

Labour indicators, Crédit Agricole S.A. (2025 data)

Labour indicators	Description	Unit	Scope	2025	2024	2023	2022
Workforce in FTE by geographical area (*)	Western Europe	Number	Credit Agricole S.A.	67,244.4	65,156.1	60,827.2	58,620.3
	Eastern Europe	Number	Credit Agricole S.A.	7,590.5	7,718.8	7,435.2	7,386.7
	Asia Pacific	Number	Credit Agricole S.A.	4,535.9	4,337.1	3,014.8	2,999.0
	Africa	Number	Credit Agricole S.A.	2,421	2,409.0	2,311.0	2,225.0
	North America	Number	Credit Agricole S.A.	988	1,359.1	1,274.6	1,283.6
	Near and Middle East	Number	Credit Agricole S.A.	146	146.0	144.0	126.0
	Central and South America	Number	Credit Agricole S.A.	119	118.0	118.0	117.0
Countries of presence	Number of countries of presence	Number	Credit Agricole S.A.	46	46	46	46
Recruitment of permanent hires by geographical area	France	Number	Credit Agricole S.A.	3,260	3,298	3,512	3,958
	Western Europe (excl. France)	Number	Credit Agricole S.A.	1,513	1,720	2,109	1,767
	Eastern Europe	Number	Credit Agricole S.A.	749	818	685	587
	Asia Pacific	Number	Credit Agricole S.A.	712	664	316	611
	Americas	Number	Credit Agricole S.A.	178	241	160	302
	Africa	Number	Credit Agricole S.A.	103	163	169	138
	Near and Middle East	Number	Credit Agricole S.A.	18	12	22	25
Departures of permanent contract employees by reason	Resignation	Number	Credit Agricole S.A.	2,912	2,940	3,095	3,697
	Retirement and early retirement	Number	Credit Agricole S.A.	1,014	878	1,184	1,489
	Lay-off	Number	Credit Agricole S.A.	642	658	508	472
	Death	Number	Credit Agricole S.A.	38	49	40	44
	Other	Number	Credit Agricole S.A.	1,082	1,156	1,200	954
Departure rate (*)	Turnover rate	%	Credit Agricole S.A.	7.72	8.4	8.8	9.9
	Resignation rate	%	Credit Agricole S.A.	3.67	3.9	4.2	5.2
Internal mobilities	Mobility between entities	Number	Credit Agricole S.A.	1,070	1,463	1,154	1,762
	Mobility within a same entity	Number	Credit Agricole S.A.	8,587	9,540	10,636	11,063

(*) Scope of the CSRD sustainability report from 2024

(**) Excluding entities currently being integrated

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Promotions	Promotions - Women	Number	France	1,515	1,715	1,548	1,999
	Promotions - Men	Number	France	1,135	1,253	1,064	1,416
Proportion of women (*)	Among all employees	%	Credit Agricole S.A.	51.6	52.0	52.2	52.4
	Among permanent contract employees (new hires)	%	Credit Agricole S.A.	49	50.3	49.9	49.3
	Among Top Management	%	Credit Agricole S.A.	26.4	25.8	N/A	N/A
	Among Executive Committee	%	Credit Agricole S.A.	33.3	29.4	35.3	37.5
	Among top 10% of highest-earning employees in each subsidiary (fixed compensation)	%	Credit Agricole S.A.	29.7	29.4	28.9	28.6
Average age and length of service	Average age - Women	Number	Credit Agricole S.A.	44 years 1 month	44 years, 1 month	43 years 11 months	43 years 9 months
	Average age - Men	Number	Credit Agricole S.A.	44 years 10 months	44 years 9 months	44 years 8 months	44 years 6 months
	Average age - Total	Number	Credit Agricole S.A.	44 years 7 months	44 years 5 months	44 years 3 months	44 years 1 month
	Average length of service - Women	Number	Credit Agricole S.A.	14 years 8 months	14 years 7 months	14 years 10 months	15 years
	Average length of service - Men	Number	Credit Agricole S.A.	13 years 6 months	13 years 6 months	13 years 10 months	14 years 2 months
	Average length of service - Total	Number	Credit Agricole S.A.	14 years 1 month	14 years 1 month	14 years 4 months	14 years 7 months
Collective variable compensation	Profit-sharing	K€	France	71,243.2	73,034	84,795	77,147
	Incentives	K€	France	237,763.2	221,339	223,891	208,538
	Employer's additional contribution	K€	France	68,448.2	61,301	59,827	54,789
Training (*)	Number hours of training	Thousands of hours	Credit Agricole S.A.	2,779	2,578	2,499	2,166
	Average number of training hours per employee	Number	Credit Agricole S.A.	32.7	31.0	33.5	29.7
	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.	4.5	4.0	4.3	4.7
	Absenteeism rate, excluding maternity leave	%	Credit Agricole S.A.	3.33	2.9	3.0	3.4

