "I'm the same person, although not physically." Before I was 6 ft 2 and weighed 95 kg. The people around me were generally smaller. Now it's the other way round and as a result you don't have the same outlook. But otherwise, I'm the same person as before."

Interview with Julien Kaufmann for 20 Minutes

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

In 2013, the Group's international initiatives included:

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

Caring about the working conditions of employees

Compensation and benefits

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

Remuneration policy

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

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

 **A company agreement signed in June 2013 eliminates the individual commission system for the retail Banking and Private Banking sales forces in France, replacing it with gross overall annual pay and the variable portion. This agreement is applicable as from January 1, 2014.** The Group's monetary remuneration policy is based on Group-wide principles applied in all the countries and is adjusted to the economic, social and competitive environment of the local markets as well as to the legal and regulatory obligations in force.

Where the size of the workforces permit, a cross-business review between core businesses and functions is carried out to ensure consistent, objective remuneration levels between the Group's different core businesses and facilitate cross-business co-operation. All Societe Generale Group entities meet their commitments with regard to the payment of taxes and social security charges on salaries and staff benefits.

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

Regulatory compliance

The principles governing the remuneration policy, in particular for the categories of staff whose professional activities are liable to have a significant impact on the Group's risk profile, as per the European Capital Requirement Directive (CRD III), are detailed in the compensation policy report.

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



The 1st installment
of 16 shares
has been
delivered to
all employees
who are French
residents for tax
purposes present
in the Group
at the end
of March 2013

It was published, as last year, prior to the General Meeting and transmitted to the French Prudential Supervisory Authority (ACPR), in accordance with the ministerial decree of December 13, 2010 and with the professional standards of the French Banking Federation(1). In addition to this report, detailed qualitative and quantitative information is also provided to the ACPR on staff whose activities are liable to have a significant impact on the Group's risk profile.

Employee share ownership

Since 1988, Societe Generale has offered its employees worldwide the opportunity to become involved in its development by pursuing a proactive employee share ownership policy. Each year, it proposes a capital increase reserved for current and retired employees



The resulting employee share ownership rate is high, stable and ranks the Societe Generale Group number 6 in employee share ownership out of the CAC 40 French companies, thus demonstrating the ongoing commitment of its employees.

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

In France, nearly one out of two beneficiaries participated in the operation, and nearly one out of seven abroad. The overall subscription rate amounted to 30.5%, up 7 points from 2012, showing the regained employee confidence in the company.

The average individual shareholding for Societe Generale France employees was approximately 860 shares per employee shareholder at the end of 2013. With the exception of the fund reserved for Crédit du Nord staff, the holders of units invested in Societe Generale shares have a voting right at the General Meeting. At December 31, 2013, under the Company and Group Savings Plans, the staff of Societe Generale France and its subsidiaries and branches held a total of 59,517,813 Societe Generale shares, accounting for 7.45% of the share capital and 12.64% of the voting rights for more than 98,000 current and retired employee shareholders around the world.

Free share plan

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

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

These good results allowed employees to definitively acquire the Free Share Plan's 40 shares granted on November 2, 2010.



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

Mandatory employer contributions, voluntary profit-sharing and company savings plan

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

The company savings plan proposes medium- and long-term savings offering employees the opportunity to build up assets under preferential financial conditions⁽¹⁾ and tax rates through tailored management of a diversified portfolio of investment securities. It comprises a diversified range of eight funds, including the employee share ownership fund (Fonds E). Financial remuneration (consisting of the employer contribution and profit sharing⁽¹⁾) may be invested in the company savings plan. See also, "SRI employee savings".

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

In 2013, a pilot edition of Total Reward Statement was distributed to more than 5,000 employees of corporate divisions of Societe Generale SA in France.

This internal, anonymous survey is conducted every two years and allows action plans for improvement to be put in place the following year.

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

The survey highlighted employee confidence in local management and the Group's recognised ability to transform. Some key points were also raised, such as the need for better sharing of the Group's strategic vision and enhanced synergies between teams. These results were communicated to all employees invited to participate; they were also reported directly by managers to their teams for their specific scopes.

TOTAL REWARD STATEMENT



In 2013, a pilot edition of Total Reward

Statement was distributed to more than 5,000 employees of corporate divisions of Societe Generale SA in France. This personalised HR informational document allowed employees to have a complete view of the components of their overall remuneration for 2012 (fixed and variable remuneration, employee savings, social protection as well as all non-monetary benefits offered by the company). This pilot will be renewed in 2014 for the 2013 financial year over a broader scope. Other Group entities have provided their teams with such a document for several years, such as Crédit du Nord and certain Societe Generale branches abroad.

Listening to employees

Employee satisfaction survey and implementation of action plans

The employee satisfaction survey reflects Societe Generale's desire to create a reliable listening environment in which each employee can express his or her expectations, perceptions of the company and experiences to date.



RISE OF COLLABORATIVE APPROACHES

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

The innovation approach within the Group is an example, with a participatory, mobilising approach to innovation: a network of 650 "Innov'actors" encourage innovation and the exchange of best practices beyond borders and the bank's various businesses. This system offers employees the opportunity to become personally involved in the success of their innovative projects, around fifteen of which are awarded Innov'Group trophies each year. The instant travel insurance subscription by smartphone or tablet offered to Komerční Banka clients (Czech Republic), was among the winners in the Clients category for 2013.

In 2013, SG Communities, the corporate social network incepted on 2011, was the catalyst for the Digital Transition Challenge: this unique collaborative experience involved all employees in a large-scale joint construction approach on the challenges represented by the company's digital transition. Employees were invited to use the corporate social network to submit their suggestions on the aspects of the Group's digital transition: changes in relations with customers, changes in working conditions and impacts on technological systems. More than 1,000 ideas were proposed in 19 countries. After a collective vote, around thirty suggestions were chosen and are now being studied or are the subject of projects in which the employees who submitted them can participate.



Team managers also have a “managerial resource centre” to help them better target the drivers and actions for improvement to be put in place with their teams, taking into account the results of their scope’s survey. On this basis, the HR managers and administrators are developing action plans to be rolled out during 2014. The main working topics are strategic vision, employee commitment, inter-team cooperation and organisational efficiency. Each action plan will be monitored.

Employee relations and respect for human rights

Social dialogue

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

Societe Generale’s by-laws provide for the inclusion of a staff-elected representative on its Board of Directors. In France, the Employee Representative Bodies have been set up by Societe Generale SA, in accordance with the French Labour Code. These include the union representation, Works Councils and the Central Works Council, the staff delegates, the Hygiene, Safety, and Working Conditions Committee, the Group Committee and the European Works Council.

The employer-employee dialogue is also exercised through ad hoc commissions, particularly the dialogue and consultation body, which addresses the company’s strategic and economic directions with the union organisations.

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

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

SUPPORT FOR EMPLOYEES IN SALES OF SUBSIDIARIES

When subsidiaries were sold during the financial year, the Societe Generale Group supported its former employees to ensure that the transition took place under the best possible conditions for both them and the customers.

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

- in the aftermath of the announcement, a discussion and information meeting was held with local managers, where the management was able to respond to concerns about the upcoming changes and the impact of the sale on the employees;
- from the announcement of the offer up to the buyout, employees were regularly given concrete information, particularly on the steps and the progress of the Due Diligence phase;
- in addition to their participation in manager information meetings, the Staff Representatives were also welcomed on several occasions by NSGB’s management, who answered their questions and gathered their requests for further analysis;
- following the acquisition, many information meetings were organised in order to present the QNB Group’s strategy, ambitions and brand and facilitate the employees’ integration within the new group.

In Greece, after the sale of the subsidiary Geniki⁽²⁾ in mid-December 2012, and in accordance with the agreement signed with Piraeus Bank, an expatriate senior executive of Societe Generale was maintained at the location throughout the first half of 2013 to facilitate the transition for the buyer and coordinate discussions with employees and their representatives. The Group also kept the 1,500 Géniki employees and their customers informed at each stage of the operation, until June 2013, in order to support them in these changes and ensure continuity of the business.

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

Collective bargaining

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

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

Respect for human rights and the main conventions of the International Labour Organisation

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

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

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

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



Representatives from *Mutualité française*

PREVENT CARDIOVASCULAR DISEASES

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

- in May, a meeting organised in Strasbourg with current and retired employees, focusing on the prevention, screening and first aid.
- in October, an event on the La Défense square organised in partnership with *Mutualité française Île-de-France*, to encourage physical activity;
- in November, a programme to raise awareness among employees of the subsidiary CGA (*Compagnie Générale d'Affacturage*) to promote early treatment, identify long-term chronic illnesses in advance and direct to the health professionals, if necessary.

Employee health and safety

Social protection

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

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

remuneration policies, and financial position when defining employee cover.

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

International travellers

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

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

Prevention actions

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

Societe Generale’s yearly seasonal flu vaccination campaigns were carried out again in 2013. In France, over 1,300 employees primarily from the Group’s corporate departments and proximity branches benefited from this purely optional medical service. As in previous years, this medical service was based on volunteerism. Similar campaigns were also carried out in a large number of Group entities, notably in the United States, Brazil, Russia, Morocco, Tunisia, the United Kingdom and Germany. In January 2013, Societe Generale participated in the creation of two banking professional inter-company occupational health services in Lille and Marseilles. This initiative demonstrates the commitment to support banking institutions in the implementation of prevention actions adapted to the specificities of the business sector and contributes to the improvement of medical monitoring of employees.

At a local level, the Mediterranean and Sub-Saharan international retail banking subsidiaries continue to play an active role in raising awareness amongst communities and employees on the prevention of pandemics, particularly malaria and HIV and AIDS.

Open to all employees and their families in each of the countries in which it is present, the Group’s HIV/AIDS programme focuses on four key priorities:

- raising employee awareness of the nature of the virus and the importance of knowing their serological status;
- making it easier for employees to undergo screening which is voluntary, anonymous and free of charge as well as recommending what to do when they get their results;
- covering the global medical expenses linked to the treatment of the illness (tests, analyses, medication, etc.) as part of its healthcare package;
- fighting against any form of discrimination towards HIV-positive staff.

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

- in 2013, Societe Generale Algeria continued and extended its breast cancer screening campaign offered to employees and their wives.
- in November 2013, Societe Generale Benin organised its first “women’s workshop”, which brought together mothers or future mothers around issues of health and more widely education of children. Female employees were able to share feedback and useful information with the participants (doctor, midwife, NGO);
- Societe Generale in Cameroon continues to roll out its cycle of health conferences. In 2013, a conference on common lower back pain was held, and all employees were invited. In addition, in connection with World Malaria Day, Societe Generale developed an informational document on the best ways for employees to protect themselves.

Stress in the workplace

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

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

Societe Generale constantly adapts its approach to the climate and context in which its employees work in order to provide the necessary preventative measures and/or assistance. All of the actions taken in France were recognised as significant by the French Ministry of Labour in February 2010 during the ranking of companies on the prevention of psychosocial risks.

The rate of absenteeism* for the Group overall in 2013 was 3.90%

Several local initiatives are also underway abroad, such as:

- in Brazil, a partnership initiated in 2013 with the healthcare cover organisation SG Brazil. It allows symptoms of occupational stress to be detected in employees and, where applicable, a free prevention and monitoring programme, provided by specialists, to be put in place.
- in the United States, an assistance programme is offered to employees of all Societe Generale entities through a partner company's confidential call centre. Employees in a stressful situation can be put in contact with a specialised healthcare professional. In addition, the healthcare cover organisation in place offers an online questionnaire allowing new insured persons to assess their stress level and be directed to the measures to be taken to reduce or better manage it. An internal campaign to raise awareness of stress management and well-being was also conducted in July 2013;
- in Germany, an assistance programme was put in place in 2012 with an outside health specialist partner. Today, all Group entity employees have access to a 24/7 hotline, as well as advice by e-mail or by appointment that offers them personal support in times of stress, regardless of whether it is linked to their working or private lives.
- in the United Kingdom, an assistance programme is also in place with a partner of the insurance sector, available 24/7, for Societe Generale employees (SG CIB, Societe Generale Securities Services, SG Hambros, and ALD Automotive). This programme provides support and advice on personal or professional problems in order to help them confront difficult situations and provide answers to health-related questions or clarifications on legal or financial matters. Monthly newsletters including advice on stress provided by the partner organisation are also distributed to employees, and physiotherapy courses are offered by an external service provider within Societe Generale's premises.

Indicators

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



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

* Number of paid days absent/total number of days paid, as a percentage.

Balance and well-being

Organisation of working hours

Full time

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

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

Part time

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

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

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

Overtime

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

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

ACTIONS FOR WELL-BEING

Through various local programmes, the Societe Generale entities offer their employees non-monetary benefits that promote their work/ life balance

Benefits are offered to facilitate actions related to family life. For Societe Generale in France:

- since September 2013, a partnership with a private-sector specialist has offered Societe Generale employees free access to a social platform linking baby-sitters and parents, enabling the identification of announcements and comments posted by other Societe Generale employee parents;
- day-care services are offered across France through a partnership with two childcare networks. An occasional day-care service, *Flexi Crèche*, provides staff with a temporary solution should something prevent their usual childcare arrangements. More than 500 families have used this service since its creation in September 2009;
- Societe Generale's platform of services "*Mon Quotidien et Moi*" (My Day-to-Day and Me) offers information concerning the family (children, parenting, the elderly, the disabled) and home-related issues. It also manages personal services (day-care, tutoring, cleaning/ ironing, gardening, etc.) from the selection of a service provider to billing.

Many Societe Generale entities also promote the well-being of their staff through recreation and culture (see "sponsorship") and prevention actions related to health and stress. In this sense, the bank's goal is for all employees to be able to find the right balance and for their commitment to the bank to allow them to flourish in the private sphere as well.

