GROUP HUMAN RESOURCES DIVISION

SALARIES EVOLUTION: TO FILL THE GAP

2013 Colloquium on Global Diversity

February 2013
Societe Generale at a glance

A GROUP
PRESENT IN 77 COUNTRIES

33 MILLION
private customers, professionals, SMEs, corporations and financial institutions

160 000 EMPLOYEES
of 116 nationalities
Women account for nearly 60% of Group headcount

25,6 BILLION
Euros in net banking income in 2011

BEST EXPORT FINANCING ARRANGER/BEST PRIVATE BANK IN FRANCE
BEST CORPORATE BANK FOR COMMODITIES FOR THE THIRD YEAR RUNNING
Strong determination to accelerate gender diversity

Françoise Mercadal-Delasalles *
Group Head of Corporate Resources and Innovation

Ana Maria Llopis
Member of Board of Directors

Caroline Guillaumin *
Head of Group Communication

Anne Marion-Bouchacourt
Country President SG China

* Member of the Executive Committee
SG Commitment: an equality program based on 4 pillars

top down and bottom up approach

1 Employment
   • Progressively increase women managers participation
   • Respect objective of candidate mix (recruitment)

2 Promotions
   • Promote women in proportion to their presence in each hierarchical level

3 Training
   • Facilitate access to training at time/location which are convenient for balancing life

4 Compensation
   • Ensure evolution of salaries is gender neutral

Facts

• 56% of workforce are women

• 42% of top management positions are occupied by women

Proportion of women in the Senior Management

- COMEX (14%)
- CODIR (20%)
- PCG (12%)
- PSG (17%)
- Sen Mgt (16%)
A focused initiative to fill the gap in terms of salary

In addition to structural measures to promote equality, SG implemented a policy to ensure remuneration is gender neutral:

- Differences in salaries are mainly justified by time on the job.
- Between 2008 and 2012, more than 2,000 women had their remuneration revised for a total amount of 5.5 M€.
- For the coming 3 years (2013 to 2015) a new budget of 5 M€ has been allocated.
- For women coming back from maternity leaves, salaries are adjusted according to the average of salary increases.

The implementation of this policy implies strong coordination at Group and business level:

- **Group HR**
- **Business HR**

### Clear governance and process

- Salary of each woman is compared to average men's salary of the same category.
- A “case” is identified if the gap is 6%.
- Individual analysis to determine if gap is justified.
- Salary adjustment proposal.
- Final validation (Group HR).
- Implementation: application & communication.
Q&A
Appendix: Luz Helena Rojas BIO

For more than 25 years, Luz Helena Rojas has developed her career in Human Resources in multinational companies, with local, regional and global scope.

After many years in the industry sector, holding positions in Colombia, Brazil and France, she joined Societe Generale Group in January 2010 to assume the responsibility of Global Head of HR Strategy and Employer Brand.

As part of the transformation journey initiated by Societe Generale during the last years, diversity and engagement are considered as crucial levers to succeed. Taking advantage of her multicultural experience, her knowledge in different fields of Human Resources, as well as her passion for working on diverse environments, she was recently appointed as Global Head of Diversity and Engagement, being focused on three priorities such us gender, multiculturalism and generations.