



Review of the 2016-2020 mandate Crédit Agricole Group European Works Council



CRÉDIT AGRICOLE S.A.

Interne



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1 Review of meetings and travel

Meetings during the 2016 - 2020 mandate

2016

Select committees

- Presentation of the Strategic Ambition MTP
- Briefing and exchange of views on changes to the legal structure of CACEIS
- Briefing and exchange of views on the sale of Credicom (CACF)
- Briefing and exchange of views on the proposed acquisition of Pioneer Investments by Amundi

Plenary committees

- Constituent meeting
- Favourable opinion on the simplification of the project to change the legal structure of CACEIS
- Favourable opinion on the proposed sale of Credicom (CACF)
- Progress of the 2020 Medium-Term Plan
- Presentation of Crédit Agricole Group's 2016 3rd quarter results
- Appointment of a member to the EWC Select Committee (Spain)
- Presentation of the 2015 social summary and country fact sheets
- Presentation of the report for the assignment carried out in Germany

Meetings during the 2016 - 2020 mandate

2017

Select committees

- Overall opinion on the economic and social aspect of the Amundi/Pioneer Investments merger: favourable opinion on the economic aspect, unfavourable opinion on social policy
- Briefing on the restructuring envisaged after the merger of Pioneer Investments by Amundi
- Presentation of the Specialised Financial Services (SFS), Large Clients division
- Update on BPI adaptation plans in Poland and Italy
- Briefing on the development of CACF NL
- Update on the acquisition by Crédit Agricole SA of three savings banks in Italy

Plenary committee

- Briefing on the general running of the Group
- Progress on the 2020 MTP
- Update on the Amundi/Pioneer Investments file
- Opinion on the country support measures for the Amundi/Pioneer Investments merger
- Presentation of the 2016 social summary and country fact sheets
- Presentation of the report for the assignment carried out in Italy

Meetings during the 2016 - 2020 mandate

2018

Select committees

- Briefing and discussion on the progress of the integration of Italian banks and the Poland Strategy
- CACF international strategy and feedback on the Netherlands
- International CSR
- Presentation of the strategy and international activities of CAA
- Briefing and discussion on the Amundi/Pioneer merger
- Briefing and discussion on the acquisition of Banque Léonardo and the European operations of CA Indosuez Wealth Management

Plenary committee

- Briefing on the general running of the Group
- Progress of the 2020 Medium-Term Plan
- Presentation of CACF's European strategy
- Presentation of the 2017 social summary and country fact sheets
- Presentation of the report for the assignment carried out in Ireland

Highlights

- Celebration of 10 years of the European Works Council

10 years of the European Works Council



Meetings during the 2016 - 2020 mandate

2019

Select committees

- Briefing and exchange of views on the end of the activity of CA Life Greece: favourable opinion
- Presentation of CACEIS's strategy
- Briefing and consultation on the Bourbon project creating a structuring partnership between CACEIS and SANTANDER: opinion with reservations of the EWC
- Monitoring of the "Ambition 2020" MTP
- Joint meeting with the Group Works Council committee on the 2022 MTP

Plenary committee

- Briefing on the general running of the Group
- Progress of the 2022 Medium-Term Plan
- CACEIS: progress report on the Bourbon project
- Briefing and discussion on the Kas Bank file: favourable opinion with reservations
- Presentation of the 2018 social summary and country fact sheets
- Presentation of the report for the assignment carried out in Spain and Portugal

Highlights

- Signature of an International Framework Agreement

International Framework Agreement



- Trade union delegation:
 - 7 representatives from the "Alliance syndicale" [Trade Union Alliance]: 3 French, 3 Italian, 1 Luxembourgish; all members of the European Works Council
 - 4 representatives from UNI Global Union
- Topics covered in the agreement:
 - Human rights - fundamental rights
 - Trade union rights
 - Social dialogue and organisational changes
 - Anti-discrimination
 - Inclusion of employees with disabilities
 - Gender equality
 - Health, QWL and work environment (including 16 weeks of maternity leave and a study on provident insurance)
 - Prevention and fight against moral and sexual harassment
 - Training
 - Digitisation