Among the initiatives carried out internationally:

- in India, a childcare centre opened in 2012 accommodates children of employees within the bank's premises in Bangalore;
- in the United Kingdom, since 2013, a joint initiative between Human Resources and the internal Family Network allows Societe Generale employees to use, ten times per year, free emergency childcare services for their children or support services for the elderly, thanks to a service provider chosen for its access to many leisure centres, day-care centres, and networks of nannies and care assistants;
- in Romania, BRD offers discounted access to childcare or eldercare services as well as partnerships with organisations (nurseries, day-care centres, private schools) recommended by employees. In 2013, the subsidiary also created the "BRD Parents Community", a programme dedicated to employee parents, allowing them to meet twice per month with psychologists and parenting specialists, receive targeted information and discuss various topics related to parenting. This programme is popular among employees and will continue in 2014.

Initiatives on remote work and flexibility of working hours

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

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

In the Czech Republic, Komerční Banka has put flexible working arrangements in place since 2008. Initiated as part of the Maternity Programme (see "equal opportunity measures"), they have been extended to a broader employee scope, considering the strong demand detected by the 2009 employee satisfaction survey. The subsidiary thus offers multiple possibilities, such as flexible working hours, part-time, job sharing, compressed weeks, internal mobility, working at home or career interruption. In 2013, 5 KB employees benefited from such measures, including 91 women.

In Romania, BRD has put innovative options in place to introduce teleworking, for example:

- Project Day: occasional working at home, from one to five days, with no possible connection to the company's IT systems;
- IT department employee project: standby duties able to be performed from home, with remote connection to the IT systems, for the staff of the IT departments involved.





ENVIRONMENT FOR ITS OWN ACCOUNT AND RESPONSIBLE SOURCING

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

General Policy and Achievements Regarding the Environment

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

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

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

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

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

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

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

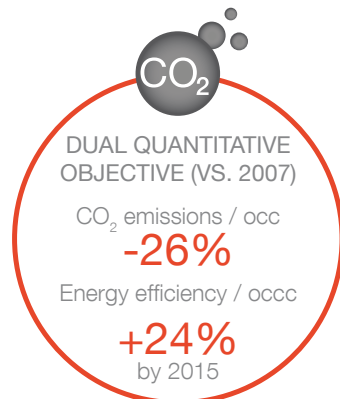
The Group therefore made a commitment to reduce its CO₂ emissions by 11% per occupant over the 2008-2012 period (constant and like-for-like basis) and to gradually offset its CO₂ emissions in order to achieve carbon neutrality. Five years later, the goals were achieved or even exceeded.

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

Carbon reduction programme for 2012-2015

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

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



The carbon reduction programme is based on a twofold incentive:

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

In order to conduct its environmental policy, the Group has performed an inventory of greenhouse gas emissions, in accordance with the GHG Protocol (international standard), since 2005.

Oversight of environmental indicators was improved from year to year with the implementation of a CSR reporting tool. The scope of the indicators has expanded periodically over time and now covers:


- energy consumption in the Group's buildings and IT centres;
- electricity consumption in IT centres hosted on behalf of the Group in France;
- the total volume of paper consumption (photocopy paper, envelopes, account statements, paper for customers, etc.);



- business travel and transport of goods (transport of funds, post, packages, etc.) in France;
- fluorinated gas emissions by the central departments.

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

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

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

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

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

The increase in the carbon impact per occupant between 2012 (2.25 t CO₂.eq./occupant) and 2013 (2.40 t CO₂.eq./occupant) is explained by:

- Rosbank (Russia) didn't report its steam consumption in 2012 (represents 40% of the Group's total steam consumption), which increases the ratio by 0.09 CO₂.eq./occupant;
- Air travel increased by 40% in one year and, starting in 2013, the distinction between business class and economy class has been taken into account in calculating the carbon impact of air travel, which increases the ratio by 0.09 CO₂.eq./occupant.

Efforts to be made to achieve the 2015 objectives in relation to 2013

Environmental Information	Units	Results	Objectives	Change
		2013	2015	2013/2015
Total energy consumption				
Total consumption per occupant	KWh	6,149	5,154	-16%
Greenhouse gas (GHG) emissions				
GHG emissions per occupant	Tonne	2.40	1.91	-20%

Carbon tax scheme

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

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



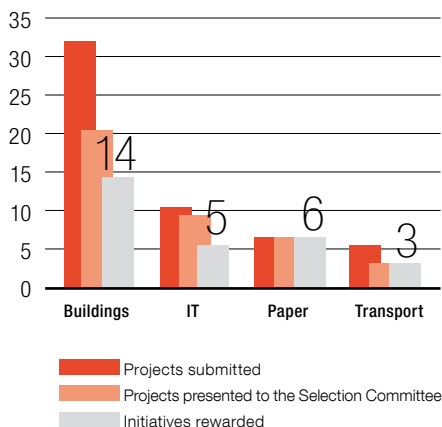
"...For me, there is another key dimension to the company's transformation: that of our Social and Environmental Responsibility. We would like each and every one of the company's 150,000 employees to take this aspect on board. We are citizens of the world and we therefore have a responsibility to contribute to the fight against climate change. And that's why I'm very pleased with this initiative because it allows a large number of us to engage with this issue and to discover how the company can set an example in this area."

Séverin Cabannes
Deputy Chief Executive Officer

These energy reductions have led to annual recurring savings of EUR 2.5 million

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

Initiatives by sector



A FEW INITIATIVES...

IN FRANCE

- Remote metering of agencies' energy consumption
- Badge-activated printing system and one printer per 15 employees
- Provision of electric vehicle charging stations
- Self-supply solar generator at the headquarters of the Banque de Polynésie

OUTSIDE FRANCE

- New headquarters for Komerční Banka in Czech Republic BREEAM certified
- Lights replaced with LED technology in the Entire Societe Generale Montenegro network.

A few details on these initiatives:

Among the 28 initiatives that have received awards, 14 initiatives from the real estate sector resulted in savings of 2,265 tonnes of CO2. Beyond new constructions certified BREEAM (Czech Republic), HEQ (France) or highly efficient (Polynesia), initiatives have focused on improving the energy performance of equipment by optimising and reducing consumption by lighting, particularly by installing LED lights (Senegal, Montenegro, France), improving the heating of buildings and replacing ventilation equipment (France) as well as improving energy management using systems that remotely monitor or manage the energy spending of branches (Serbia, France).

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

53
internal environmental efficiency initiatives developed

28
have received awards



THE ECO-BRANCH OF THE BANK OF POLYNESIA IN PUNAAUIA PLAINE



93 solar panels, energy management with an automation system



Natural lighting with skylights plus LED lights



Solar energy production covers 85% of the branch's needs

For the paper sector, the initiatives that have received awards have primarily sought to reduce paper consumption through conversion of paper materials to digital materials, elimination of paper listings, or pooling of printing equipment through a badge-activated printing system. IT has made efforts to streamline servers and put low-energy, ultralight workstations in place. In transport, the optimisation of flows has been rewarded



as well as the promotion of electric vehicles through the installation of charging stations.

In 2014, a further EUR 3.2 million will be allocated to funding internal environmental efficiency initiatives.

Resulted in savings of
2,265 TONNES OF CO₂
14 initiatives
from the real estate sector

Buildings/energy efficiency

Measures taken to improve Energy Efficiency

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

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

3,925,155 m²

floor area in 2013

8,356

buildings

60

countries

Starting in 2014, the real estate function will roll out an energy performance management tool for buildings and initiate a campaign to gather environmental profiles on buildings over 5,000 sq. m operated on behalf of the Group on the basis of the Responsible Buildings Reference Framework (RBR) developed by Societe Generale in 2011. The analysis of these data will give rise to a set of action plans for each country and for each entity in order to achieve a 5% energy consumption reduction within the year.

Responsible Buildings Reference Framework (RBR) in a few words:

In order to support the achievement of its energy efficiency objectives, Societe Generale can rely on a tool developed from the Responsible Buildings Reference Framework (RBR), designed in 2011 to define environmental standards and raise the energy and environmental performance of the Group's real estate property.



TESTIMONIAL

"The Group's real estate branch made a commitment with Corporate Social Responsibility (CSR) to support the effort to decrease energy consumptions of the Group. As part of this approach we have identified an energy and environmental piloting tool, which links up all liquid and waste readers for every building. Each entity will be able to monitor consumption per building, in order to analyse it before drawing up and coordinating an action plan to control the Group's energy usage and its environmental impact. This information will be available to all, and will raise awareness and encourage employees to contribute to their entities. This tool will contribute to obtain certifications such as HQE, BREEAM and LEED. A kit tailored to branches will be available in the second half of 2014. With CSR and sustainable development department, the Group has developed an energy performance assessment tool (ODE) for buildings over 5,000 sq. m. The data collecting campaign aims to create an energy map of the Group's buildings in question, to measure, compare, analyse and optimise their performances. Different themes will be addressed, including energy, water, performance quality and air quality."

Sylvie LASSUYT
Deputy Director of Real Estate projects

The RBR is a unique reference framework...

- It is defined on the basis of the major reference frameworks (HQE, Breeam, Led),
- It takes into account the diversity of locations of the real estate property and the needs of Societe Generale (office building, bank branch, data centres, etc.),

with the goal of:

- assessing the eco-responsible nature of an existing building or a construction project,
- organising a consistent, tailored process for improving energy and environmental performance.

The tool was updated in 2013 and 2014

The Real Estate function is maintaining and reinforcing its effort to reduce the environmental impact of branches and buildings occupied by the Group. With this in mind, the Basalt building, constructed under HQE certification in Paris La Défense, is dedicated to trading (previously housed in the Alicante and Chassagne towers). It will significantly reduce this activity's energy consumption.

This objective is in line with Societe Generale's accession to the Manifesto of the World Business Council for Sustainable Development (WBCS*), which works for better energy efficiency in buildings.

* The WBCSD is a global association of 200 companies in 35 countries and 20 major industrial sectors that provides a forum for the exchange of knowledge, experience, and best practices in sustainable development.



A few figures on the Basalt building:

- Heat pumps on the building -> savings of 1800 MWh (eq. 204 homes measuring 100 m²)
- An adapted lighting system -> 50% reduction in consumption on lighting
- New air units with energy recovery -> savings of 640 MWh (eq. 72 homes measuring 100 m²)

Since 2007, the reference year, energy consumption has dropped by 9.3% per occupant. The aim of the new strategy is to accelerate this decline.

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

A device for detecting and correcting excessive water and energy consumption, connected to the Group's maintenance software, has been installed in France in a hundred branches. Water leaks and heating or lighting programming errors are some of the 169 anomalies detected and repaired. The resulting water savings represent approximately 2,500 m³ over one month. Over the first year, energy consumption savings were estimated at 1.4 million kWh, equivalent to 7.4% of the total annual consumption of these 100 branches.

In Serbia, SGS is the first business in the country and the western Balkans to have installed a Building Managerial System (BMS) across its entire network of branches. Combined with the use of LED lamps, this system has already helped to achieve energy savings of 35%. It centralises the management and controls the technical installations of remote locations, such as heating and air conditioning, lights (day/night modes), signage and electricity. The BMS had first been installed at the SGS headquarters after its construction in 2006, making it one of the Serbian banking system's most modern buildings. (16,500 m² for 1,290 workstations)

The BMS of SGS in Serbia



In the Czech Republic, Petr Kalina, Resources Manager, introduces the HQE building of Komerční Banka (KB) to us.

Komerční banka has constructed a new high environmental quality building in the Czech Republic. This new building – 4B – is equipped with the latest energy efficiency technologies. In operation, the expected performance is a 25% decrease in energy consumption expenditure for all four headquarters buildings in relation to the consumption levels of previous years, thanks to the equipment's energy certifications. The energy certification of the global entity is B/economic, with all installed equipment corresponding to the BREEAM international certification. This building aspires to become one of Prague's first "very efficient" buildings with regard to the BREEAM certification and the second in terms of responsible construction. The final audit took place during 2013 and obtained the level: very good. The complex evaluation of the building's environmental impact takes into account parameters such as location, transport equipment, construction, energy consumption, emissions, lights, materials, design, and operating method.

Building renovations as well as equipment replacements (installation of heat pumps, LED) have helped to improve the energy performance of buildings in France and in certain subsidiaries abroad. For example, the subsidiaries in Senegal and Montenegro have equipped their entire network of branches with LED and have made investments to reduce their electricity consumption.

In addition, a new generation of BREEAM (Business Research Establishment Environmental Assessment Method), LEED (Leadership in Energy and Environmental Design) or HQE certified constructions in the Czech Republic, India and France is also helping to reduce energy consumption and, more generally, the environmental footprint of the Group's buildings.

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

The Group also uses renewable energies. In 2013, 19% of electricity consumed by the Group was green electricity from renewable sources. Thanks to solar panels on the roofs and facades of some of its

buildings (Burkina Faso, France, French Polynesia, Germany) and the anaerobic digestion of the food waste of some of its company restaurants (France), it produced 455 MWh of electricity.

Decreased water use

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

Overall average consumption increased by 9% compared with 2012. This change is largely accounted for by greater integration of the subsidiary Rosbank into the reporting scope in 2013 (75% in 2013 versus 25% in 2012).

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

At the same time, Societe Generale is working to raise awareness of civic actions, which is particularly the case with SGBS in Senegal, which, during World Water Day in 2013, renewed its commitment to reduce its impact on the environment by promoting the need for sound water management among stakeholders.



Transport

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

Transport of goods

"Merchandise transport" includes:

- Bank transport: Transport of mail and parcels as well as mail shuttles between the sites of the central departments
- Fund transport: Cash management services, counting, packaging, as well as the management of ATMs.

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

Various collaborative projects to review flows of transport of goods have already contributed to reducing the environmental footprint. Thus, bank transport flows and fund transport flows have been pooled and optimised between the Crédit du Nord and Societe Generale networks.

For its offices in Paris, Societe Generale chose in 2013 to entrust the delivery of its sales brochures and documents to a small business using electric scooters.

