

That offers multiple opportunities

- 81,244 FTE employees (of which 52.9% work outside France), present in over 45 countries
- Working in a wide variety of companies and roles
- 17,919 new permanent positions filled, of which:
 - ✓ 11,003 job transfers from employees already within the Group, representing 61% of permanent positions filled
 - ✓ 6,916 recruitments from outside the Group

That fosters equal opportunities by training its employees and taking part in collective development

- Nearly 2.6 million hours of training provided, of which 54% concerned the development of hard skills
- LinkedIn Learning partnership rolled out in 2024, with 30,700 employees accessing content and an average 64 minutes of training
- Partnerships with renowned higher education institutions
- All active employees undergo an annual appraisal

That takes part in social progress

- Global Agreement signed with UNI Global Union in place since 2019, renewed and valid until end 2027
- 195 corporate agreements signed in 2024 (80 in France and 115 outside France)
- 100%⁽³⁾ of employees worldwide covered by a fully paid 28-day paternity leave
- 100%⁽³⁾ of employees worldwide covered by a fully paid 16-week maternity leave

That shares value creation

Profit-sharing mechanisms in place in all companies of Crédit Agricole S.A.:

- Recognised profit-sharing practices that include incentives
- Capital increase: an annual discounted share offer made available to the Group's current and retired employees in 20 countries, representing over 90% of Crédit Agricole S.A. employees, with 6.53% of capital held by employees and former employees

That nurtures diversity in its human capital

- Women in the Executive Committee: 29.4%
- Women in the Top Management ⁽¹⁾: 25.8%
- Women managers: 40.2%
- Promotions that concerned women⁽²⁾: 57.78%
- Employment rate of disabled people in 2024⁽²⁾: 5.95%
- 134 nationalities
- Over 55s among Crédit Agricole S.A. employees: 18.1%

That commits to young people

- 301 mid-school pupils from priority education networks accepted for a corporate shadowing internship at Crédit Agricole S.A. in France
- 13,276 young people welcomed within Crédit Agricole S.A. throughout 2024
- Under-30s in recruitments: 44.2%
- Under 30s in permanent employment within Crédit Agricole S.A.: 13.1%



A RESPONSIBLE EMPLOYER

2024 data

That offers an attractive and secure working environment

- 84% accountability rate, indicated by the annual employee survey (85% participation rate in 2024)
- Employee recommendation of 79%, its highest level since the implementation of Crédit Agricole S.A.'s first annual survey
- A number of commitments that foster work-life balance (childcare, academic support, leisure activities for employees and their children, healthcare provisions, sports offer etc.)
- Environmental certifications of the Group's main Paris area campuses as regards bird life, biodiversity and ecological site management

That helps us work every day in the interest of our customers and society

Impact on 6 of the UN's
17 Sustainable Development Goals



- (1) Chief Executive Officers, Deputy General Managers and Directors appointed by internal processes.
- (2) Scope covered: Crédit Agricole S.A. in France
- (3) Excluding entities currently being integrated (roll-out underway)