Technical signature of the IFA on 17 June 2019



Official signature of the IFA on 31 July 2019



Meetings during the 2016 - 2020 mandate

2020

Select committees

- 2020 quarter 1 results
- Briefing on the measures taken by the Group to deal with the Covid-19 pandemic
- Specific items on CA Italia, BPI, CACIB and CA-CF
- Consultation of the European Works Council on a proposed takeover bid for Bankoia: unfavourable opinion

Plenary committee

- Briefing on the general running of the Group
- Group Project and 2022 Medium-Term Plan
- CACEIS files: Monitoring of the Bourbon project & Kas Bank file
- Presentation of the 2019 social summary
- Presentation of the report for the assignment carried out in the Netherlands

Highlights

- COVID pandemic
 - Several special Covid audio sessions on the health and economic situation, including a joint meeting with the Group Works Council committee
- Mandate extensions: 8 July 2020 to 18 January 2021

Select committee travel from 2016 to 2020



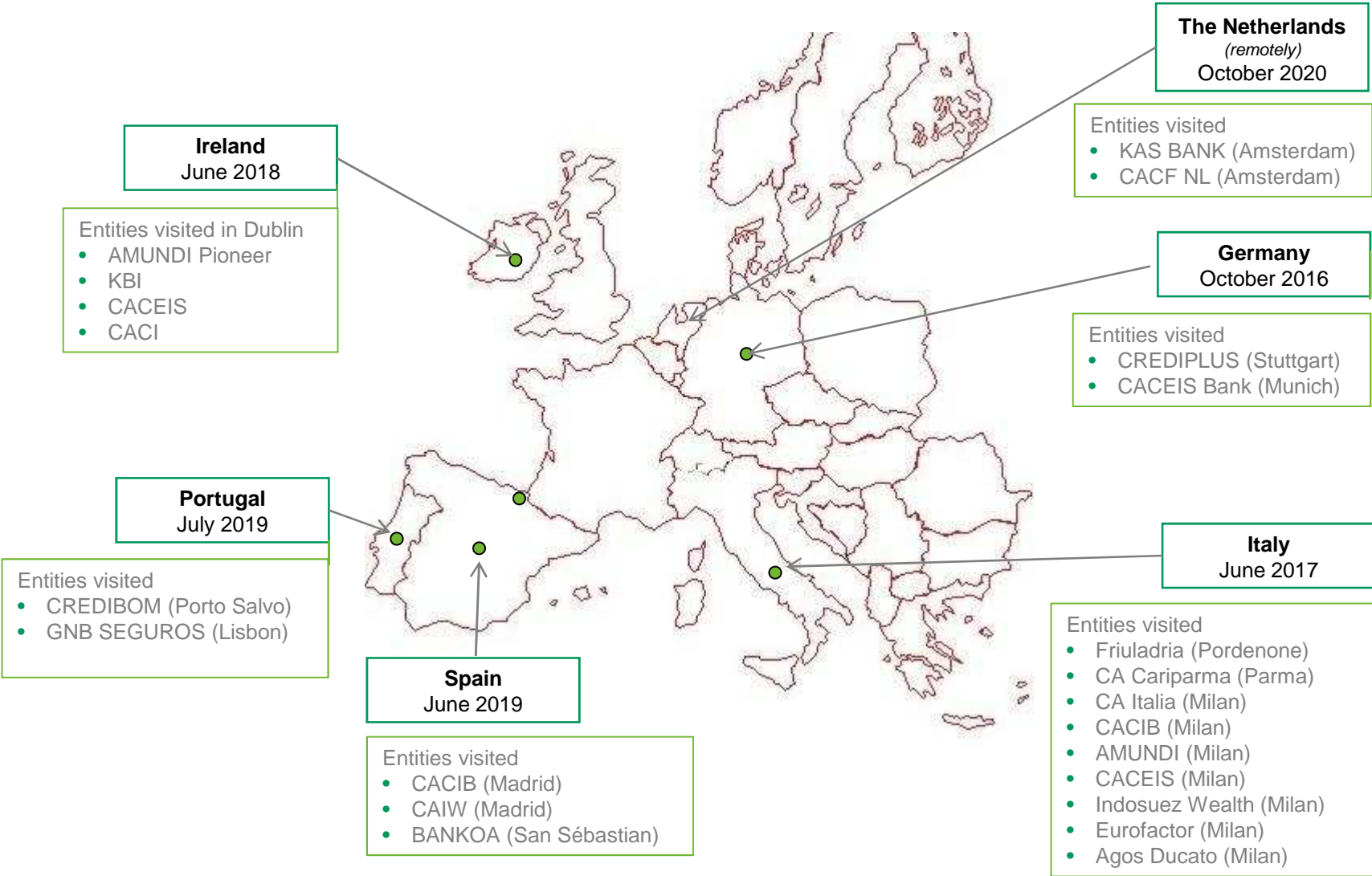
- **Background:**
 - Between 2016 and 2020: the members of the Select committee carried out six study assignments in the countries where the Group operates
 - Due to the COVID 19 pandemic, the assignment in the Netherlands took place via videoconference.
 - Presence of the Works Council Expert during visits with a view to drafting a Report presented at the plenary meeting