The electric scooter is an extremely advantageous mode of delivery that avoids the usage of combustion commercial vehicles, does not emit CO₂ and reduces noise. This new alternative mode of delivery makes it possible to deliver to branches even in areas that are difficult to access: historic centres, pedestrian streets, private courtyards, etc. This service is provided by The Green Link, a specialised operator.



Business travel

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

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

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

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



In May, KB participated in the national competition "Bike to work!", organised by the pro-cycling association AutoMat. The goal of this green initiative was to reduce the energy impact associated with travel. In total, 116 KB employees, divided into 29 teams, traded their autos for bikes for a month and managed to reduce their CO₂ emissions by 2.81 tons!

This alternative offer continues to grow.

— ■ **TEAM | @ANYWHERE**

Home/work commutes

Proximity to a public transport hub (La Défense, Val de Fontenay) was a key factor when determining the location of Societe Generale's head offices. Societe Generale is part of an inter-company travel plan created by the French Chamber of Commerce and Industry in 2013. In addition, a carpool service with a dedicated website is in place for its employees in the La Défense central departments in the Paris region.

Launched during the 2010 Mobility Week at La Défense, the new car-sharing service for Societe Generale employees developed by its subsidiary, ALD Automotive, is a particularly good example of the new trends in today's functional economy in which greater preference is given to the purchase of services (leasing of a vehicle) rather than goods (the vehicle itself). Thanks to the new car-sharing system, all Societe Generale employees working in La Défense have access to a selection of 5 low CO₂ emission vehicles including a hybrid and an electric vehicle. ALD Sharing is a solution for short-term professional mobility that helps to improve employee satisfaction. It allows an employee to book and return a vehicle in total freedom, while optimizing the administrative and logistical management of pools. ALD Sharing also allows a company to optimize the cost and ecological impact of professional journeys using recent, hybrid and electric vehicles. (See Chapter "Environmental Banking and Green Finance offering")

CGI has acquired a fleet of twenty e-bikes. This initiative has been a real success, popular with all employees. There are multiple positive local impacts: setting a good example, CO₂ reduction, the unifying effect of the approach among employees, and the use of a local business, etc.

The Group has also established a pilot telework initiative with around 500 employees participating. (See Chapter "Balance and well-being")

Paper

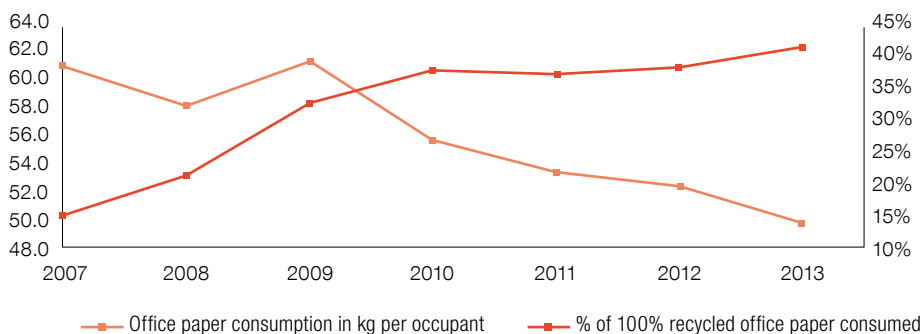
Paper is the top consumable used by the service activities. It represents a significant economic issue and a sensitive environmental theme (waste management, fight against climate change and pollution).

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

Optimising paper consumption

Office paper consumption has decreased since 2007, and the share of 100% recycled paper consumption has increased at the same time (42% in the Group and 71% in France in 2013), contributing to the decrease in the Group's environmental impact. Use of eco-certified office paper has reached 100% in France and 62% throughout the world.

Annual change in office paper consumption and the share of 100% recycled



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

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

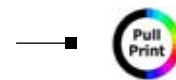
On average of

25%

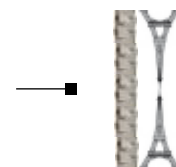
reduction in printing

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

Among these actions are some that received the first environmental efficiency awards:



- The PULL PRINT "print less, print differently" initiative, making it possible to implement a more environmentally friendly printing policy and streamline the fleet of machines while generating a 25% reduction in printing on average;



- Crédit du Nord's initiative on listings for branches, which reduced the volume by 75%, or 40 tonnes per year;
- The real estate department decided to convert its printed training materials and paper plans to digital formats, resulting in a reduction of approximately 212,000 sheets;



- The purchasing department put in place a process for e-signatures on supplier contracts.

Waste

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

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

Anaerobic digestion of

183 tonnes

of food waste, permitted the production of

64 MWh

of thermal energy

- Anaerobic digestion of 183 tons of food waste at the three head office towers permitted the production of 64 MWh of thermal energy;
- Establishment of WEEE management (waste electrical and electronic equipment) through the publication of a Group instruction in 2008 and in France by using ESATs* to manage all waste;

*Protected and adapted sector company (EA) and work reintegration facility for the disabled (ESAT).
- Management of the central departments' equipment through the use of a company from the waste management sector for the treatment and recycling of the equipment concerned (donations, resale of equipment in good condition or material reclamation), but also upstream through the establishment of an eco-design plan with the producer to ensure that products have a limited environmental impact;



In parallel, Societe Generale works to raise awareness on the subject of recycling and waste with its employees but also through partnerships and civic actions.

- In Senegal, SGBS used World Environment Day to launch its waste management project with the goal of reducing, recycling, and recovering the waste produced in its daily activity. A new waste collection system will be put in place, and partnerships have been signed for the recovery and recycling of waste.
- In Algeria, around forty SGA employees and their families participated alongside the association "ANIT" (aid to children with Down's syndrome) in "Eboueurs de la mer", an extensive beach clean-up project.
- In its continuous commitment to preserving the environment, SGMA in Morocco supported the national campaign "Maroc sans sacs plastiques" (Morocco without plastic bags), initiated by the association Mawarid to raise awareness among the general public of the environmental dangers of non-biodegradable plastic bags and to promote alternative sustainable, socially responsible solutions to merchants and consumers. This initiative also involved an awareness campaign in schools in Morocco's major cities with the dissemination of an educational animated film.



- SGMA also lent its support to the association Al Jisr, which works to recover and recycle computer equipment to benefit educational institutions. As a partner of the project, Societe Generale Morocco has made a commitment to give its used office equipment to the association for recycling. This project directly serves schools and facilitates professional integration actions.



Environmental Data

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

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

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

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

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

(5) Greenhouse gases (GHG).

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

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

(8) Includes indirect emissions related to energy consumption.

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

2013 Environmental Performance Feedback Table by Geographical Area (including Rosbank)

Environmental Information	Units	2013					
		France	Western Europe (France incl.)	Central and Eastern Europe	Africa Middle East	Asia Oceania	Americas
GENERAL ENVIRONMENTAL POLICY							
Total number of Group employees	-	58,375	70,434	55,135	12,392	7,114	3,249
Total number of occupants counted in the reporting	-	64,308	77,097	45,682	13,117	7 089	3,355
Total surface area counted	m ²	1,695,936	2,019,370	1,254,220	461,728	99,889	82,490
POLLUTION AND WASTE MANAGEMENT							
Waste	Tonnes	9,912	11,567	4,147	625	124	303
Business travel	M of Km	186	267	74	20	53	32
Business travel per occupant	km	2,751	3,394	1 893	1,163	7,860	8,399
Air	M of Km	71	114	28	7	51	31
Train	M of Km	30	38	4	0,5	1	0,1
Car	M of Km	85	114	42	12	2	1
SUSTAINABLE USE OF RESOURCES							
Water consumption	m ³	482,445	692,771	769,891	291,322	21,935	15,211
Total paper consumption ⁽³⁾	Tonnes	9,646	10,426	3,164	834	264	37
Office paper consumption	Tonnes	3,824	4,417	2,017	478	118	31
Office paper consumption per occupant	kg	57	55	51	33	18	13
of which recycled office paper	%	71%	64%	0.56%	9%	69%	37%
Total energy consumption	GWh	415	483	301	69	21	13
Total consumption per occupant	KWh	6,147	6,087	7,706	3,948	3,229	3,504
Total electricity consumption	GWh	322	367	185	57	20	13
Total electricity consumption per occupant	KWh	4,769	4,624	4,740	3,295	2,999	3,504
Generation of electricity from renewable resources	MWh	93	123	-	112	220	-
Energy consumption of datacenters ⁽⁴⁾	GWh	113	113	-	-	-	-
CLIMATE CHANGE							
GHG emissions ⁽⁵⁾	Tonnes	84,028	117,756	149,449	36,736	23,847	8,535
GHG emissions per occupant	Tonnes	1.31	1.53	3.27	2.80	3.36	2.54
GHG emissions avoided ⁽⁶⁾	Tonnes	4,057	10,431	20,238	59	121	230
SCOPE 1 ⁽⁷⁾	Tonnes	12,310	16,262	12,488	3,101	9	0,35
SCOPE 2 ⁽⁸⁾	Tonnes	25,284	43,280	120,362	28,601	14,367	4,902
SCOPE 3 ⁽⁹⁾	Tonnes	46,434	58,213	16,598	5,033	9,471	3,632

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

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

(5) Greenhouse gas (GHG).

(6) CO₂ emissions avoided thanks to the production and consumption of electricity from renewable sources. In 2013, the consumption of electricity generated from renewable sources represented 19% of total electricity consumption.

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

(8) Includes indirect emissions related to energy consumption.

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

Responsible Sourcing Commitments

Societe Generale develops its socially responsible sourcing policy with the implementation of multi-year action plans entitled Ethical Sourcing Program (ESP) then Sustainable Sourcing Program (SSP). These plans seek the proactive involvement of all stakeholders in the value chain (purchasers, contractors and suppliers).



History of the CSR commitment of the Sourcing Division The Sustainable Sourcing Program

2006-2007 ESP

“From intention to action”

**CSR policy in procurement:
Ethical Sourcing Program (ESP)**

**CSR, a major concern for
business lines and processes:**

- training of purchasers;
- development and use of supplier evaluation;
- identification of CSR risks by purchase family.

2008-2010 ESP

“Making action meaningful”

**Taking the approach further
through targeted actions**

**Contribution to the Group's
initiatives:**

- carbon Neutrality Plan;
- *Mission Handicap*;
- SME Pact.

**Make progress in operational
risks control:**

- qualification and coverage of CSR risks through targeted actions.

2011-2015 SSP

“Continue, improve, innovate”

Develop skills by:

- cultivating operational efficiency;
- making the supplier relationship more professional;
- listening to internal customers.

Enhance know-how:

- among internal and external communication to better value purchasers' action.

2006 2008 2011 2015

The Sustainable Sourcing Program (SSP) makes CSR concerns a major factor in the purchaser's job and the sourcing processes. The Sourcing Department thus affirms its ambition to contribute, with and thanks to suppliers, to monitor of the Group's operational risk and consideration of opportunities related to CSR discussions.

The SSP plan is implemented through key actions such as:

- the signing by 100% of purchasers of compliance rules governing purchasing;
- a specific in-house training on “Purchasing and Sustainable Development” included in the internal training course and followed by all the employees of the Purchasing Department;

- the inclusion of a sustainable development clause in all contracts that commits all suppliers to uphold any employment laws (and where no such laws apply, to at least comply with the provisions of the ILO) or environmental legislation in force in the countries in which they operate;
- environmental and social risk mapping on products and services purchased;
- the assessment of suppliers prior to each purchase by an independent body;
- the incorporation of CSR objectives by all purchasers in a CSR initiative specific to their purchasing category (contracts with protected sector companies, inclusion of environmental criteria in specifications).

Examples of campaigns conducted in 2013:

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

Social focus: the management of outgoing calls to customers of Sogessur (IARD insurance company of the Group) has been entrusted to the protected sector company, Handicall.

Environmental focus: implementation of the collection and upgrading of paper waste within the networks of branches and subsidiaries in France, allowing for traceability and guaranteed recycling among French paper manufacturers.

Responsible Sourcing is dealt with according to 3 main focuses:

ECONOMIC FOCUS

Commitment to SMEs

Objective: facilitate access for SMEs to Societe Generale's procurement contracts and establish a framework of mutual trust with suppliers.

SOCIAL FOCUS

Reference to leading players in the social economy

Objective: promote firms in the protected sector (EA/ESAT)* and integration

ENVIRONMENTAL FOCUS

Participation in the Carbon Reduction Plan

Objective: participate in the Group's carbon reduction project through targeted sourcing campaigns.

* Protected and adapted sector company (EA) and work reintegration facility for the disabled (ESAT)

The management indicators of the SSP plan

The SSP plan is tracked using the performance indicators below, which make it possible to control and measure our performance in terms of responsible sourcing.

Management indicators	2013 actual	2014 target
Total procurements	5.9 bn	N/A
Number of suppliers invited to the CSR evaluation	1,582	100% of suppliers invited to the RFP
Total procurements covered by the CSR evaluation	3.4 bn	100% of expenses in France
% of our suppliers at risk	10% of suppliers evaluated	2015 target: 0%
% of our procurements comprising an intrinsic CSR risk	67%	N/A
Average supplier scores	45.4/100	50/100
% of suppliers who have improved their CSR score	66% of suppliers re-evaluated	N/A
Number of supplier progress plans	25	20
Number of audits on supplier site	3	5
% of contracts including the CSR clause	100%	100%
Expenses incurred with firms in the protected sector	4.7 million	5 million
Expenses incurred with French SMEs	60%	≤ 60%
Expenses incurred with SMEs involved in the SME Pact seminars	2.76 million	N/A
Number of mediation referrals	0	N/A
% of purchasers trained in CSR	100%	100%
SME Pact supplier satisfaction survey score	50/100	2015 target: 70/100
ROBECCO SAM score (Supply Chain Management section)	93/100	≤ 2013

CSR evaluation of suppliers and products & services

Risk cartography

Existing since 2006 and updated in 2013, risk mapping is a tool to identify CSR risks related to each purchase category.

