

Labour indicators for Crédit Agricole S.A.
2022

Labour indicators	Description	Unit	Scope*	2022	2021	2020
Workforce in FTE by business area	International Retail Banking	Number	Global	19,640	23,608	21,930
	Retail Banking in France	Number	Global	16,186	16,406	16,958
	Large Customers	Number	Global	13,620	12,944	12,708
	Specialised Financial Services	Number	Global	8,841	8,696	8,538
	Asset Gathering and Insurance	Number	Global	11,560	11,110	10,894
	Corporate Centre	Number	Global	2,910	2,947	2,789
Recruitment of permanent hires by geographical area	Africa	Number	Global	138	208	223
	Americas	Number	Global	302	214	87
	Asia Pacific	Number	Global	611	431	253
	Western Europe (excl. France)	Number	Global	1,767	1,281	1,274
	France	Number	Global	3,958	2,331	2,703
	Eastern Europe	Number	Global	587	971	839
	Near and Middle East	Number	Global	25	15	4
	Resignation	Number	Global	3,697	3,041	2,117
Departures of permanent contract employees by reason	Retirement and early retirement	Number	Global	1,489	1,033	872
	Lay-off	Number	Global	472	489	530
	Death	Number	Global	44	58	49
	Other	Number	Global	954	977	989
Departure rate	Turnover rate	%	Global	9.9	7.9	7.2
	Resignation rate	%	Global	5.2	4.0	3.0
Internal mobilities	Mobility between entities	Number	Global	1,762	859	738
	Mobility within a same entity	Number	Global	11,063	12,410	7,993
Promotions	Number of promoted women	Number	France	1,999	1,399	1,431
	Number of promoted men	Number	France	1,416	971	1,066
Proportion of women	Among all employees	%	Global	52	53	53
	Among permanent contract employees (new hires)	%	Global	49	50	51
	Among Top 150	%	Global	23	22	17
	Among Executive Committee	%	Global	37.5	31	23.5
	Among top 10% of highest-earning employees in each subsidiary (fixed compensation)	%	Global	29	30	30
Average age and length of service	Average age	Number	France	43 years 11 months	44 years	43 years 6 months
	Average age	Number	International	44 years 4 months	44 years 1 month	43 years 4 months
	Average length of service	Number	France	15 years 6 months	16 years	15 years 10 months
	Average length of service	Number	International	13 years 9 months	14 years	13 years 4 months
Compensation	Profit-sharing	K€	France	77,147	55,552	42,435
	Incentive plans	K€	France	208,538	174,164	203,009
	Employer additional contribution	K€	France	54,789	53,187	50,912
Training	Hours of training	Thousands of hours	France	914	846	713
	Hours of training	Thousands of hours	International	1,252	990	1,114
Absenteeism	Overall absenteeism rate	%	Global	4.7	4.3	5.3
	Absenteeism rate, excl. maternity leave	%	Global	3.4	2.9	3.9
Part-time employees	% of women as part-time employees	%	Global	16.5	15.4	16.6
	% of men as part-time employees	%	Global	2.3	2.0	2.4
Agreements	Compensation and benefits	Number	France	68	51	54
	Compensation and benefits	Number	International	50	39	44
	Training	Number	France	0	1	0
	Training	Number	International	13	22	18
	Social dialogue	Number	France	12	7	10
	Social dialogue	Number	International	8	5	2
	Jobs	Number	France	1	9	3
	Jobs	Number	International	15	18	5
	Working hours	Number	France	5	15	15
	Working hours	Number	International	19	16	14
	Diversity	Number	France	4	7	2
	Diversity	Number	International	9	2	3
	Health & safety	Number	France	1	3	0
	Health & safety	Number	International	4	2	0
	Other	Number	France	33	13	24
	Other	Number	International	20	20	23
Youth plan	Work-study students	Number	France	3,462	N/A	N/A
	Work-study students	Number	International	121	N/A	N/A
	Interns	Number	France	1,536	N/A	N/A
	Interns	Number	International	1,817	N/A	N/A
	Other youth contracts	Number	France	1,888	N/A	N/A
	Other youth contracts	Number	International	3,195	N/A	N/A

* Global = Crédit Agricole S.A. and subsidiaries (excl. regional banks)