



HR POLICY

EMPLOYEE REMUNERATION.

THE REMUNERATION POLICY OF CREDIT AGRICOLE S.A. IS IN LINE WITH THE GROUP'S *RAISON D'ÊTRE* AND SUPPORTS ITS LONG-TERM PROJECT AND MEDIUM-TERM PLAN. ITS PRINCIPLES ARE COMMON TO ALL EMPLOYEES, WITH COMPONENTS DETERMINED ON OBJECTIVE AND TRANSPARENT FUNDAMENTALS.

PRINCIPLES

As a leading player in the banking market worldwide, Crédit Agricole S.A. implements a remuneration policy that aims to **align the interests of Clients, Shareholders and Employees**, in an increasingly competitive and regulated market.

This remuneration policy contributes to conveying the **values of fairness, transparency and usefulness**, which are essential for our Group.

The remuneration of employees and executives is determined using precise and clear criteria that reflect **skills and seniority, individual and collective performance** delivered as part of the organisation's **sustainable responsibility**.

IT CONTRIBUTES TO THE IMPLEMENTATION OF THE THREE FOUNDING PRINCIPLES OF THE HUMAN-CENTRIC PROJECT, DRIVING THE GROUP'S *RAISON D'ÊTRE*:

- ACCOUNTABILITY OF EMPLOYEES,
- IMPROVED CUSTOMER PROXIMITY,
- AND DEVELOPING AN ENVIRONMENT OF TRUST.



PLAYERS

Various players interact to define and implement this remuneration policy within all our entities worldwide:

- **The Human Resources Department** (at Group and entity level) draws up the remuneration policy, in line with the Group's social and economic priorities, risks and regulations.
- **The Remuneration Policy Control Committee** (*Comité de Contrôle des Politiques de Rémunération*, or RPCC) formulates an opinion on the remuneration policy and assesses its implementation in the Group's entities.
- **The Group Finance Department** ensures the consistency of the methods used to determine variable remuneration packages.
- **The Group Control and Audit Department** audits the remuneration policy for identified staff in accordance with the regulations.
- **The Risk Committee** verifies the compliance of remuneration policies and practices with sound and effective risk strategies.
- **The Remuneration Committee** prepares proposals and opinions and submits them to the Board of Directors, and examines and reviews the main remuneration matters (policy, implementation, regulatory changes, etc.).
- **The Board of Directors** examines and approves the remuneration policy, the fixed and variable remuneration of the Executive Corporate Directors (*Dirigeants Mandataires Sociaux*), the report on remuneration practices for the executive body and identified staff, and the capital increases reserved for Group employees.
- **The shareholders** vote on resolutions concerning individual (identified staff and Executive Corporate Directors) and collective (capital increase reserved for Group employees) remuneration projects.

COMMITMENTS

The remuneration policy of Crédit Agricole S.A. applies to all establishments worldwide and:

- Aims to **attract, motivate and retain** the talent that the Group needs,
- Recognises **individual and collective performance** over time,
- **Aligns the interests** of employees with those of Crédit Agricole S.A. and its shareholders,
- Is **gender-neutral**,
- Is a **responsible remuneration policy** that structures risk-taking and respects the applicable national, European and international legal and regulatory environment.

OVERALL EMPLOYEE COMPENSATION STRUCTURE

The purpose of compensation is to reward the skills required by employees to carry out the responsibilities of the position entrusted to them.

Each employee receives all or part of the following compensation elements, depending on responsibilities, skills and performance:

- **Fixed remuneration**,
- **Annual variable remuneration** (depending on the achievement of individual and/or collective objectives consistent with the 2025 Medium Term Plan),
- **Collective variable remuneration** (depending on the annual performance of the entity),
- **Long-term variable remuneration** (for senior executives, based on the Group's economic, stock market and social performance),
- **Remuneration extras** (related to retirement, health and provident schemes).

REMUNERATION ACTIONS IN LINE WITH THE GROUP'S RAISON D'ÊTRE

- Strengthening the collective dynamics through the **Capital Increases Reserved for Group Employees**
- Aligning the interests of executives with those of shareholders and the Group's long-term performance through long-term **economic, stock market and societal performance criteria**.
- **Gender-neutral remuneration**, highlighted in the remuneration policy and in the international framework agreement signed with UNI Global Union on 31 July 2019.