Each purchase category underwent a CSR risk evaluation according to four families: Environment, Social, Business Ethics, and Suppliers.

A rating is given to the category; those that received a rating of 3 are identified as at-risk and become priority focuses regarding CSR actions. Out of 62 categories, 31 were considered to be at-risk.

Note 1: No risk identified

Note 2: Potential but limited risk

Note 3: CSR risk to be monitored

CSR evaluation of suppliers



EY | All suppliers invited to participate in an invitation of tenders are asked by Ecovadis, an independent player recognised for its expertise in sustainable development, about their CSR commitments and actions.

Once the evaluation is complete, the supplier's CSR rating is factored into the selection criteria (at least 3%).

In 2011, 1,582 suppliers were invited to take part in the Ecovadis CSR evaluation, i.e. a purchasing scope of more than EUR 3.4 billion. The average score for suppliers was 45.4/100 in 2013.

Suppliers who obtained a score less than or equal to 30/100 were considered to be at-risk (90 suppliers in 2013).

Progress plans and audits

In order to encourage suppliers in their CSR procedures, the ones who were identified as being at-risk following the Ecovadis evaluation were asked to implement a progress plan. In 2013, 25 suppliers implemented plans for improvement.

*Invitation of tenders launched from France

Ecovadis rating scale

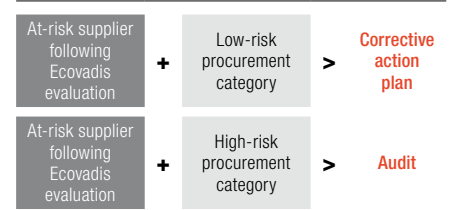
0-29	Hugh risk
30-49	Medium risk
50-69	Controlled
70-89	Medium opportunity
90-100	Strong opportunity

EY | An on-site audit approach has also been constructed for suppliers identified as at-risk and belonging to a high-risk sourcing category with regard to CSR. An on-site audit was conducted on our publicity materials supplier in 2013, in cooperation with an independent organisation.

Two further audits were carried out on a transport supplier and a logistics supplier.

This approach is based on the SMETA international standards, adapted to the Group's issues and the type of suppliers (business sector, geographical establishment).

Three on-site audits were conducted in 2013, in cooperation with an independent organisation.



Committing to Small Businesses

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

SME pact



As the first bank to sign the SME Pact in December 2007, Societe Generale continues to enhance its commitment to innovative SMEs. This Pact offers the Group new perspectives and extensive paths for collaboration.

ACTIVITIES CARRIED OUT WITHIN THE GROUP CONCERNING THE SME PACT:

- Opening to innovation
The "Calls for skills" offer an opportunity for innovative SMEs to present their work on themes presented to the Group's internal contractors. The seminars are also an occasion for SMEs to compare their solutions to the actual needs of a large company. The presentation phase is followed by a round table discussion with internal and external experts who all bring a unique perspective to the issues at hand and solutions proposed.



Since 2008, 10 calls for skills have been launched and have enabled over 70 innovative SMEs to enhance their services. Around fifteen of them have developed new streams of business as a result.

Examples of themes for the calls for skills:

2011: "Artificial intelligence and natural language", "Internet for objects", "Electronic safes: what next for consumers and companies?"

2012: "Crowdfunding"

2013: "Open Data"

- Supplier satisfaction survey
The supplier satisfaction survey is an annual evaluation of the quality of relations between Societe Generale and its SME suppliers. This survey is conducted with 500 SME/mid-cap suppliers and is made up of four evaluation topics: innovation, contractual relations, partner relations, and levers.

The Allocation Committee decided to maintain our label at the end of 2013

In 2013, Societe Generale obtained a score of 50/100, placing the Group within the average range in the banking/ insurance sector. The results were presented via a Web conference involving around thirty suppliers, in a totally transparent manner in order to promote progress.

- Support suppliers among SMEs
As part of this initiative, Societe Generale works on four missions:
 - Sponsoring supplier SMEs with other member companies of the SME Pact (in 2013, 15 supplier SMEs were sponsored),
 - Encouraging the creation of company consortiums,
 - Taking the SME suppliers on missions abroad,
 - Promoting emblematic cooperation between Societe Generals and a supplier SME. Communication is presented on *Radio Classique* and in *Les Échos* (7 SMEs have presented their company and services using these media outlets since 2011).



- > SUPPLIER RELATIONS
- > SUPPORTING LOCAL ECONOMIES
- > SME PACT (AVAILABLE ONLY IN FRENCH)

The "responsible supplier relations" charter



On 28 June 2010, the Group became a signatory of the Responsible Supplier Relations Charter governing relations between major groups and small- and medium-sized businesses.

In line with the Charter's 10 commitments to responsible sourcing, its main signatories undertake to improve their relations with suppliers.

In becoming a member of the Charter, Societe Generale has undertaken to implement these best practices and establish a climate of mutual trust with its suppliers.

Today, a specific plan of action has been set in place to meet the Charter's 10 commitments along with a tailored communications strategy which targets all of the Group's different stakeholders.

Actions implemented:

- Appointment of an internal ombudsman,
- Inclusion of a clause in the contracts that advocates priority recourse to the ombudsman.

The "responsible supplier relations" label



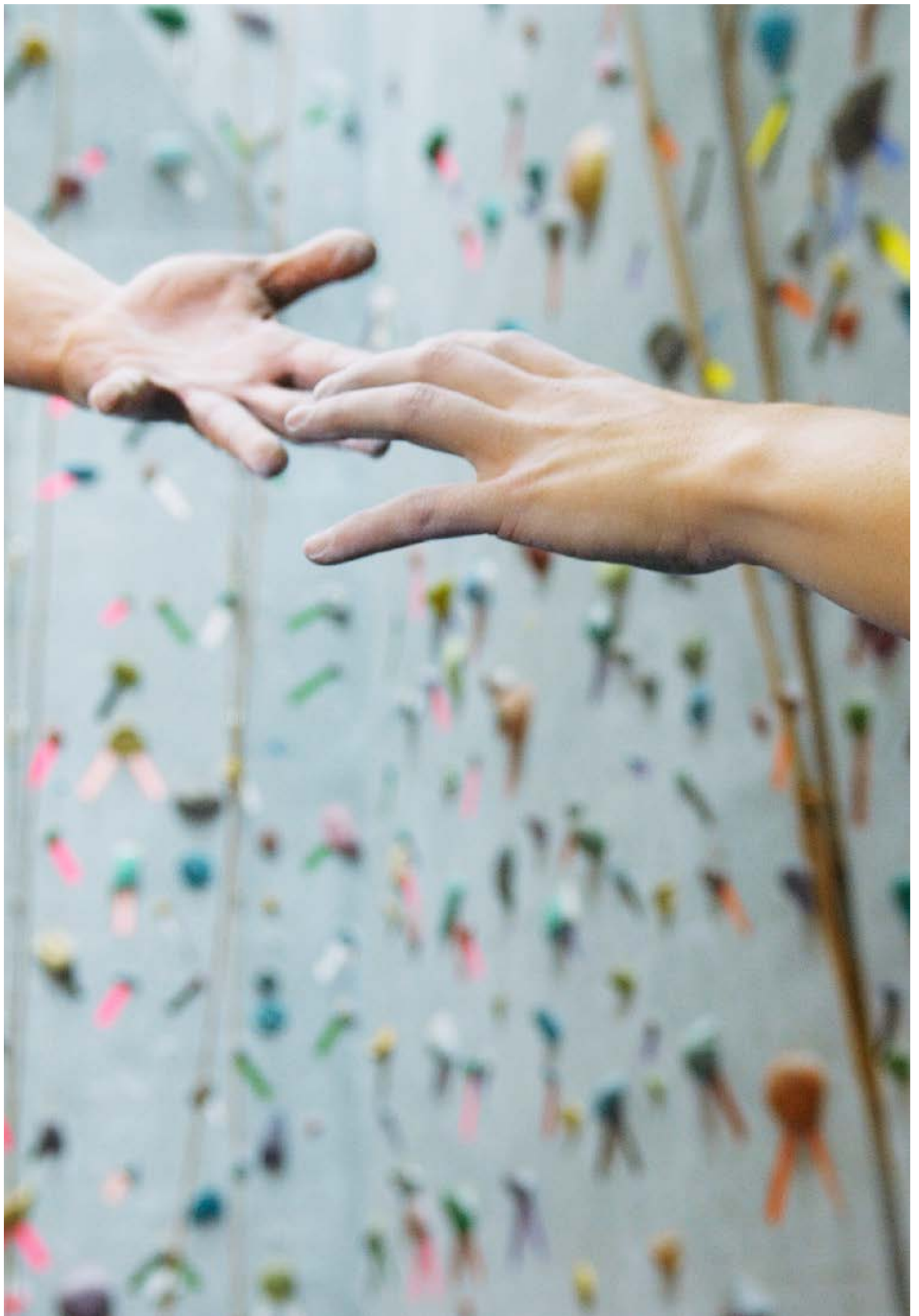
On 20 December 2012, Societe Generale SA (France) received the "Responsible Supplier Relations" label through inter-company mediation, procurement contract mediation and the CDAF (French association of CEOs and Purchasing Directors).

The certification was awarded to the Director of Resources and Innovation of the Group, in the presence of the Deputy Minister with the Ministry for Industrial Renewal, responsible for SMEs, innovation, and the digital economy.

Following an on-site audit of the practices of Societe Generale, conducted by the evaluation agency Vigéo, this label certifies that our organisation and our management activities offer reasonable assurance of compliance with the objectives and commitments defined in the label's standards.

The Allocation Committee decided to maintain our label at the end of 2013 on the basis of the annual monitoring evaluation.

To date, Societe Generale is the only banking institution to receive this certification.





STRENGTHEN OUR INVOLVEMENT IN CIVIL SOCIETY

The Group is convinced it has a major role to play in civil society, its business puts it at the heart of economic and social progress, and it has a daily commitment to civic actions

Accessibility for persons with disabilities

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

For the visually impaired:

- Systematic fitting of voice guidance systems and digital keyboards with raised characters on new ATMs and upgrading of existing machines. At the end of 2013, 91% of Societe Generale's ATMs – i.e. 5,073 ATMs of a total fleet of 5,650 - and 95 % Crédit du Nord's ATMs were accessible to visually impaired;
- In June 2012, the Societe Generale iPhone application, with its overhauled compatibility with the screen reading software VoiceOver, was launched as the first French banking application to be completely accessible to the visually impaired;
- A phone number (0 810 810 850) puts visually impaired customers in direct contact with a customer call centre, at a reduced rate of 6 cts/min + costs depending on the carrier; at the contact centre, the employee who handles the call is informed that the customer called on the number dedicated to visual impairment;
- Since mid-2008, the most frequently visited pages on the website for individual customers are compatible with Jaws, the screen reader tool most used by the visually impaired;
- Braille account statements: 560 customers have benefited from them thus far;

**MISSION
handicap**

At the end of 2013,

91%
OF SOCIETE GENERALE'S ATMs
i.e. 5,073 ATMs of a total fleet of 5,650

and **95%**
and **CRÉDIT DU NORD'S ATMs**
were

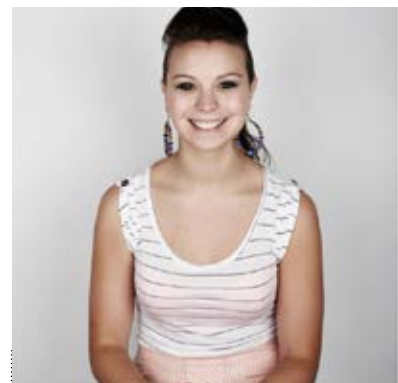
**ACCESSIBLE
TO VISUALLY
IMPAIRED**

For people with reduced mobility:

- At the end of December 2013, three years before the deadline set by the Disability Act of February 11, 2005, more than 76% of Societe Generale branches in France have been refurbished to make them accessible, i.e. 1,748 branches out of a total network of 2,294. All new establishments are now accessible for the disabled once they are opened.

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

(See chapter "Disability")



In 2013, a project was launched with four pilot branches to assist them in developing and promoting their initiatives on inclusion and disability. This project was carried out with local players among customers and stakeholders of the region.



A deployment kit was designed to maximise and sustain the operation.

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

More than 76% of Societe Generale branches in France are made accessible for people with reduced mobility

Societal and civic actions

Societe Generale Corporate Foundation for Solidarity

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

Overseas, Societe Generale's subsidiaries continued to develop their citizen commitment, setting up new programmes and solidarity projects, and/or supporting local associations and their projects in collaboration with the Group's areas of involvement: professional integration and education.

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

THE FOUNDATION IN FIGURES

Since its creation in 2006, the Foundation has supported 565 projects with nearly EUR 13 million distributed. In 2013, 91 projects including 27 in Societe Generale host countries and 40 renewals were supported.

In total, counting the actions initiated by the Foundation and all local initiatives, the Group devoted EUR 8.15 million to solidarity actions in 2013, including approximately EUR 2.4 million for the Societe Generale Foundation.

The Group devoted

EUR 8.15 MILLION
TO SOLIDARITY ACTIONS

including approximately EUR 2.4 million for the Societe Generale Foundation.

Initiatives for employment and education

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

In France:

Over the past four years, Societe Generale has been steadfastly committed to developing a range of initiatives in underprivileged urban areas, forging lasting relations with talented young people who would like to become part of the Group, as well as with elected officials and associations in order to strengthen its roots within local communities. On June 20, 2013, the Group signed the "Entreprises et Quartiers" (Businesses and Neighbourhoods) Charter with France's Ministry for Labour and Ministry for Urban Affairs alongside some forty other companies. Under this charter, companies make a commitment to promote access to employment or business start-ups and to take action for the economic, social and cultural development of the priority neighbourhoods of the city's policy. Taking its commitment a step further, at the end of the year, Societe Generale signed a

In just seven years, 371 Societe Generale mentors have helped 1,488 young graduates

partnership agreement with the French Ministry of Urban Affairs, setting out its commitments regarding education, school guidance, employment and economic development until 2015.

