



HR POLICY

A HIGH QUALITY OF SOCIAL DIALOGUE IS A PERFORMANCE DRIVER FOR OUR GROUP.

PRINCIPLES

A member of the United Nations Global Compact since 2003, Crédit Agricole S.A. has made social dialogue one of the foundations of its social compact and an inherent part of the Group's project.

CRÉDIT AGRICOLE S.A. GROUP ENDORSES THE PRINCIPLES OF:

- the United Nations Universal Declaration of Human Rights (1948);
- the European Convention on Human Rights (1950);
- the revised European Social Charter (1996);
- the fundamental conventions of the International Labour Organisation (ILO).

Respect for the involvement and operation of staff representative bodies and the quality of the dialogue conducted with trade unions are factors that balance social relations, fostering in turn the development and performance of the Group and its entities.

The Group firmly believes that transparent and responsible social dialogue, based on listening and consultation both at Group and entity level, is the best way to strengthen mutual trust between the various stakeholders and to best support transformations.

The International Framework Agreement signed with UNI Global Union on 31 July 2019, confirms this conviction.



PLAYERS

The Group gives great importance to the development and maintenance of a rich social dialogue via both Group and local bodies, and through negotiations conducted with trade unions by the Group and its entities.

- Social dialogue at Group level is embodied by two institutions that are common to Crédit Agricole S.A. and the Crédit Agricole Regional Banks:
 - the **European Works Council**
 - the **Group Committee** (or *Comité de Groupe*)

The purpose of these bodies is to handle issues pertaining to the Group's economic, social and financial spheres. They were established by **collective agreements at Group level**.

In addition, there is a specific body within Crédit Agricole S.A. Group, the **Consultative Committee**, from which the **Group's trade union correspondents** are drawn:

- The purpose of the **Consultative Committee** is to inform about and discuss strategic projects common to several entities of the Group, the Group's results and employment situation, operations that significantly modify the Group's scope both in France and internationally, and the development strategies and plans of each business line.
- The **trade union correspondents** represent the Group's trade union organisations. They are the primary contacts for the Group HR Department, and meet together at least once a month as part of a local social dialogue strategy.

Regular bilateral meetings with the trade unions deepen this local social dialogue.

- Social dialogue also takes place with the Group's entities, through meetings with the **social and economic committees** (CSE, or staff representative body) and their various **commissions**, as well as during local negotiations with the trade unions. **All employees** in France are covered by at least one **collective bargaining agreement** (or *convention collective*).

To support the social partners in exercising their assignments, a Crédit Agricole S.A. Group agreement on the career path of staff representatives was signed on 8 March 2019, applicable for an indefinite period. It provides for several actions to promote commitment to staff representation as well as guarantees in terms of career management.

COMMITMENTS

The Group considers as fundamental, and respects, the exercise of trade union rights, staff representation and collective bargaining.

As stated in the International Framework Agreement, in the countries where it operates the Group commits to:

- Recognising employees' freedom of association with a trade union, and of exercising their rights as members of a trade union;
- Prohibiting any intimidation, harassment, retaliation or discrimination against employees who are members or not members of a trade union;
- Permitting the establishment of trade unions, provided that they are in accordance with applicable national law;
- Negotiating fairly with established trade unions;
- Giving priority to dialogue over all other forms of action;
- Regularly informing employee representatives about the Group's strategy and its adaptation to the local environment;
- Informing upstream of any restructuring plan that has a significant impact on employment within the entity, and seeking solutions through social dialogue in the event of collective redundancies.

