



HR POLICY

A HIGH QUALITY OF SOCIAL DIALOGUE IS A PERFORMANCE DRIVER FOR CRÉDIT AGRICOLE S.A. AND ITS SUBSIDIARIES.

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. AND ITS SUBSIDIARIES ENDORSE 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 Global Agreement signed with UNI Global Union in July 2019 and renewed in October 2023 confirms this conviction.

PLAYERS

The Group gives great importance to developing and maintaining 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** comprises 24 members and represents 14 European countries. It meets annually in plenary format, and once per year in restricted format
 - the **Group Committee** (comprises 30 members appointed by the trade unions from among the members elected to the CSE, and one representative per trade union. It meets twice per year in plenary format. Two commissions are drawn from this Committee, which meet annually: the economic commission, and the CSR commission.

The purpose of these bodies is to handle cross-disciplinary 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. and its subsidiaries, 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 Crédit Agricole S.A., the Group's results and employment situation, operations that significantly modify its scope both in France and worldwide, and the development strategies and plans of each business line. This Committee, comprising 30 members (six members per trade union), meets twice per year.
- The trade union correspondents represent those organisations present within Crédit Agricole S.A. and its subsidiaries. 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.

Lastly, still specific to Crédit Agricole S.A. and resulting from collective agreements:

- The **Strategic Workforce Planning Committee** (SWPC) is in charge of monitoring the strategy and its foreseeable consequences on employment. It comprises three members per representative trade union and meets three times a year
- The **Observatoire des métiers** (Job Trends Watch Unit) carries out forward-looking analyses of changes in professions and skills. Comprising three members per representative trade union, it meets twice per year

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

- Social dialogue also takes place within the entities themselves, through meetings with staff representative bodies and their various commissions, as well as during local negotiations with the trade unions. 100% of employees in France are covered by at least one collective bargaining agreement ("convention collective").

To support representatives in exercising their role, a Crédit Agricole S.A. 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 and appraisals, specific monitoring of remuneration and training and information mechanisms dedicated to that population.

COMMITMENTS

Crédit Agricole S.A. and its subsidiaries consider as fundamental, and respect, the exercise of trade union rights, staff representation and collective bargaining.

As stated in the Global Agreement signed in 2023, in the countries where they operate they commit 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.