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



Each year since 2009, the bank has continued its commitment through the "Coup de Pouce pour l'insertion" (Helping Hand for Employment) programme, which aims to successfully integrate lower-skilled young people, mainly from underprivileged neighbourhoods of the city, within Societe Generale. In 2013, the programme was renewed in the cities and suburbs of Lyon and the Paris region. Its aim is to promote equal opportunities on the job market for young people with no academic qualifications, regardless of where they live. In 2013, Societe Generale took on 20 young apprentices over a period of 12 months and offered 23 offered permanent contracts to members of the 2012 group for an 80 % transformation rate.



The project in a few words:

With “*Parcours en images*”, the *École de la 2e Chance* (E2C – Second-Chance School) offers an innovative project helping young jobseekers who have dropped out of the school system work on attitude and self-image in the workplace. ALD Automotive is a founding partner of E2C 92. Since E2C 92 opened, ALD Automotive has hosted a dozen trainees in different departments

ALD Automotive France is continuing its partnership established in 2011 with “*École de la 2e Chance*” (Second-Chance School), which works to reintegrate young adults aged 18 to 25 with no qualifications of any kind in the city of Clichy-la-Garenne, by offering internships to participants throughout the year.

Societe Generale has been a partner of “*Nos Quartiers ont Des Talents*” since 2006 and is one of the companies with the largest number of mentors, employees of the Group, within the association. In just seven years, 371 Societe Generale mentors have helped 1,488 young graduates from underprivileged areas in the Paris region, Aquitaine, Nord Pas de Calais, Picardie, Rhône Alpes, and Provence Alpes Côte d’Azur, making Societe Generale the leading company in number of employee mentors. Drawing on their invaluable advice, more than 700 graduates were able to find a permanent contract that matches their qualifications in under six

months. In November 2013, the association presented Societe Generale with an Equal Opportunity Award to recognise the Group’s actions and commitment in this area.



“I get a lot out of mentoring because it’s real support. When you’re looking for work, you’re really isolated. You don’t always have perspective on your CV or areas that need improvement. When I go to an interview, that’s where my sponsor helps me tremendously.” - Sandra, mentee in “*Nos Quartiers ont des Talents*”.



In Brazil:

The Gol de Trabalho programme emphasises training and employability of young people and adults in the field of administration. The project works to support the Gol de Letra Foundation in acquiring equipment and developing educational and cultural activities to improve the training of young people and increase their knowledge. Hiring interviews are carried out through partnerships with companies.

The Luciole programme offers 90 young people and adults from São Paulo's shanty towns the opportunity to participate in gastronomy vocational training or in a preparatory course for entry into university or technical school. In 2013, 13 young people and adults were able to

enter a university, including 8 with a full scholarship, and 29 found employment.

In 2014, the goal is to further facilitate access for this disadvantaged group.

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

Assistance in entering the workforce for 30 young people from São Paulo, through the Mentor Social project developed with the association Vida Jovem, and the campaigns carried out in 2013 allowed employees of the Societe Generale group in Brazil to make a significant commitment in terms of time and donations. The main goal for 2014 is to offer volunteers the opportunity to become more involved in projects supported by the Group through actions carried out within the organisations.

A LOOK BACK AT THE 2013 ENGAGEMENT WEEK:

441 tips were given by Societe General employees in response to questions written by young people from the associations Gol de Letra, Vida Jovem, Miratus and Casa do Zezinho.

According to Jérémie Dron, project Manager at the Institute, the importance of this initiative lies in two key points: "The young people appreciate the tips given to them, and all the questions receive a caring response. In addition, the card system permitted to employees of all Group companies in Brazil to become more involved in the actions deployed through projects supported by the Institute."

The young people appreciate the tips given to them, and all the questions receive a caring response



Employee commitment

Mentoring

“Mentoring reflects the team spirit, a strong value of our company.” - Cécile Jouenne-Lanne, Group Citizenship Manager

For an employee of the company, mentoring involves providing support to a person who is socially marginalised or far removed from the labour market in his or her schooling, orientation or job search by sharing experience and advice. Mentoring has been a practice within the Group for a long time. Each year, many employees choose to engage with an association to support a person seeking employment or provide tutoring.

This trend is also an international movement. It goes far beyond France’s borders. Efforts by the Societe Generale Foundation and especially the mobilisation of employees in New York to support the association Teak Fellowship were repeated. That was also the case in Brazil, where young people from the association Vida Jovem receive support from mentors, employees of the Group, under the guidance of the Societe Generale Institute. Lastly, throughout the year, employees in Great Britain participated in “employability” workshops for young people supported by the association Enabling Enterprise.

2,326 working days during which Group employees were able to devote their time to charity work



IN 2013,
300

SOCIETE GENERALE EMPLOYEES
in France acted as mentors within
the Foundation’s

6

PARTNER ASSOCIATIONS

The Group encourages and promotes citizen commitment by all employees. In order to relay the solidarity actions conducted through its Foundation,

a Web platform was created: www.citizen-commitment.com. It presents all the opportunities for employees to become personally involved, in France and abroad.



In 2013, 300 Societe Generale employees in France acted as mentors within the Foundation’s six partner associations*. A hundred employees were also mobilised to support the integration of underprivileged young people.



*Proximité, Nos Quartiers ont des Talents, Solidarités Nouvelles face au Chômage, Frateli, Mozaïk RH, Capital Filles.

Skills sponsorship

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

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

 **Financial Education project:** This joint programme between Societe Generale and CRESUS allowed 70 bank employees, accompanied by 11 members of CRESUS, to meet with 1,500 young apprentices between the ages of 16 and 25. Many initiatives have also been deployed abroad (<https://mysocietegenerale-news.safe.socgen.fr/education-financiere1>)

Pro Bono Days: These are one-off skills sponsorship events during which Societe Generale allows several employees to volunteer professional services to one or more public-interest associations. During Pro Bono Days, Societe Generale employees lend their professional skills to support an association on an issue identified in advance.

Since 2012, more than 100 Group employees in France and abroad have participated in a Pro Bono Day for 25 partner associations of the Societe Generale Foundation. Some thirty Pro Bono missions have been organised both inside and outside Societe Generale's offices.

An example of a Pro Bono day for the association "100,000 rencontres solidaires": in January 2013, 8 Societe Generale employees specialising in communication and human resources met for half a day to work on simplifying the messages and the pitch of the programme dedicated to partners of the association. At the end of the day, an analysis was given to "100,000 Rencontres Solidaires" with an action plan on the creation of a booklet, a dedicated e-mail address, the creation of social networks with LinkedIn, Viadeo and Facebook and the prospecting of chairmen of associations and chambers of commerce.

5,100 Societe Generale employees throughout the world voted for their favourite project among 10 pre-selected projects

- "Value of education" initiative: in Romania, it is estimated that 40,000 young people do not attend school regularly and that 40 % of children under age 15 do not write and speak Romanian fluently. More than 100 employees of BRD have volunteered to participate in the "Value of education" programme, which aims to convince young people not to drop out of school. The employees receive training and guidance on how to present themselves before they go to 60 schools to explain to 1,500 students how their schooling has helped them in life, particularly with regard to the social integration.



Citizen Commitment Week



The Citizen Commitment Week is an important event dedicated to solidarity within the Societe Generale group in France and abroad. The Group's entities take part in charity work over a week, particularly as part of the charity challenge and local events like in Paris with the Paris To London Bike Ride for the associations CARE France and Emmaüs Défi, the Special Olympics race for the association "Talents & Partage" and a private sale organised at BIS, an integration shop intended to promote access to employment. This week highlights the commitment to the Group's partner associations.

More than 10,000 employees, in 46 countries joined forces for the 2013 CCW. The many challenges organised each day raised more than EUR 600,000. These funds will be donated to the partner charities the Societe Generale Foundation for Solidarity, dedicated to professional integration.

Solidarity Challenge: The "Boîte à Conseils" (Advice Box)

In 2013, emphasis was placed on mentoring job seekers. Employees had the opportunity to donate their time to answer questions asked by job seekers supported by partner associations. Through the "Boîte à conseils", 1,100 tips were given.

Citizen Commitment Awards

The Citizen Commitment Awards were created in 2011 to raise awareness among Societe Generale employees of the Group's citizen commitment. This annual prize distinguishes solidarity projects supported by the Societe Generale Foundation and involving teams throughout the Group; it is awarded during Citizen Commitment Week.

In 2013, more than 5,100 Societe Generale employees throughout the world voted for their favourite project among 10 pre-selected projects.

2013 winners:

- The Romanian project to fight illiteracy for young people and adults coordinated by Fondation Inocenti, supported by BRD, the Group's Romanian subsidiary.

- The Moroccan project to promote professional integration of young people coordinated by the association Sidi Bernoussi, supported by SGMA, Societe Generale's subsidiary in Morocco;

- The project to promote professional integration and fight illiteracy coordinated by Espace 19, supported by *Talents & Partage*, an association of employees and retirees of the Group.

FUNDAȚIA INOCENȚI

The project in a few words:

The program offers individuals struggling with illiteracy to enrol in a course fostering social and professional integration by allowing them to learn and master the Romanian language.



The project in a few words:

The goal of the programme is to help adult residents of the centre undertake an economic microproject in order to become financially independent.



The project in a few words:

"Passeport pour l'emploi" (Passport to Employment) is an innovative project to fight illiteracy and provide support to people in a precarious situation and seeking jobs in North-East Paris.

1,100 TIPS
were given

More than
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EMPLOYEES,
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46 COUNTRIES
joined forces for the
2013 CCW

The many challenges organised
each day raised more than

EUR 600,000

**"Talents & Partage":
the solidarity charity
of employees and retirees
of the group**



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

- Launch of the Moroccan delegation of *"Talents & Partage"* within SGMA to carry out and support humanitarian actions in Morocco recommended by member employees.

- Combating illiteracy in Burkina Faso, supported by the association *Les Amis de Kantchari* (Friends of Kantchari) in collaboration with *Talents & Partage*, the charity association set up by past and present Societe Generale staff. The project planned the construction of 2 new secondary school classes and a primary school with 3 classes in the Kantchari area.
- The charity *"Talents & Partage"* supports humanitarian projects in Slovenia in line with the association's policy. The first charitable project was completed thanks to donations collected by employees of SKB (members of the association) at their initiative and by the parent association *"Talents & Partage"* in Paris. SKB's general management and representatives of the association donated six bathtubs to the youth centre *"Malči Belič"* in Ljubljana, which will help to improve the living and health conditions of 60 children. SKB is looking forward to participating in other charitable projects alongside new members of *"Talents & Partage"* in Slovenia.

Cultural sponsorship

Classical music and contemporary art are the two foundations of Societe Generale's cultural sponsorship.

In accordance with its culture and values, this policy is characterised by:

- steadfastness and continuity in the Group's commitments over several decades;
- the will to encourage creativity and innovation centred around excellence, reflecting the requirement of performance which the Societe Generale teams place on themselves;
- la bias towards openness, proximity and interaction with all groups concerned, from the cultural world and the general public to the Group's employees.

In 2013, over EUR 8.8 million were dedicated to cultural sponsorship.

Societe Generale leans on solid commitments to uphold its communication policy and the development of its business lines. The partnerships, organised centrally or locally by the Group's subsidiaries, focus mainly on the fields of culture and sport.

Contemporary art



Since it first began in 1995, Societe Generale's contemporary art collection has grown to feature some 350 original works. Structured around three main axis - painting, sculpture, photography - it combines the works of both established and new artists. This diversity has been intensified in recent years with an opening up to young talents from emerging artistic scenes as a reflection of the internationalisation of the Group.

Open to all audiences, emphasis is also placed on fun and educational guided tours for younger visitors. Some 3,000 visitors discovered the collection in 2013.

Outside of the walls of the La Défense premises, the works are regularly loaned

to museums in France's largest cities: *Palais des Beaux-Arts* in Lille, MAMAC in Nice, CAPC in Bordeaux, etc.

A similar approach has been developed internationally, with exhibitions organised in places such as the SMAK in Ghent, the Museum of Contemporary Art in Bucharest, the Kampa Museum in Prague and the *Grande Galerie* in Sofia.

In 2013, the collection became associated with the Marseille-Provence 2013 event by commissioning Jean-François Chougnet, general manager of MP 2013, to create an exhibition on the theme of "the Mediterranean" in partnership with the Moroccan art collection of the subsidiary, SG Maroc. The exhibition was presented in Paris between 28 March and 25 August in the Societe Generale towers at la Défense and later in Marseille between 30 August and 31 October at the head offices of Société Marseillaise de Crédit, official partner of MP 2013.

Independent curators are regularly invited to select works from the collection and design an original presentation in the dedicated area on the 1st floor of the Societe Generale towers at la Défense. Jean-François Chougnet was replaced

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in October 2013 by Françoise Docquier, assistant manager of the Arts and Art Sciences Department of Paris 1 Panthéon-Sorbonne University. Françoise Docquier was given the task of creating a new exhibition in cooperation with four students on the theme of “An archipelago of images”.

This initiative illustrates the partnership signed with Paris 1 Panthéon-Sorbonne University in 2012, which was intended to involve students on the “Exhibition Techniques and Science” Master II course with the Societe Generale collection by allowing them to extend their training with practical experience in a professional environment.

A second partnership was established in October 2012 with Sciences Po Paris. Five students on the Public Affairs master’s course specialising in Culture were given *carte blanche* to design a discovery package for the collection aimed at young people aged between 18 and 25.