- **Objectives:**
 - To enable the Select committee to have a better understanding of the specific features of the countries and the diversity of the Group's entities and business lines
 - To meet the Employees and their representatives

- **Content of the visit schedule:**
 - Presentation of the country (economy and social),
 - Business and social presentation of the Entity by local Management,
 - Presentation of the Entity's CSR policy,
 - Meeting with local trade union organisations and/or local staff representatives

- **Review focus:**
 - Discuss the International Framework Agreement

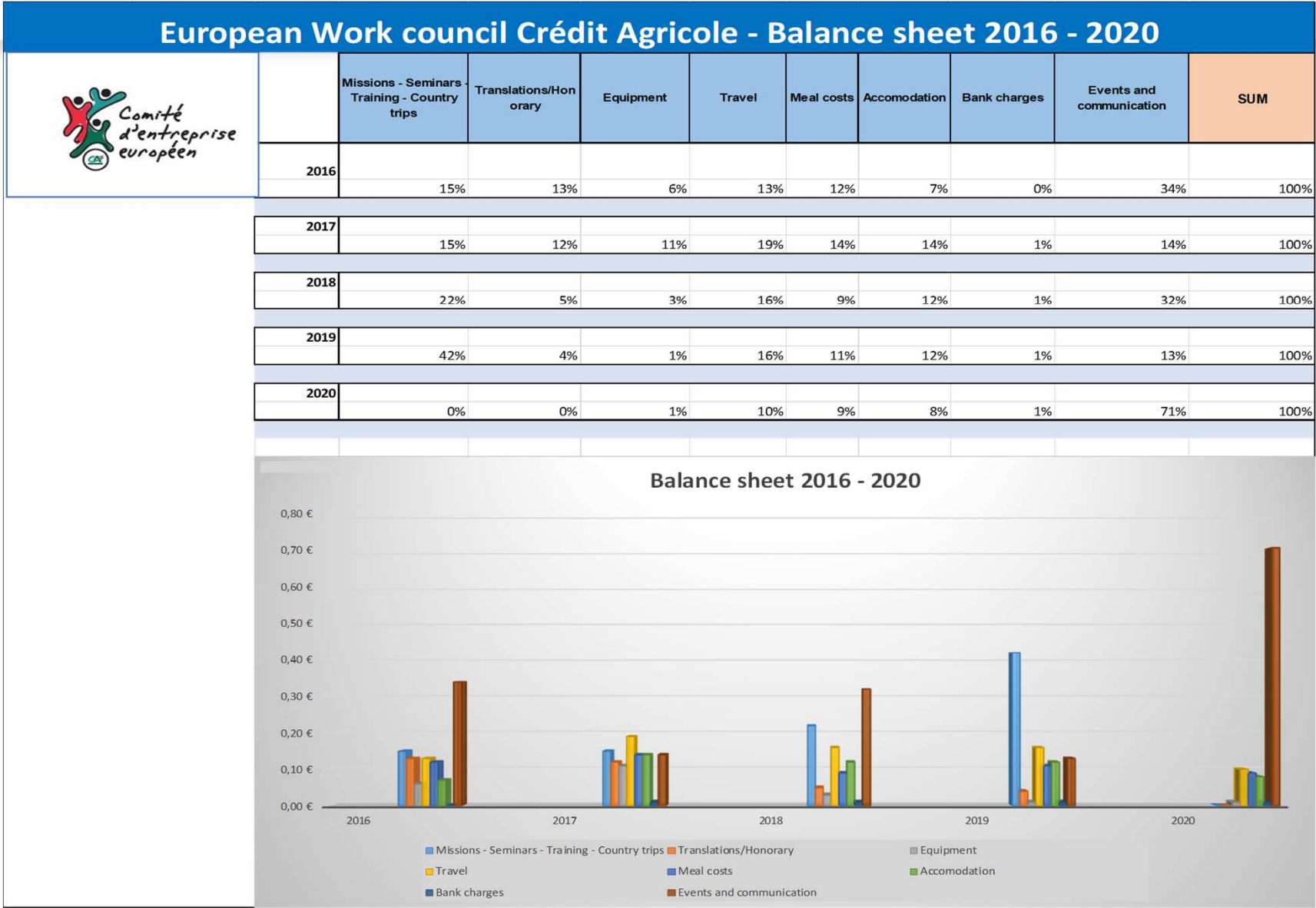
Select committee travel from 2016 to 2020





