

Crédit Agricole CIB London Branch

Gender Pay Report 2026

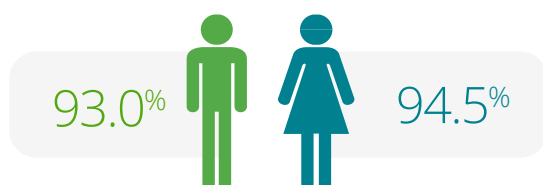


At Crédit Agricole Corporate and Investment Bank we believe that all forms of diversity, including gender diversity, serves to boost performance, drive innovation and thought leadership, benefitting both our employees and our organisation.

We understand that diversity is a valuable asset for the Bank and we are committed to ensuring our workforce and remuneration policies are diverse, equitable and inclusive.

Proportion of our male and female employees receiving a bonus

(in the 12 months period ending on 5 April 2026)



The percentage of women receiving a bonus has increased from 92.7% in 2025 to 94.5% in 2026, above the percentage of men receiving a bonus.

Hourly pay & bonus gap between our male and female employees

(at April 2026 for pay gap and in the 12 months period ending on 5 April 2026 for bonus gap)

The following table shows our mean and median hourly gender pay gap and bonus gap in Crédit Agricole CIB London Branch for the relevant period as required by the UK Government. Put simply, we are comparing the average pay of all female employees within Crédit Agricole CIB London Branch, irrespective of role and seniority, to the average pay of all males. Therefore, a gender pay gap is not the same as an equal pay gap which deals with any relevant pay differences between men and women who carry out equal work.

	MEAN	MEDIAN
Pay gap*	26.1%	24.8%
Bonus gap*	47.9%	50.0%

We are pleased to note that the mean gaps on pay and bonus have been reducing over the reporting years as a result of a number of initiatives at the branch and globally. The median pay gap has reduced by 10.6% and the median bonus gap has reduced by 15.3% since 2017. Notably, since 2025 the median pay and bonus gaps have both decreased by 3.0% and 2.5% respectively. In the same period the mean pay gap has decreased by 0.8% while the mean bonus gap is unchanged. The gaps in this report are largely driven by the fact that there are still more men in senior front office positions compared to women, particularly in our Capital Markets and Financing areas where the pay and bonus levels tend to be the highest. There is always more that can be done to change this, and we continue our efforts in this space. We are confident that we do not differentiate between men and women performing equivalent roles.

Pay gap calculation as defined by the regulation: $[(A-B) / A] \times 100$

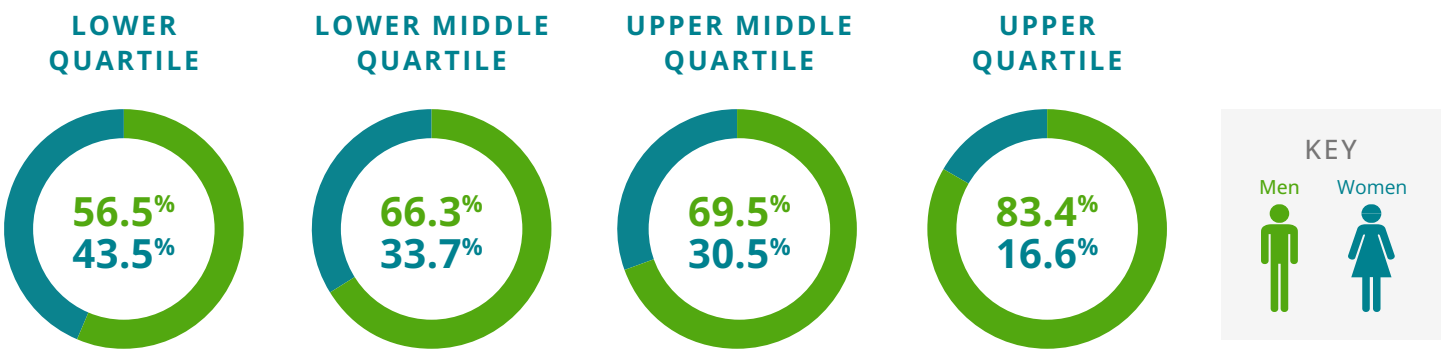
- A** is the mean/median hourly pay rate of all male full-pay relevant employees
- B** is the mean/median hourly pay rate of all female full-pay relevant employees
- Same approach is used for bonus gap calculation