Other subsidiaries also occasionally sponsor artistic events. For example, Splitska banka in Croatia was a partner of the “Picasso – masterpieces at the National Picasso Museum in Paris” exhibition held at the Klovičevi Dvori gallery in Zagreb. The exhibition presented 26 paintings and sculptures retracing the artist’s long career. This exhibition, which represented a transition between France and Croatia, highlighted the importance which this country wishes to place on French culture in the artistic field and in the quality of relations between the bank and the world of art.



Classical music

The constancy and consistency of its commitments in the field of classical music have made Societe Generale one of the leading sponsors in the area of classical music and have earned the group unanimous respect within the profession.

Through the commitment of the association “*Mécénat Musical Société Générale*”, established in 1987 with an annual budget of EUR 1.5 million, Societe Generale organises campaigns in line with a policy which has been pursued for several decades.

Supporting music means, above all, supporting young musicians who are today’s talents and who are set to be major artists of the future. As a partner of the two most prestigious organisations in the training of classical musicians in France, the national conservatories of Paris and Lyon, the association offered grants to 45 students in 2013 and has supported over 1,000 students since 1988.

At the same time, it launched its first instrument lending competition in 2013, in which six young prize-winning violinists were given recently-manufactured violins, obtained from the most renowned instrument makers in Europe, for a period of three years.

Supporting artists goes hand in hand with supporting groups and players from the world of music who maintain the musical heritage. In 2013, “*Mécénat*

Musical Société Générale” was the partner of seventeen orchestras and musical formations.

“*Mécénat Musical Société Générale*” is also keen to make classical music more accessible to young people by supporting the creation of orchestras in schools. The Group has also been supporting the DEMOS social orchestras for the past three years alongside the “*Cité de la Musique*”. These orchestras are made up of 800 children from areas in which classical music used to be absent and who benefit from the intensive, group training offered by professional musicians.

Societe Generale also supports symbolic distribution centres such as the “*Salle Pleyel*” in Paris, the Glyndebourne Festival (UK), the National Theatre of Prague and the Aix-en-Provence Festival.

In 2013, Societe Generale organised the Playing for Salle Pleyel project involving a music group made up of employees of Societe Generale together with the “*Les Siècles*” orchestra. The project, which was open to all employees irrespective of their musical background and which involved 180 singers and 45 musicians, was a huge success. A similar project is planned for 2014, in the context of the 150th anniversary of Societe Generale.

As well as offering traditional artistic sponsorship, this campaign will enable employees to be directly involved in the Group’s artistic sponsorship.

Sports sponsorship and partnerships

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

Rugby



As an international group, Societe Generale is not only a faithful partner of local rugby through its involvement with over 450 amateur clubs, but is also a partner of professional rugby and the French national team. Every four years since 2007, Societe Generale has been a major partner of the Rugby World Cup, whose impact enables each of the 120 nations affiliated with the international federation to structure and promote the game of rugby in their own country. Seven-a-side rugby, which has been promoted and encouraged by Societe Generale since 2001 and which will be an Olympic sport as of 2016, has enabled the Group to introduce new school and college groups to the game.

The Group also promotes rugby through its subsidiaries in countries all over the world, from Luxembourg and China, to Senegal and Serbia.

Here are just a few examples:

- SGBG in Guinea recently supported the rugby team from the French Albert Camus high school with a EUR 3,000 sponsorship. This sum will cover the expenses associated with the events organised by the sporting association of the French Albert Camus high school for the promotion of rugby. It will also enable



numerous young people from Kindia and Macenta to take part in the friendly challenge;

- MBSG signed a contract in Moldova to pursue its strategic partnership with the Rugby Federation of Moldova. As an official partner of the Federation for the 6th year running, MBSG will be supporting a number of projects linked to the promotion and development of this sport, which is becoming increasingly popular in the Republic of Moldova.
- In Ghana, SG-SSB is supporting a training programme for referees from the Rugby Association of Ghana. The Bank has confirmed its support for the development of rugby by financing the first training plan for referees from this association within the framework of the "Catch Them Young" programme, which is also financed by the Bank. The aim of the programme is to train teachers in

nursery schools, primary schools and colleges to encourage the development of this sport.

Golf

As the leading individual sport played worldwide, golf is gradually becoming established within Societe Generale through the partnership with the French Golfing Federation, which began in 2001. In order to support a firm which is developing its international business, the Group became the partner in 2008 of the only major tournament currently held in continental Europe, the Evian Championship.

This area of sponsorship has been pursued by Societe Generale Private Banking, which supports professional golfers in their sport.

In the Czech Republic, the Nadace KB Jistota foundation obtained over EUR 8,970 from golfers: the KB partners were able to combine golf and solidarity in the context of the second edition of the charity golf tournament organised by the Nadace KB Jistota foundation. The foundation decided to donate the profit, amounting to CZK 235,319 (+/- EUR 8,970) to the Zdislav hospice, the emergency services of Prague and the wheelchair rugby team for their participation in the European Championship. The golf tournament, which was held in the Slapy Golf Park, was attended by 32 employees from the KB group and 36 commercial partners.

Sports for the disabled

Societe Generale became involved in sports for the disabled in 2002 when it supported the world athletics championships held in France. This trial was immediately transformed by a partnership agreement with the French Federation for Sports for the Disabled (FFH), followed shortly afterwards by the French Federation for Adaptive Sports (FFSA). Professionalism, team spirit and dynamism are values shared by these two French federations for the benefit of sports dedicated to people with disabilities. With the renewal of the partnership with the FFH in 2011, Societe Generale is committed to pursuing cooperation based on an increase in confidence and initiative. The partnership celebrated its 10th anniversary in 2013.

A communication event and plan were put in place in 2012 to highlight the Group's commitment to the Paralympic Games, with the involvement of customers and employees. A total of 50 customers and 50 employees were selected to attend the Games for one or two days. The British branch also organised a visit of London for the French athletes.

In 2013 Societe Generale, in partnership with the associations "Secours Populaire" and "Sport dans la Ville", invited

200 young people from Lyon to an event to find out about sports for the disabled during the Paralympic athletics world championship. Employees were involved from the start of the event and welcomed the young people to the Societe Generale stand at the "Stade du Rhône". These young people witnessed the final stages of the day's sporting challenges and took part in events in the village including an activity to raise awareness about blindness.

Societe Generale upholds shared values in sports for the disabled: surpassing one's limits, professionalism and solidarity. The Group does so both through the sports that it supports (rugby with the Ferrasse Foundation and the friendly 6 nations tournament; golf with the "Handigolf" association) and, more generally, through the Paralympic movement as a whole.

Societe Generale strives throughout the year on a daily basis to break down the barriers created as a result of handicap. In cooperation with the French Federation for Sports for the Disabled, the Group is committed to structuring and supporting sports for the disabled and promoting international events and top-level athletes.

A few examples of the initiatives organised within the subsidiaries are outlined below:



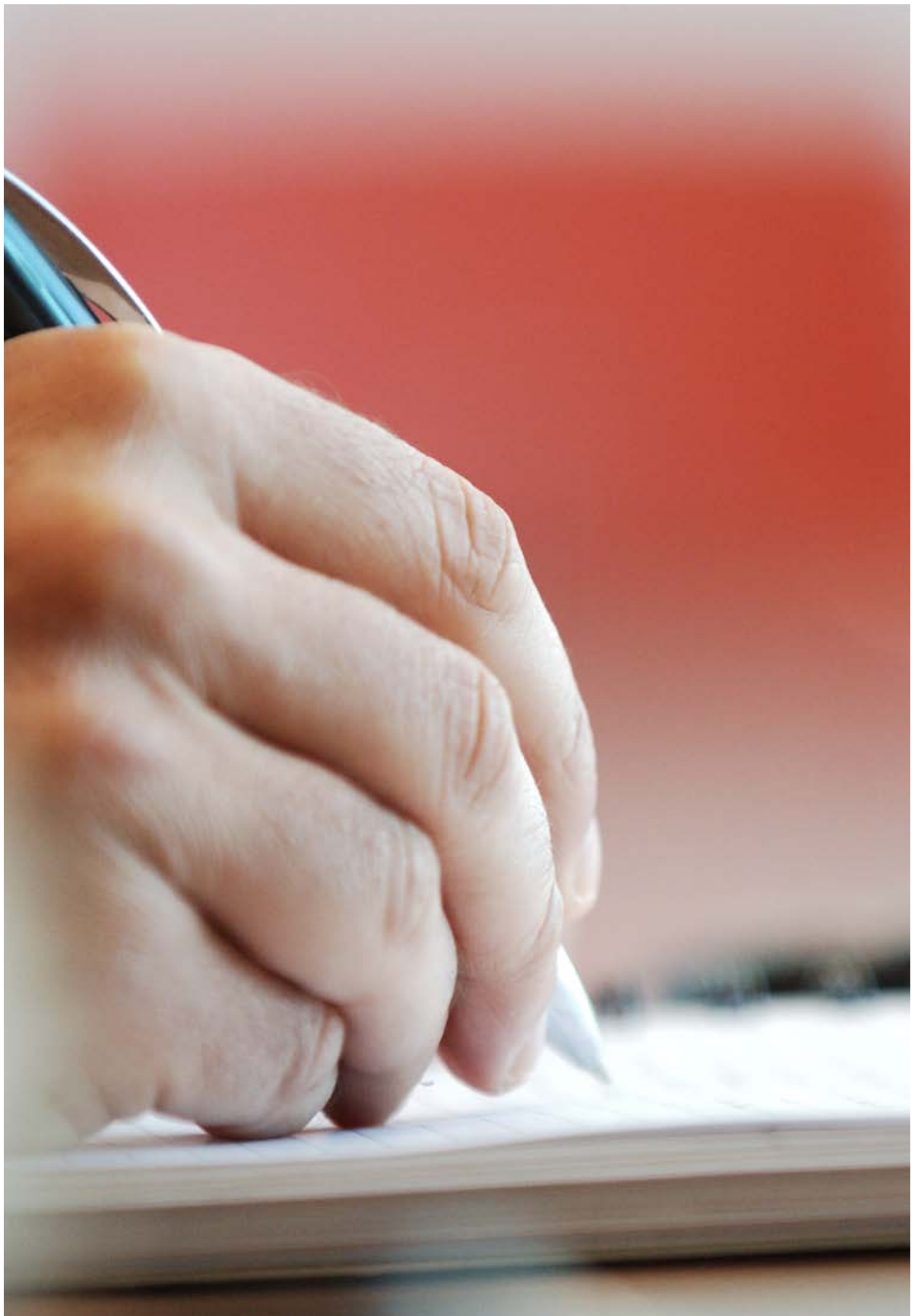
In Guinea, SGBG supported the "Guinée Solidarité" association in its aim to involve young disabled people alongside young able-bodied people in a sporting event and thus raise awareness among local people about the issue of disability, showing that it is not a fatality. The 3rd edition of the Paralympic Games in Mamou were organised in April 2013 thanks to the support of SGBG.

SGB sponsored the "Lion Handisport" association in Benin. This basketball association supports disabled basketball players in wheelchairs. SGB offered a grant to this association (one of whose members is an employee of SGB) to enable its players to take part in the 2nd edition of the international wheelchair basketball championship. In spite of their old wheelchairs, the "Lion Handisport" players finished in 4th position in the championship. SGB is planning to continue to support the association in its campaigns with the general public focusing on the importance of the professional insertion of disabled people and raising awareness about their daily struggles.

In Moldova, Mobiasbanca sponsored the "Special Olympics" games by helping to organise the finals of the football week held in this context. The competition involved 670 disabled people divided into 24 mixed teams from special schools and 8 teams of hearing-impaired people.



In Algeria, in the context of the celebration of the 10th anniversary of the partnership with the French Federation for Sports for the Disabled by the Societe Generale Group and on the fringe of the Paralympic athletics championship held in Lyon last July, SGA and its partner, the Algerian federation for Sports for the Disabled, were invited to the ceremony. During this championship, 23 Algerian athletes from all disciplines were awarded 10 gold medals, 8 silver medals and 5 bronze medals.





APPENDICES



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

Societe Generale - Year ended 31 December 2013

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

To the shareholders,

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

Responsibility of the company

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

Independence and quality control

Our independence is defined by regulatory requirements, the Code of Ethics of our profession as well as the provisions in the article L. 822-11 of the French Commercial Code (Code de commerce).

In addition, we have implemented a quality control system, including documented policies and procedures to ensure compliance with ethical standards, professional standards and applicable laws and regulations.

Responsibility of the independent verifier

It is our role, based on our work:

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

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

We conducted the work described below in accordance with the professional standards applicable in France and the Order of 13 May 2013 determining the conditions under which an independent third-party verifier conducts its mission, and in relation to the opinion of fairness and the reasonable assurance report, in accordance with the international standard ISAE 3000⁽¹⁾.

1. "Attestation of presence" of CSR Information

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

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

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

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

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

2. Limited assurance on CSR Information

Nature and scope of the work

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

- assess the suitability of the Criteria for reporting, in relation to their relevance, completeness, reliability, neutrality, and understandability, taking into consideration, if relevant, industry standards;

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

- verify the implementation of the process for the collection, compilation, processing and control for completeness and consistency of the CSR Information and identify the procedures for internal control and risk management related to the preparation of the CSR Information.

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

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

- at the level of the consolidated entity, we consulted documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions, etc.), we implemented analytical procedures on the quantitative information and verified, on a test basis, the calculations and the compilation of the information, and also verified their coherence and consistency with the other information presented in the management report;

- at the level of the representative selection sites that we selected⁽³⁾, based on their activity, their contribution to the consolidated indicators, their location and a risk analysis, we undertook interviews to verify the correct application of the procedures and undertook detailed tests on the basis of samples, consisting in verifying the calculations made and linking them with supporting documentation. The sample of selected sites therefore represented 42% of the total workforce.

