

Labour indicators, Crédit Agricole S.A. (2023 data)

| Labour indicators | Description | Unit | Scope | 2023 | 2022 | 2021 | 2020 |
|--|--|--------|---------------|---------------------|---------------------|-------------------|---------------------|
| Workforce in FTE by business area | International Retail Banking | Number | Global | 19,468 | 19,640 | 23,608 | 21,930 |
| | Retail Banking in France | Number | Global | 16,095 | 16,186 | 16,406 | 16,958 |
| | Large Customers | Number | Global | 13,705 | 13,620 | 12,944 | 12,708 |
| | Specialised Financial Services | Number | Global | 10,957 | 8,841 | 8,696 | 8,538 |
| | Asset Gathering and Insurance | Number | Global | 11,863 | 11,560 | 11,110 | 10,894 |
| | Corporate Centre | Number | Global | 3,037 | 2,910 | 2,947 | 2,789 |
| Recruitment of permanent hires by geographical area | Africa | Number | Global | 169 | 138 | 208 | 223 |
| | Americas | Number | Global | 160 | 302 | 214 | 87 |
| | Asia Pacific | Number | Global | 316 | 611 | 431 | 253 |
| | Western Europe (excl. France) | Number | Global | 2,109 | 1,767 | 1,281 | 1,274 |
| | France | Number | Global | 3,512 | 3,958 | 2,331 | 2,703 |
| | Eastern Europe | Number | Global | 685 | 587 | 971 | 839 |
| | Near and Middle East | Number | Global | 22 | 25 | 15 | 4 |
| Departures of permanent contract employees by reason | Resignation | Number | Global | 3,095 | 3,697 | 3,041 | 2,117 |
| | Retirement and early retirement | Number | Global | 1,184 | 1,489 | 1,033 | 872 |
| | Lay-off | Number | Global | 508 | 472 | 489 | 530 |
| | Death | Number | Global | 40 | 44 | 58 | 49 |
| | Other | Number | Global | 1,200 | 954 | 977 | 989 |
| Departure rate | Turnover rate | % | Global | 8.8 | 9.9 | 7.9 | 7.2 |
| | Resignation rate | % | Global | 4.2 | 5.2 | 4.0 | 3.0 |
| Internal mobilities | Mobility between entities | Number | Global | 1,154 | 1,762 | 859 | 738 |
| | Mobility within a same entity | Number | Global | 10,636 | 11,063 | 12,410 | 7,993 |
| Promotions | Number of promoted women | Number | France | 1,548 | 1,999 | 1,399 | 1,431 |
| | Number of promoted men | Number | France | 1,064 | 1,416 | 971 | 1,066 |
| Proportion of women | Among all employees | % | Global | 52 | 52 | 53 | 53 |
| | Among permanent contract employees (new hires) | % | Global | 50 | 49 | 50 | 51 |
| | Among Top 150 | % | Global | 21 | 23 | 22 | 17 |
| | Among Executive Committee | % | Global | 35 | 37.5 | 31 | 23.5 |
| | Among top 10% of highest-earning employees in each subsidiary (fixed compensation) | % | Global | 29 | 29 | 30 | 30 |
| Average age and length of service | Average age | Number | France | 43 years, 11 months | 43 years, 11 months | 44 years | 43 years, 6 months |
| | Average age | Number | International | 44 years, 7 months | 44 years, 4 months | 44 years, 1 month | 43 years, 4 months |
| | Average length of service | Number | France | 15 years 2 months | 15 years 6 months | 16 years | 15 years, 10 months |
| | Average length of service | Number | International | 13 years, 7 months | 13 years, 9 months | 14 years | 13 years, 4 months |

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|---------------------|---|--------------------|---------------|---------|---------|---------|---------|
| Compensation | Profit-sharing | K€ | France | 84,795 | 77,147 | 55,552 | 42,435 |
| | Incentive plans | K€ | France | 223,891 | 208,538 | 174,164 | 203,009 |
| | Employer additional contribution | K€ | France | 59,827 | 54,789 | 53,187 | 50,912 |
| Training | Hours of training | Thousands of hours | France | 1,014 | 914 | 846 | 713 |
| | Hours of training | Thousands of hours | International | 1,486 | 1,252 | 990 | 1,114 |
| Absenteeism | Overall absenteeism rate | % | Global | 4.3 | 4.7 | 4.3 | 5.3 |
| | Absenteeism rate, excl. maternity leave | % | Global | 3.0 | 3.4 | 2.9 | 3.9 |
| Part-time employees | % of women as part-time employees | % | Global | 16.0 | 16.5 | 15.4 | 16.6 |
| | % of men as part-time employees | % | Global | 2.4 | 2.3 | 2.0 | 2.4 |
| Agreements | Compensation and benefits | Number | France | 44 | 68 | 51 | 54 |
| | Compensation and benefits | Number | International | 46 | 50 | 39 | 44 |
| | Training | Number | France | 0 | 0 | 1 | 0 |
| | Training | Number | International | 13 | 13 | 22 | 18 |
| | Social dialogue | Number | France | 19 | 12 | 7 | 10 |
| | Social dialogue | Number | International | 3 | 8 | 5 | 2 |
| | Jobs | Number | France | 4 | 1 | 9 | 3 |
| | Jobs | Number | International | 8 | 15 | 18 | 5 |
| | Working hours | Number | France | 5 | 5 | 15 | 15 |
| | Working hours | Number | International | 9 | 19 | 16 | 14 |
| | Diversity | Number | France | 11 | 4 | 7 | 2 |
| | Diversity | Number | International | 2 | 9 | 2 | 3 |
| | Health & safety | Number | France | 6 | 1 | 3 | 0 |
| | Health & safety | Number | International | 3 | 4 | 2 | 0 |
| | Other | Number | France | 15 | 33 | 13 | 24 |
| | Other | Number | International | 24 | 20 | 20 | 23 |
| Youth plan | Work-study students | Number | France | 3,769 | 3,462 | NC | NC |
| | Work-study students | Number | International | 160 | 121 | NC | NC |
| | Interns | Number | France | 1,595 | 1,536 | NC | NC |
| | Interns | Number | International | 1,813 | 1,817 | NC | NC |
| | Other youth contracts | Number | France | 1,703 | 1,888 | NC | NC |
| | Other youth contracts | Number | International | 3,405 | 3,195 | NC | NC |