Review of financial resources

Statement of financial and material resources of the European Works Council



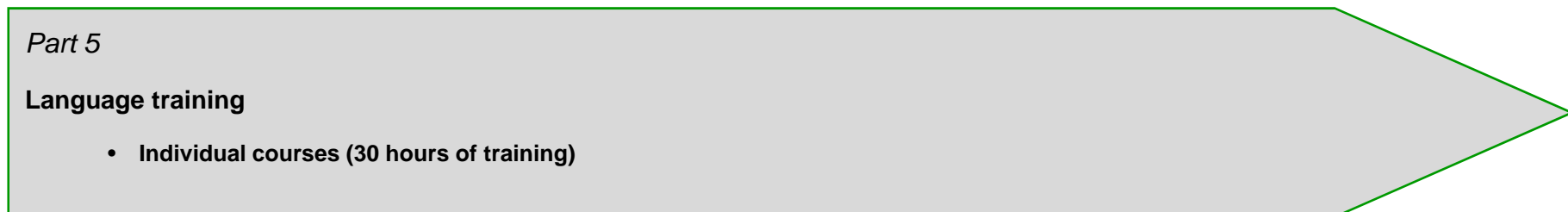
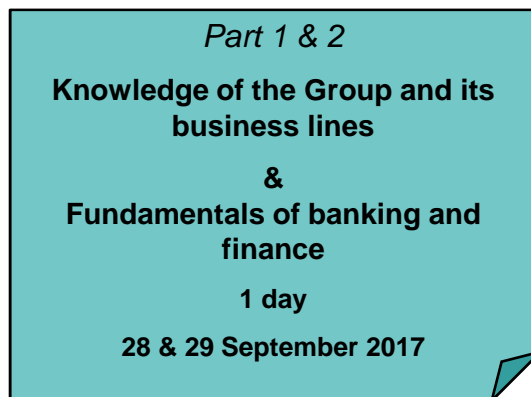


III Training measure

Training measure



- **Objective:** to enable the full and substitute members of the European Works Council to:
 - Develop their skills on specific themes in order to optimise the performance of their mandates
 - Anchor the performance of their mandates in the reality of the Group, while allowing them to open up to the outside world to confront other models
 - Get to know each other better in order to work better together, beyond professional and trade union practices
- **A measure built in 2 stages:**



The training measure: Review (1/2)



PART 1 & 2

Topics covered:

- History of the Group
- CA Group strategy and ambitions
- The Group's various business lines
- The Crédit Agricole Group's CSR approach
- The Group's governance and development internationally (BPI)
- Discovery of a bank's accounts and financial information
- Main aggregates and ratios
- Company financial statements and consolidated financial statements
- Risk management by the banking company: the impact of IFRS and Basel III standards



PART 3 & 4

Topics covered:

- European social dialogue
- The missions and powers of the EWC
- Transnational company agreements
- Professional relations models in Europe

Planet Labor

The training measure: Review (2/2)



PART 5

Topics covered:

- Objectives: learning or perfecting English or French
- EWC members must be able to:
 - Have a conversation about daily life in English/French
 - Understand the content of a meeting
 - Speak in a meeting, give their opinion
 - Express themselves on technical subjects such as the presentation of accounts