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

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

We consider that the sample methods and sizes of the samples that we considered by exercising our professional judgment allow us to express a limited assurance conclusion; an assurance of a higher level would have required more extensive verification work. Due to the necessary use of sampling techniques and other limitations inherent in the functioning

of any information and internal control system, the risk of non-detection of a significant anomaly in the CSR Information cannot be entirely eliminated.

Conclusion

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

Observations

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

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

Paris-La Défense, the 4 of March 2014

French original signed by:

Independent Verifier
 ERNST & YOUNG et Associés
 Partner, Sustainable Development
 Eric Duvaud
 Partner
 Hassan Baaj

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

Environmental information: GHG emissions.

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

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

Methodology

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

Reporting protocol

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

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

Reporting Period

Social data:

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

Sponsorship data:

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

Environmental and business data:

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

CSR Consolidation Scope

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

- entities in which the parent company, Societe Generale SA (SGSA), directly or indirectly holds a controlling interest exceeding 50%. All branches are wholly owned;
- entities in which SGSA holds a controlling interest of at least 20% and no more than 50% and has a clear influence on its subsidiary's management and financial policy, particularly when the entity's management team is appointed by Societe Generale and when the entity is regularly monitored by the Group's business divisions.

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

Data Collection

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

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

Reporting Tool

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

Planethic Reporting has several levels of control:

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

Indicators

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

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

These indicators are provided for a global scope. However, some of these indicators cannot be consistently applied to a global scope.

In such cases, the indicators were analysed for the scope of France or Societe Generale SA in France (excluding subsidiaries).

Scope and main management rules for calculation of social indicators

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

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

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

Scope and main management rules for environmental indicators

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

Coverage of the total data collection scope corresponds to the ratio of the headcount of all entities that participated in the data collection campaign to the total headcount of Societe Generale.

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

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

Environmental data: general rules

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

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

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

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

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

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

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

New indicators were added in 2013:

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

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

Qualitative environmental data:

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

Centralised environmental data:

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

Transport data:

- business travel by car: ALD Automotive is the long-term vehicle leasing supplier for the Group's entities in the countries where ALD Automotive operates. Since 2011, ALD Automotive has reported on mileage (in km), consumption and type of fuel used as well as CO₂ emissions for France. ALD Automotive also provides emission data for the entire fleet outside France according to three criteria:
 - Societe Generale ALD fleet data by subsidiary or by country,
 - average data for ALD Automotive customer fleets by country,
 - the previous year's fleet data in Planethic Reporting by subsidiary or by country;
- business travel by train: for each entity, the Group-approved travel agency in France provided data on the main destinations of employees working in France. The data is included in the reporting process. Outside France, subsidiaries report data directly via the reporting process;
- business travel by air: for each entity, the Group-approved travel agency in France provided data on air mileage as per the definitions used by Societe Generale (short-, medium- and long-haul and business/economy class).

For some entities (particularly outside France), the definition of short-, medium- and long-haul air travel mileage differs from the reporting protocol definition (<500 km, <1,600 km, >1,600 km).

Paper consumption:

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

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

Calculation of CO₂ emissions

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

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

CO₂ emissions are calculated according to the GHG Protocol method.



Main CSR key performance indicators tracked through planethic reporting

Corporate indicators (29)

	2013
1 Board of directors meetings number	9
2 Total number of members in the board of directors	15
3 Independent members in the board of directors	71%
4 Women in the board of directors	42%
5 Directors attendance rate in the board of directors meetings	95%
6 Audit, Internal Control and Risk Committee meetings number	12
7 Attendance rate in the Audit, Internal Control and Risk Committee	100%
8 Compensation committee meetings number	6
9 Attendance rate in the compensation committee	92%
10 Nomination and Corporate Governance committee meetings number	6
11 Attendance rate in the Nomination and Corporate Governance	92%
12 Running amount of the fiscal year new commitments for funded "green" projects or operations (EUR M)	627
13 Number of project financing "Equator principles" categorized A	22
14 Number of project financing "Equator principles" categorized B	22
15 Number of project financing "Equator principles" categorized C	7
16 Overall amount of contributions (refinancing) on account of micro-credit (EUR M)	80
17 Overall acquisition of holdings amount in MicroFinance Institutions (EUR M)	3
18 Satisfaction rate of retail customers (Score on 100)	N/A
19 Satisfaction rate of self-employed professional customers (Score on 100)	N/A
20 Satisfaction rate of business customers (Score on 100)	N/A
21 Market share of the set-up companies loan	11.3%
22 Contracts concluded in the year that include the Sustainable Development clauses	100%
23 Number of registered suppliers	2,672
24 Number of suppliers assessed from a CSR view	1,582
25 Total patronage and sponsorship contributions (EUR K)	34,266
26 Cultural patronage and partnerships (EUR K)	8,909
27 Sports partnerships (EUR K)	17,133
28 Social and welfare patronage and partnerships (EUR K)	8,224
29 Environment patronage and partnerships (EUR K)	343

Environmental indicators (10)



	2013
1 Total number of establishments and buildings occupants	146,340
2 Water consumption (m ³)	1,791,130
3 Total energy consumption	887
4 Total energy consumption per occupant (kWh/occ)	6,149
5 Total quantity of paper	14,725
6 Quantity of office paper (classic and recycled paper) bought (T)	7,062
7 Consumption in recycled paper	42%
8 Global distances covered for business trips (Km)	447
9 Societe Generale Group CO ₂ emissions (T CO ₂)	336,000
10 CO ₂ emissions (T CO ₂) by occupant	2,40

Social indicators (16)

	2013
1 Headcount	148,324
2 Female employees in the overall workforce	61%
3 Women within the Group's various management bodies (executive and management boards)	23%
4 Number of open-ended contract recruitments	13,256
5 Open-ended contracts amongst the total workforce	92.2%
6 Number of redundancies amongst staff on open-ended contracts	1,233
7 Workforce working part-time	6.9%
8 Open-ended contract holders turnover	8.3%
9 Disabled employees in the overall workforce	1.6%
10 Employees who attended one training at least in the year	74 %
11 Employees who had a one-to-one evaluation meeting	72 %
12 Number of collective agreements signed	304
13 Employees who have a staff representation appointed by the employees	70.2%
14 Paid absenteeism rate for sickness	1.9%
15 Number of accidents at work (according to local laws)	934
16 Number of accidents at work (according to local laws) for 10,000 employees	63





Cross reference table of Societe Generale CSR Report




Category	Indicators	GRI 4	Registration Document 2
		 	Indicators Art. 225
Strategy and Analysis	Statement from the most senior decision-maker of the Bank (CEO) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	G4-1.a	Art. R. 225-1/5
	key impacts, risks, and opportunities	G4-2.a	Art. R. 225-1/5
Organizational profile	The name of the organization Societe Generale, the Bank	G4-3.a	/
	The primary brands, products, and services	G4-4.a	/
	The location of the organization's headquarters	G4-5.a	/
	the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	G4-6.a	/
	The nature of ownership and legal form	G4-7.a	/
	The markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	G4-8.a	/
	The scale of the organization, including: total number of employees, total number of operations, net sales (for private sector organizations) or net revenues (for public sector organizations), total capitalization broken down in terms of debt and equity (for private sector organizations), quantity of products or services provided	G4-9.a	/
	The total number of employees by employment contract and gender	G4-1.a	/
	The total number of permanent employees by employment type and gender	G4-10.b	/
	The total workforce by employees and supervised workers and by gender	G4-10. c	/
	The total workforce by region and gender	G4-10.d	/
	The percentage of total employees covered by collective bargaining agreements	G4-11.a	/
	Describe the organization's supply chain	G4-12.a	/
	Any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including: changes in the location of, or changes in, operations, including facility openings, closings, and expansions; changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations; changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination	G4-13.a	/
Report whether and how the precautionary approach or principle is addressed by the organization	G4-14.a	/	



APPENDICES

2013 (Art.225 Grenelle 2)	UN Global Compact	Equator Principles 3	UNEP-FI	CSR website http://www.societegenerale.com/en/measuring-our-performance/csr
Chapters in Registration Document 2013				Additional informations (Flipbook)
Chapter 5 (page 216)	all principles	all principles	all principles	Societe Generale Group
Chapters 3, 4 and 5	Principles 7, 8, 9	Principles 1 to 4	2.3	Societe Generale Group
Chapter 7 (page 450)	/	/	/	Societe Generale Group
Chapter 2	/	/	/	Solidarity based banking offer Sustainable finance
Chapter 1	/	/	/	Societe Generale Group
Chapter 1	/	/	/	Societe Generale Group
Chapters 1, 3, 6 and 7	/	/	/	Societe Generale Group
Chapters 1 and 2	/	/	/	Societe Generale Group
Chapters 1, 2, 5 and 7	/	/	/	Societe Generale Group
Chapter 5	/	/	/	Responsible employer
Chapter 5	/	/	/	Responsible employer
Chapter 5	/	/	/	Responsible employer
Chapter 5	/	/	/	Responsible employer
Chapter 5	/	/	/	Responsible employer
Chapter 5 (page 250-251)	/	/	/	Responsible environment & sourcing
Chapter 2 et 5	/	/	/	Responsible employer
Chapters 4 and 5 (page 216)	all principles	Principles 1, 2, 3, 4, 5	2.1	Governance & strategic orientations

Category	Indicators	GRI 4		Registration Document
				Indicators Art. 225
Organizational profile	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	G4-15.a	/	
	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, views membership as strategic	G4-16.a	/	
Identified Material Aspects and Boundaries	All entities included in the organization's consolidated financial statements or equivalent documents	G4-17.a	/	
	Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report	G4-17.b	/	
	The process for defining the report content and the Aspect Boundaries	G4-18.a	/	
	How the organization has implemented the Reporting Principles for Defining Report Content	G4-18.b	/	
	All the material Aspects identified in the process for defining report content	G4-19.a	/	
	For each material Aspect, report the Aspect Boundary within the organization, as follows: report whether the Aspect is material within the organization; if the Aspect is not material for all entities within the organization (as described in G4-17), select one of the following two approaches and report either: – the list of entities or groups of entities included in G4-17 for which the Aspect is not material or – the list of entities or groups of entities included in G4-17 for which the Aspects is material Report any specific limitation regarding the Aspect Boundary within the organization	G4-20.a	/	
	For each material Aspect, report the Aspect Boundary outside the organization, as follows: report whether the Aspect is material outside the organization; if the Aspect is material outside of the organization, identify the entities or groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified. Report any specific limitation regarding the Aspect Boundary outside the organization	G4-21.a	/	
Significant changes from previous reporting periods in the Scope and Aspect Boundaries	G4-23.a	/		
Stakeholder engagement	List of stakeholder groups engaged by the organization	G4-24.a	3-b	
	The basis for identification and selection of stakeholders with whom to engage	G4-25.a	3-b	
	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	G4-26.a	3-b	
	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	G4-27.a	3-b	



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2013 (Art.225 Grenelle 2) Chapters in Registration Document 2013	UN Global Compact 	Equator Principles 3 	UNEP-FI 	CSR website http://www.societegenerale.com/en/measuring-our-performance/csr Additional informations (Flipbook)
Chapters 3 (pages 75, 114), 4 (pages 201), 5 (pages 216, 223, 224, 251, 254, 220) and 7 (page 459)	/	Principle 8	3.4	Governance & strategic orientations ----- Sustainable finance
Chapter 5	/	/	/	Governance & strategic orientations ----- Sustainable finance
Chapters 2, 6	/	/	/	Appendices
Chapters 2, 6	/	/	/	Appendices
Chapters 2, 5 (page 257) and 6	/	/	/	Appendices
Chapters 2, 5 (page 257) and 6	/	/	/	Appendices
Chapter 5 (page 257)	/	/	/	Appendices
Chapters 5 (page 257) and 6	/	/	/	Appendices
Chapter 5	all principles	all principles	/	Appendices ----- Appendices
Chapters 5 (page 257) and 6	/	/	/	Appendices
Chapters 3 and 5 (pages 217)	all principles	all principles	1 ; 2 ; 3	Governance & strategic orientations ----- Responsible employer
Chapters 3 and 5 (pages 217)	all principles	all principles	1 ; 2 ; 3	Governance & strategic orientations
Chapters 3 and 5 (pages 217)	all principles	all principles	1 ; 2 ; 3	Governance & strategic orientations ----- Responsible employer
	all principles	all principles	1 ; 2 ; 3	Governance & strategic orientations ----- Sustainable finance ----- Responsible employer




Category	Indicators	GRI 4	Registration Document
		 	Indicators Art. 225
Report profile	Period (such as fiscal or calendar year) for information provided	G4-28.a	/
	Date of most recent previous report (if any)	G4-29.a	/
	Reporting cycle (such as annual, biennial)	G4-30.a	/
	Report the reference to the External Assurance Report, if the report has been externally assured	G4-32.c	Art. R. 225-1/5-2
	The organization's policy and current practice with regard to seeking external assurance for the report	G4-33.a	Art. R. 225-1/5-2
	If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided	G4-33.b	Art. R. 225-1/5-2
	Report the relationship between the organization and the assurance providers	G4-33.c	Art. R. 225-1/5-2
	Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report	G4-33.d	Art. R. 225-1/5-2
Governance	The governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	G4-34.a	/
	The process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	G4-35.a	/
	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	G4-36.a	/
	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body	G4-37.a	/
Ethics and integrity	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	G4-56.a	/
	The internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	G4-57.a	/