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Part-time employees	Women as part-time employees	%	Credit Agricole S.A.	15.2	15.4	16.0	16.5
	Men as part-time employees	%	Credit Agricole S.A.	2.2	2.3	2.4	2.3
Agreements	Compensation and benefits	Number	France	45	34	44	68
	Compensation and benefits	Number	Other countries	30	37	46	50
	Training	Number	France	1	1	0	0
	Training	Number	Other countries	12	12	13	13
	Social dialogue	Number	France	2	7	19	12
	Social dialogue	Number	Other countries	11	5	3	8
	Employment	Number	France	9	4	4	1
	Employment	Number	Other countries	17	5	8	15
	Working hours	Number	France	2	4	5	5
	Working hours	Number	Other countries	18	14	9	19
	Diversity	Number	France	3	4	11	4
	Diversity	Number	Other countries	5	2	2	9
	Health & safety	Number	France	4	5	6	1
	Health & safety	Number	Other countries	9	8	3	4
	Other	Number	France	15	21	15	33
	Other	Number	Other countries	11	32	24	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	100	NC
Youth plan	Work-study students	Number	France	4,373	4,177	3,769	3,462
	Work-study students	Number	Other countries	199	157	160	121
	Interns	Number	France	2,085	1,786	1,595	1,536
	Interns	Number	Other countries	2,355	2,105	1,813	1,817
	Other youth contracts	Number	France	1,807	1,807	1,703	1,888
	Other youth contracts	Number	Other countries	3,060	3,244	3,405	3,195

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Disability	Disabled employees	Number	France	2,159	1,609	1,502	1,434
	Disabled employees	Number	Italy	694	663	648	627
	Disabled employees	%	France	5.39	4.10	3.91	3.77
	Disabled employees	%	Italy	5.66	5.34	5.17	4.95
	Direct employment rate	%	France	6.31	5.95	5.73	5.53
International	Number of countries of presence	Number	Crédit Agricole S.A.	46	46	46	46
	Number of nationalities	Number	Crédit Agricole S.A.	135	134	124	N/A
	Most represented nationality	%	Crédit Agricole S.A.	French: 45.4	French: 45.2	French: 46.5	N/A
	2 nd most represented nationality	%	Crédit Agricole S.A.	Italian: 17.3	Italian: 17.3	Italian: 18.1	N/A
	3 rd most represented nationality	%	Crédit Agricole S.A.	Polish: 3.9	Polish: 4.1	Polish: 4.4	N/A
	4 th most represented nationality	%	Crédit Agricole S.A.	Belgian: 2.0	Belgian: 2.1	German: 1.8	N/A
	5 th most represented nationality	%	Crédit Agricole S.A.	Malaysian: 1.5	German: 1.8	American: 1.1	N/A
	Amongst managers, most represented nationality	%	Crédit Agricole S.A.	Italian: 35.9	Italian: 34.7	French: 42.0	N/A
	Amongst managers, 2 nd most represented nationality	%	Crédit Agricole S.A.	French: 32.9	French: 33.8	Italian: 33.2	N/A
	Amongst managers, 3 rd most represented nationality	%	Crédit Agricole S.A.	Polish: 3.5	Polish: 3.7	Polish: 3.8	N/A

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