A positive percentage means that female employees have lower average pay than male

Hourly rate calculation is based on a 35h/week for a full time CACIB employee

Proportion of our men and women in each pay quartile

(across Crédit Agricole CIB London's employees)



The table above illustrates the gender distribution across Crédit Agricole CIB London Branch in four equally sized pay quartiles. We have seen a steady increase in the proportion of women in the upper two pay quartiles since 2017, moving from 17% to 23.6% in 2026, including a 0.6% increase in the upper quartile in the last year, due to a combination of hiring and salary increases. The percentage of women hired into early careers roles has increased steadily, with significant efforts to attract a diverse pool of early careers candidates.

Addressing our gap

We are committed to upholding gender diversity alongside other forms of diversity through several ongoing initiatives targeted at attracting, retaining and advancing a diverse employee base with our collaborative and inclusive environment. We continue to focus our efforts to attract women alongside other less represented groups at all stages of their career and strive particularly to recruit junior female talent to build a strong and diverse future pipeline. 55% of the London Branch's summer internship roles in 2026 have been filled by women; and approximately 41% of 2026 new entrants across all levels have been women.

Gender diversity is an integral part of our global medium-term plan. Well-being events, diversity and inclusion awareness initiatives, mentoring and development programmes, family friendly policies and benefits, and other interventions continue to promote our long-term vision of a representative, diverse, inclusive and collaborative place to work.

An Inclusive management training programme has been initiated to help in equipping managers to foster a broader sense of self-awareness, inclusion and allyship in the workplace. The programme focusses on developing personal bias awareness and active allyship to adopt an inclusive culture and drive meaningful change.

The training further supports the Bank's Global Behaviours Charter that raises awareness of and promotes respect, dignity and wellbeing for all individuals. The charter is aligned with the Bank's core values through our Group Ethics Charter, our 7 Core Principles to build the Future and Compliance values. These are embedded in the Bank's culture.

The SPRING (Support, Promote, Respect, Inspire, Grow) network is set up specifically for Crédit Agricole CIB's London branch (open to both men and women), with its independent Leadership Committee driving additional diversity initiatives in conjunction with our people teams.

In recent years we have expanded the number of different programmes available to women across experience levels. Our Global Strategic Talent pool is comprised of 35% women and the DIAFORA Women in Leadership programme (formerly the EMEA Women's Leadership Programme, established in 2015) and the Global Market Division's ELLEvate Programme, continue to provide useful tools, visibility and training to female employees empowering them to better manage their careers and growth. Every year International Women's Day is supported – in 2026 women in leadership shared insights with 25 students across 5 educational institutions.

The branch has a gender-equitable policy approach and our family friendly and flexible working policies have seen an increase in the number of employees taking advantage of hybrid working, various types of parental and carers leave, flexible working arrangements and sabbaticals. Additionally, our Inclusive Culture and Allyship programme for managers focuses on increasing awareness, and action around EDI (including gender equity), supported by a dedicated EDI intranet page.

Summary

CA-CIB is advancing gender diversity and inclusion through targeted recruitment, leadership development programmes, flexible policies, and manager training. Our 2026 results show strong female representation in new talent pipelines (41-55%), while our Inclusive Culture and Allyship programme ensures managers at all levels can recognise bias, support underrepresented colleagues, and embed inclusive practices across the organisation.



Atul Sodhi
Senior Country Officer
& Chief Executive Officer



Anita David
Head of Human
Resources