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2013 (Art.225 Grenelle 2) Chapters in Registration Document 2013	UN Global Compact 	Equator Principles 3 	UNEP-FI 	CSR website http://www.societegenerale.com/en/measuring-our-performance/csr Additional informations (Flipbook)
Chapters 1, 5 (page 257) and 7	/	/	/	Appendices
Chapters 1, 5 (page 257) and 7	/	/	/	Appendices
Chapters 1, 5 (page 257) and 7	/	/	/	Appendices
Chapters 3 (page 105), 5 (page 260) and 6 (page 436)	/	/	/	Appendices
Chapters 3 (page 105), 5 (page 260) and 6 (page 436)	/	/	/	Appendices
Chapter 5 (page 260)	/	Principle 9	/	Appendices
Chapter 5 (page 260)	/	Principle 9	/	Appendices
Chapter 5 (page 260)	/	Principle 9	/	Governance & strategic orientations Sustainable finance Appendices
Chapter 3	all principles	tous les principes	/	Governance & strategic orientations
Chapter 3	all principles	all principles	/	Governance & strategic orientations
Chapter 3	all principles	all principles	/	Governance & strategic orientations
Chapter 3	all principles	all principles	/	Governance & strategic orientations
Chapters 3, 4 and 5	/	all principles	/	Governance & strategic orientations Sustainable finance Responsible employer
Chapters 3, 4 and 5	Principles 3, 8, 10	Principles 4, 5, 6	/	Governance & strategic orientations Sustainable finance Responsible finance




Category	Indicators	GRI 4		Registration Document 2020
				Indicators Art. 225
Category: Economic	ECONOMIC PERFORMANCE			
	Direct economic value generated and distributed	EC1	/	
	Financial implications and other risks and opportunities for the organization's activities due to climate change	EC2	/	
	Coverage of the organization's defined benefit plan obligations	EC3	1-a	
	Financial assistance received from government	EC4	/	
	MARKET PRESENCE			
	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	EC5	1-a	
	Proportion of senior management hired from the local community at significant locations of operation	EC6	3-a	
	INDIRECT ECONOMIC IMPACTS			
	Development and impact of infrastructure investments and services supported	EC7	/	
	Significant indirect economic impacts, including the extent of impacts	EC8	/	
	PROCUREMENT PRACTICES			
	Proportion of spending on local suppliers at significant locations of operation	EC9	3-a	
Category: Environmental	MATERIALS			
	Materials used by weight or volume	EN1	2-c	
	Percentage of materials used that are recycled input materials	EN2	2-b, 2-c	
	ENERGY			
	Energy consumption within the organization	EN3	2-c	
	Energy consumption outside of the organization	EN4	2-c	
	Energy intensity	EN5	2-c	
	Reduction of energy consumption	EN6	2-c	
	Reductions in energy requirements of products and services	EN7	2-c	



APPENDICES

2013 (Art.225 Grenelle 2)	UN Global Compact	Equator Principles 3	UNEP-FI	CSR website http://www.societegenerale.com/en/measuring-our-performance/csr
Chapters in Registration Document 2013				Additional informations (Flipbook)
Chapters 2, 6 and 7	all principles	all principles	all principles	Sustainable finance ----- Solidarity based banking offer
Chapter 5	Principles 7, 8 and 9	all principles	1, 2	Solidarity based banking offer ----- Responsible environment & sourcing
Chapters 5, 6	/	/	/	Responsible employer ----- Solidarity based banking offer
Chapter 6	/	/	/	Sustainable finance ----- Solidarity based banking offer
Chapter 5	/	/	/	Responsible employer
Chapter 5 (page 236)	Principle 6	/	/	Responsible employer
Chapter 5	all principles	Principles 1, 2, 3, 4, 5, 7	all principles	Sustainable finance ----- Solidarity based banking offer ----- Civil society
Chapter 5	all principles	Principles 1, 2, 3, 4, 5, 7	all principles	Sustainable finance ----- Solidarity based banking offer ----- Civil society
Chapter 5 (page 250)	Principles 7, 8 and 9	/	2.4 ; 3	Responsible environment & sourcing
Chapter 5 (page 248)	Principles 7, 8 and 9	Principle 2	2.4	Responsible environment & sourcing
Chapter 5 (page 250)	Principles 7, 8 and 9	Principle 2	2.4	Responsible environment & sourcing
Chapter 5 (page 248)	Principles 7, 8 and 9	Principle 2	2.4	Responsible environment & sourcing
Chapter 5 (page 248)	Principles 7, 8 and 9	Principle 2	2.4	Responsible environment & sourcing ----- Sustainable finance
Chapter 5 (page 248)	Principles 7, 8 and 9	Principle 2	2.4	Responsible environment & sourcing
Chapter 5 (page 248)	Principles 7, 8 and 9	Principle 2	2.4	Responsible environment & sourcing
Chapter 5 (page 248)	Principles 7, 8 and 9	Principle 2	2.4	Sustainable finance ----- Solidarity based banking offer




Category	Indicators	GRI 4	Registration Document
		 	Indicators Art. 225
Category: Environmental	WATER		
	Total water withdrawal by source (municipal or water utilities)	EN8	/
	BIODIVERSITY		
	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	EN11	2-e
	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	EN12	2-e
	EMISSIONS		
	Direct greenhouse gas (GHG) emissions (Scope 1)	EN15	2-d
	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	EN16	2-d
	Other indirect greenhouse gas (GHG) emissions (Scope 3)	EN17	2-d
	Greenhouse gas (GHG) emissions intensity	EN18	2-d
	Reduction of greenhouse gas (GHG) emissions	EN19	2-d
	PRODUCTS AND SERVICES		
	Extent of impact mitigation of environmental impacts of products and services	EN27	2-a, 2-e
	TRANSPORT		
	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	EN30	2-d
	OVERALL		
	Total environmental protection expenditures and investments by type	EN31	2-a
SUPPLIER ENVIRONMENTAL ASSESSMENT			
Percentage of new suppliers that were screened using environmental criteria	EN32	2-a, 3-c	
Category: Social - Labor practices and decent work	EMPLOYMENT		
	Total number and rates of new employee hires and employee turnover by age group, gender and region	LA1	1-a
	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	LA2	1-a
	LABOR/MANAGEMENT RELATIONS		
	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	LA4	1-c
	OCCUPATIONAL HEALTH AND SAFETY		
	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	LA5	1-d
Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	LA6	1-b, 1-d	



APPENDICES

2013 (Art.225 Grenelle 2)	UN Global Compact	Equator Principles 3	UNEP-FI	CSR website
Chapters in Registration Document 2013				http://www.societegenerale.com/en/measuring-our-performance/csr
				Additional informations (Flipbook)
Chapter 5	Principles 7, 8 and 9	Principle 2	2.4	Responsible environment & sourcing
Chapter 5 (page 230)	Principles 7, 8 and 9	Principles 2, 7	2	Sustainable finance Solidarity based banking offer
Chapter 5 (page 230)	Principles 7, 8 and 9	Principles 2, 7	2	Sustainable finance Solidarity based banking offer
Chapter 5 (pages 221, 247, 252)	Principles 7, 8 and 9	Principles 1, 2, 3, 4	2.4	Responsible environment & sourcing
Chapter 5 (pages 221, 247, 252)	Principles 7, 8 and 9	Principles 1, 2, 3, 4	2.4	
Chapter 5 (pages 221, 247, 252)	Principles 7, 8 and 9	Principles 1, 2, 3, 4	2.4	
Chapter 5 (pages 221, 247, 252)	Principles 7, 8 and 9	Principles 1, 2, 3, 4	2.4	
Chapter 5 (pages 221, 247, 252)	Principles 7, 8 and 9	Principles 1, 2, 3, 4	2.4	
Chapter 5 (page 229)	Principles 7, 8 and 9	Principle 4	2.7	Sustainable finance Solidarity based banking offer
Chapter 5 (page 249)	Principles 7, 8 and 9	/	2.3 ; 2.7	Responsible environment & sourcing
Chapter 5 (pages 230)	Principles 7, 8 and 9	Principle 4	2.3	Solidarity based banking offer Responsible environment & sourcing
Chapter 5 (page 250)	Principles 7, 8 and 9	Principles 1, 2, 3	2.3 ; 2.4	Responsible environment & sourcing
Chapter 5 (page 234)	Principles 1 to 6	/	/	Responsible employer
Chapters 5, (page 242), 6	Principles 1 to 6	/	/	Responsible employer
Chapter 5 (page 244)	Principles 3 to 6	/	/	Responsible employer
Chapter 5 (page 244)	Principles 1 to 6	/	/	Responsible employer
Chapter 5 (page 245)	Principles 1 to 6	/	/	Responsible employer

Category	Indicators	GRI 4	Registration Document	
		 	Indicators Art. 225	
Category: Social - Labor practices and decent work	Workers with high incidence or high risks of diseases related to their occupation	LA7	1-d	
	Health and safety topics covered in formal agreements with trade unions	LA8	1-d	
	TRAINING AND EDUCATION			
	Average hours of training per year per employee by gender, and by employee category	LA9	1-e	
	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	LA10	1-e	
	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	LA11	1-e	
	DIVERSITY AND EQUAL OPPORTUNITY			
	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	LA12	1-f	
	EQUAL REMUNERATION FOR WOMEN AND MEN			
	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	LA13	1-f	
	SUPPLIER ASSESSMENT FOR LABOR PRACTICES			
	Percentage of new suppliers that were screened using labor practices criteria	LA14	3-c	
	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	LA15	3-c	
	Category: Social - Human rights	FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
		Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	HR4	1-d, 3-c
CHILD LABOR				
Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor		HR5	1-d, 3-c	
FORCED OR COMPULSORY LABOR				
Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor		HR6	1-d	
SUPPLIER HUMAN RIGHTS ASSESSMENT				
Percentage of new suppliers that were screened using human rights criteria	HR10	/		

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Chapters in Registration Document 2013				Additional informations (Flipbook)
Chapter 5 (page 245)	Principles 1 to 6	/	/	Responsible employer
Chapter 5 (page 245)	Principle 3	/	/	Responsible employer
Chapter 5 (page 237)	Principles 1, 2	/	/	Sustainable finance ----- Civil society
Chapter 5 (page 237)	Principles 1, 2	/	/	Responsible employer
Chapter 5 (page 239)	Principles 1, 2	/	/	Responsible employer
Chapters 3 and 5 (page 240)	Principle 6	/	/	Governance & strategic orientations ----- Responsible employer
Chapter 5	Principle 6	/	/	Responsible employer
Chapter 5 (page 250)	Principles 1, 2	/	2	Responsible environment & sourcing
Chapter 5 (page 250)	Principles 1, 2	/	2.2 ; 2.3	Responsible environment & sourcing
Chapter 5 (page 250)	Principle 3	Principles 1, 4	/	Sustainable finance ----- Responsible employer ----- Responsible environment & sourcing
Chapter 5 (page 250)	Principles 2, 5	all principles	2.2 ; 2.3	Sustainable finance ----- Responsible employer ----- Responsible environment & sourcing
Chapter 5 (page 250)	Principles 2, 4	Principles 1, 4	2.2 ; 2.3	Sustainable finance ----- Responsible employer ----- Responsible environment & sourcing
Chapter 5	Principles 1, 2	/	2.2 ; 2.3	Responsible environment & sourcing

Category	Indicators	GRI 4	Registration Document
		 	Indicators Art. 225
Category: Social - Society	LOCAL COMMUNITIES		
	Access points in low-populated or economically disadvantaged areas by type	FS13	/
	Initiatives to improve access to financial services for disadvantaged people	FS14	/
	ANTI-CORRUPTION		
	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	S03	3-d
	Communication and training on anti-corruption policies and procedures	S04	3-d
	SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY		
	Percentage of new suppliers that were screened using criteria for impacts on society	S09	3-c
	Significant actual and potential negative impacts on society in the supply chain and actions taken	S010	3-c
	Category: Social - Product Responsibility	CUSTOMER HEALTH AND SAFETY	
Percentage of significant product and service categories for which health and safety impacts are assessed for improvement		PR1	3-d
PRODUCT AND SERVICE LABELLING			
Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements		PR3	/
Initiatives to enhance financial literacy by type of beneficiary		FS16	/
Results of surveys measuring customer satisfaction		PR5	/
PRODUCT PORTFOLIO			
Policies with specific environmental and social components applied to business lines		FS1	/
Procedures for assessing and screening environmental and social risks in business lines		FS2	/
Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions		FS3	/
Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines		FS4	/
Interactions with clients/investees/business partners regarding environmental and social risks and opportunities		FS5	/
Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector		FS6	/
AUDIT			
Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures		FS9	/

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Chapters 2 (page 46), 5 (page 222-224)	Principles 1, 2	all principles	2.7	Solidarity based banking offer ----- Responsible employer
Chapters 2 (page 46), 5 (page 222-224)	Principles 1, 2	all principles	2.7	Sustainable finance ----- Solidarity based banking offer
Chapters 4 and 5 (page 223)	Principle 10	Principle 1	2.2 ; 2.3	Governance & strategic orientations ----- Sustainable finance
Chapters 4, 5	Principle 10	Principle 4	2.2 ; 2.3	Governance & strategic orientations ----- Sustainable finance
Chapter 5 (page 250)	/	/	2.3	Responsible environment & sourcing
Chapter 5 (page 250)	/	/	2.3	Responsible environment & sourcing
Chapter 5 (page 229, 231)	/	Principle 2	2.7	Sustainable finance
/	/	Principle 1	3.2	Solidarity based banking offer
Chapter 5 (page 225)	/	Principle 4	3.2	Civil society
/	/	/	3.2 ; 3.3	Governance & strategic orientations
Chapter 5 (page 216)	/	all principles	2	Governance & strategic orientations ----- Sustainable finance
Chapter 5 (page 216)	/	all principles	2	Governance & strategic orientations ----- Sustainable finance
Chapter 5 (page 216)	/	all principles	2	Governance & strategic orientations ----- Sustainable finance
Chapter 5 (page 216)	/	all principles	2	Governance & strategic orientations ----- Sustainable finance
Chapter 5 (page 216)	/	Principle 5	3.3	Governance & strategic orientations ----- Sustainable finance
Chapter 6 (page 278)	/	Principle 5	3.3	Societe Generale Group (see RefDoc p.157-159)
Chapter 5 (page 260)	/	/	/	Responsible environment & sourcing



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