

Labour indicators, Crédit Agricole S.A. (2024 data)

Labour indicators	Description	Unit	Scope	2024	2023	2022	2021
Workforce in FTE by geographical area (*)	Western Europe	Number	Credit Agricole S.A.	65,156.1	60,827.2	58,620.3	58,467.9
	Eastern Europe	Number	Credit Agricole S.A.	7,718.8	7,435.2	7,386.7	8,307.9
	Asia Pacific	Number	Credit Agricole S.A.	4,337.1	3,014.8	2,999.0	2,854.5
	Africa	Number	Credit Agricole S.A.	2,409.0	2,311.0	2,225.0	4,631.0
	North America	Number	Credit Agricole S.A.	1,359.1	1,274.6	1,283.6	1,175.0
	Near and Middle East	Number	Credit Agricole S.A.	146.0	144.0	126.0	115.0
	Central and South America	Number	Credit Agricole S.A.	118.0	118.0	117.0	139.0
Number of countries of presence	Number of countries of presence	Number	Credit Agricole S.A.	46	46	46	47
Recruitment of permanent hires by geographical area	France	Number	Credit Agricole S.A.	3,298	3,512	3,958	2,331
	Western Europe (excl. France)	Number	Credit Agricole S.A.	1,720	2,109	1,767	1,281
	Eastern Europe	Number	Credit Agricole S.A.	818	685	587	971
	Asia Pacific	Number	Credit Agricole S.A.	664	316	611	431
	Americas	Number	Credit Agricole S.A.	241	160	302	214
	Africa	Number	Credit Agricole S.A.	163	169	138	208
	Near and Middle East	Number	Credit Agricole S.A.	12	22	25	15
Departures of permanent contract employees by reason	Resignation	Number	Credit Agricole S.A.	2,940	3,095	3,697	3,041
	Retirement and early retirement	Number	Credit Agricole S.A.	878	1,184	1,489	1,033
	Lay-off	Number	Credit Agricole S.A.	658	508	472	489
	Death	Number	Credit Agricole S.A.	49	40	44	58
	Other	Number	Credit Agricole S.A.	1,156	1,200	954	977
Departure rate (**)	Turnover rate	%	Credit Agricole S.A.	8.4	8.8	9.9	7.9
	Resignation rate	%	Credit Agricole S.A.	3.9	4.2	5.2	4.0
Internal mobilities	Mobility between entities	Number	Credit Agricole S.A.	1,463	1,154	1,762	859
	Mobility within a same entity	Number	Credit Agricole S.A.	9,540	10,636	11,063	12,410

(*) Scope of the CSRD sustainability report from 2024

(**) Excluding entities currently being integrated

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Promotions	Promotions - Women	Number	France	1,715	1,548	1,999	1,399
	Promotions - Men	Number	France	1,253	1,064	1,416	971
Proportion of women (*)	Among all employees	%	Credit Agricole S.A.	52.0	52.2	52.4	52.7
	Among permanent contract employees (new hires)	%	Credit Agricole S.A.	50.3	49.9	49.3	50.1
	Among Top Management	%	Credit Agricole S.A.	25.8	N/A	N/A	N/A
	Among Executive Committee	%	Credit Agricole S.A.	29.4	35.3	37.5	31.0
	Among top 10% of highest-earning employees in each subsidiary (fixed compensation)	%	Credit Agricole S.A.	29.4	28.9	28.6	29.9
Average age and length of service	Average age - Women	Number	Credit Agricole S.A.	44 years 1 month	43 years 11 months	43 years 9 months	43 years 7 months
	Average age - Men	Number	Credit Agricole S.A.	44 years 9 months	44 years 8 months	44 years 6 months	44 years 7 months
	Average age - Total	Number	Credit Agricole S.A.	44 years 5 months	44 years 3 months	44 years 1 month	44 years 1 month
	Average length of service - Women	Number	Credit Agricole S.A.	14 years 7 months	14 years 10 months	15 years	15 years 3 months
	Average length of service - Men	Number	Credit Agricole S.A.	13 years 6 months	13 years 10 months	14 years 2 months	14 years 7 month
	Average length of service - Total	Number	Credit Agricole S.A.	14 years 1 month	14 years 4 months	14 years 7 months	14 years 11 months
Collective variable compensation	Profit-sharing	K€	France	73,034	84,795	77,147	55,552
	Incentives	K€	France	221,339	223,891	208,538	174,164
	Employer's additional contribution	K€	France	61,301	59,827	54,789	53,187
Training (*)	Number hours of training	Thousands of hours	Credit Agricole S.A.	2,578	2,499	2,166	1,836
	Average number of training hours per employee	Number	Credit Agricole S.A.	31.0	33.5	29.7	26.4
	Rate of employees who have completed at least one training course	%	Credit Agricole S.A.	100	100	100	100
Absenteeism	Overall absenteeism rate	%	Credit Agricole S.A.	4.0	4.3	4.7	4.3
	Absenteeism rate, excluding maternity leave	%	Credit Agricole S.A.	2.9	3.0	3.4	2.9

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Labour indicators	Description	Unit	Scope	2024	2023	2022	2021
Part-time employees	% of women as part-time employees	%	Credit Agricole S.A.	15.4	16.0	16.5	15.4
	% of men as part-time employees	%	Credit Agricole S.A.	2.3	2.4	2.3	2.0
Agreements	Compensation and benefits	Number	France	34	44	68	51
	Compensation and benefits	Number	Other countries	37	46	50	39
	Training	Number	France	1	0	0	1
	Training	Number	Other countries	12	13	13	22
	Social dialogue	Number	France	7	19	12	7
	Social dialogue	Number	Other countries	5	3	8	5
	Employment	Number	France	4	4	1	9
	Employment	Number	Other countries	5	8	15	18
	Working hours	Number	France	4	5	5	15
	Working hours	Number	Other countries	14	9	19	16
	Diversity	Number	France	4	11	4	7
	Diversity	Number	Other countries	2	2	9	2
	Health & safety	Number	France	5	6	1	3
	Health & safety	Number	Other countries	8	3	4	2
	Other	Number	France	21	15	33	13
	Other	Number	Other countries	32	24	20	20
Parental leave rights ^(*)	Maternity leave	%	Credit Agricole S.A.	100	100	100	100
	Paternity and second carer leave	%	Credit Agricole S.A.	100	100	NC	NC
Youth plan	Work-study students	Number	France	4,177	3,769	3,462	NC
	Work-study students	Number	Other countries	157	160	121	NC
	Interns	Number	France	1,786	1,595	1,536	NC
	Interns	Number	Other countries	2,105	1,813	1,817	NC
	Other youth contracts	Number	France	1,807	1,703	1,888	NC
	Other youth contracts	Number	Other countries	3,244	3,405	3,195	NC

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