• 52% of employees outside France

• 18,763 permanent positions filled, of which:

✓ 11,790 job transfers from employees already within the Group, representing 63% of permanent positions filled

✓ 6,973 recruitments from outside the Group

Permanent contract employees represent 95.6%⁽¹⁾ of the workforce

41.8% of women managers⁽²⁾

That trains its employees and takes part in collective development

- 2.5 million hours of training
- CSR training for all rolled out to all employees of the Group (69% trained at end 2023)
- Partnerships with renowned higher education institutions & universities

That shares value creation

- · Capital increase: an annual discounted share offer to the Group's current and retired employees in 17 countries
- Shareholding and profit-sharing agreements for all employees in France
- 6.54% of employees are shareholders in 2023



A RESPONSIBLE EMPLOYER

2023 data

RECOGNITION

That nurtures diversity in its human capital

- Rate of women in the Executive Committee: 35.3%
- Rate of women in the Top 150: 21%
- Rate of promotions that concerned women⁽³⁾: 59.3%
- Rate of employees aged over 50: 32%
- Rate de employees aged under 30: 10.7%
- Provisional employment rate of disabled people(1): 5 44%
- 2nd French bank in the 2024 Diversity Leaders ranking⁽⁴⁾
- All entities obtain a score of at least 84/100 at the professional equality index (5)
- 124 nationalities present within the Group

That commits to young people

- 1 permanent hire in 4 follows a contract (work-study, internship, temporary) within the Group
- 422 mid-school pupils from priority education networks accepted for a corporate shadowing internship(6)
- Share of under-30s in permanent employment recruitments: 45 %

That takes part in social progress

- Existence of a Global Agreement signed with UNI Global Union since 2019, renewed in 2023 for 4 years
- 212 corporate agreements signed in 2023 (104 in France and 108 outside France)
- 7th Disability agreement signed for 2023-2025⁽¹⁾ 87% of employees worldwide covered by a paid 28-day paternity leave

That offers an attractive and secure working environment

- Most attractive financial services employer in France in terms of career prospects (source: LinkedInTop companies 2023)
- Top financial services employer in terms of CSR commitment (source: Universum RSE 2023)
- 83 % participation of employees to the annual IMR⁽⁷⁾ survey
- Employee recommendation of 76%, its highest level since the implementation of the first annual survey within the Group
- Several commitments to foster work-life balance (childcare, academic support, leisure activities for employees and their children, healthcare provisions etc.)
- Environmental certifications of the Group's main Paris area campuses as regards bird life, biodiversity and ecological site management





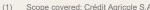












Source: Financial Times/Statista 2024 (5th edition), on a sample of 13,000 companies eligible in Europe

Entities whose score is below 84/100 represent less than 2% of the overall workforce

Scope: Crédit Agricole S.A. France Accountability Index (Indice de Mise en Responsabilité)



FLEXIBILITY