- **Review of part 5:** training partially followed by 6 members and completed by 9 members
- **In summary:** a training measure deemed useful for the performance of the mandate
- **Future difficulties following renewal:**
 - Mix of old and new members
 - Diversity of member knowledge
- **Review focus: Strengthen the training measure**
 - Search for a continuous and "à la carte" formula for languages.
 - Motivate members to follow the training



IV Scope

Change in scope



- **Art. 2.2 of the European Works Council Agreement:**

- 30 seats divided between the States, depending on the number of employees. Only States with more than 50 Employees are represented
- Depending on the situation as at 31 December of each year, the composition of the EWC may be reviewed in accordance with the rules defined in the Agreement

	Number of members	Number of countries represented	In	Out
2008	26	17	Denmark	
2009	27	18	Slovakia	
2010	28	19		
2011	28	19		
2012	28	19	Ireland	Denmark
2016	22	14	Austria	Bulgaria, Cyprus, Greece, Hungary, Slovakia, Sweden
2017 - 2020	22	14		

- **Stable distribution of seats during the mandate**

- 7 full members and 7 substitute members for France
- 2 full members and 2 substitute members for Italy and Poland
- 1 full member and 1 substitute member for the other countries



 Composition

List of full members as at 31/12/2019



TITULARS			
COUNTRY	LAST NAME	FIRST NAME	COMPANY
Austria	PASEKA	KARIN	Pioneer/Amundi Austria
Belgium	VERRIEST	NICOLAS	CACEIS
Czech Republic	MULLEROVA	ZUZANA	IKS-KB
France	MOUTIER	CEDRIC	LCL
	BAUDET-COLLINET	ODILE (odile.baudet-collinet@orange)	CA Ile de France
	FESQUET	PASCAL	CA Languedoc
	RELIN	PHILIPPE	CACIB
	GAUJOUR	MICHAEL	CR Centre France
	BIELKIN	LAURENCE	CA Nord de France
	POIREL	PHILIPPE	CA Atlantique Vendée
Germany	MUNDORFF	MARIANNE	CACEIS Bank
Ireland	PEACHAM	ANTHONY	AMUNDI
Italy	BOSCHIROLI	LEONELLO	Cariparma
	CAPPELLINI	FRANCO	Carispezia
Luxemburg	MENDES	DOMINIQUE	CACEIS Bank
Netherlands	ASHLEY	KEMBEL	CACF
Poland	KAZIMIERSKI	SZYMON	CA Bank Polska
	ŁUCZYNSKA	KATARZYNA	EFL
Portugal	MADUREIRA DE ARAUJO E REGO	EDUARDO JOAQUIM	Credibom
Romania	GEORGESCU	CATALIN	CA Romania
Spain	GARCÍA GAYO	CÉSAR IGNACIO	CACIB
United Kingdom	TAMS	JULIAN	CACIB
	RELIN	PHILIPPE	UNI

Deputy Secretary
Treasurer
Secretary

 Member of the EWC
Select committee

List of substitute members as at 31/12/2019



SUBSTITUTES			
COUNTRY	LAST NAME	FIRST NAME	COMPANY
Austria	To be renewed		
Belgium	SIGL-FERTILHANGES	MORGAN	CACIB
Czech Republic	STASTNOVA	MARIE	Pioneer
France	COQBLIN	BENJAMIN	CA des Savoie
	THEISS	PEGGY	CA Brie Picardie
	COUFFRANT	SYLVAIN	LCL
	To be renewed		
	REINERT	FABIEN	LCL
	GRAU	ERIC	LCL
	POMAS	BENOIT	Crédit Agricole SA
Germany	STOLL	RAINER	Creditplus
Ireland	To be renewed		
Italy	CASTAGNETTI	LUCIA	Cariparma
	SALSI	MATTEO	Cariparma
Luxemburg	BOLLE	OLIVIER	CA Indosuez Wealth
Netherlands	PETRANOVIC	ALEKSANDRA	CACF
Poland	BILSKA	ANETA	CA Bank Polska
	SZYGENDA	ADAM	EFL
Portugal	SARAIVA SOARES	MARIA MANUELA	Credibom
Romania	To be renewed		
Spain	CORREA	MARIANO	BANKOA
United Kingdom	To be renewed		