

“ENHANCING EMPLOYERS’ INVOLVEMENT IN SOCIAL PROTECTION POLICY DEBATES”

TOUT S’IMAGINE *ici*

TAKE
CARE

Crédit Agricole S.A.
Group’s international
Benefits programme

GRUPE CRÉDIT AGRICOLE



TAKE CARE – CREDIT AGRICOLE INTERNATIONAL BENEFIT PROGRAM

- 1 Credit Agricole Presentation
- 2 Take Care : Context and Objectives
- 3 Case study : Ukraine
- 4 Assessment

To summarize...

1 – CREDIT AGRICOLE PRESENTATION





Crédit Agricole group

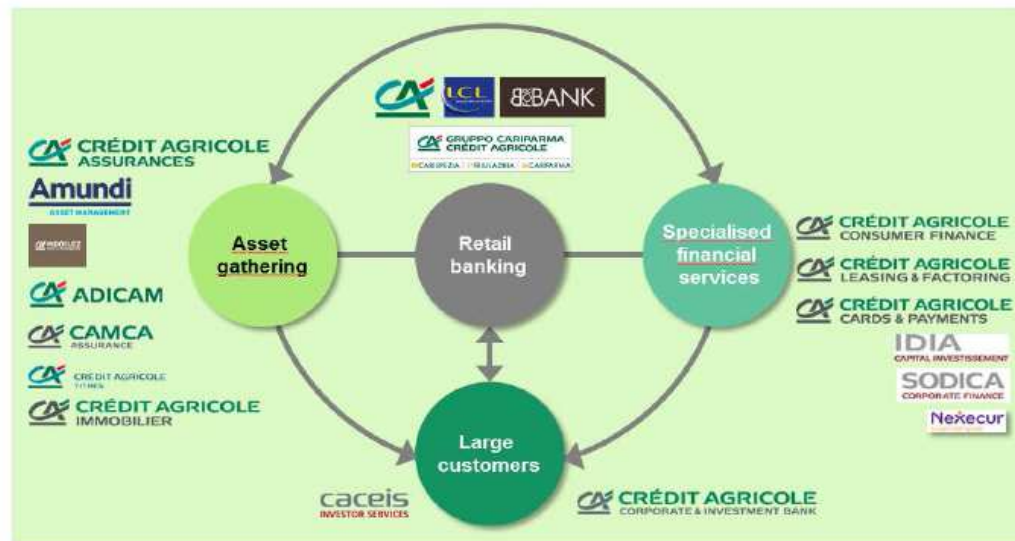


In figures



The Crédit Agricole group

A universal customer-focused banking model





2 – CONTEXT AND OBJECTIVES

Motivation & Retention Context : External Issues faced in some countries :

- Significant % turn-over : aggressive labour market
- Compensation attractiveness : ie, incentives restricted by regulation
- Branding empowerment not as strong as in France



⇒ So, how can we differentiate vs our Competitors ?

⇒ **More Cash ? = Do we retain the best profiles by so ? = "Overbid" => Not sustainable for the long Term !**



⇒ Our Conviction :

"Benefits is one of the HR tools that can make the difference !"

On top of that ... our internal practice before Take Care :

- No centralized policy for benefits at Group level
- Lack of mutualisation and lack of convergence
- No real benefits study or audit performed before
- Health, life and disability benefits sometimes below local market in our BPIs : **Social Responsibility issue**





initiated in Q1 2015 at Group level includes more than 15,000 BPI entitie's employees and their dependents spread over 5 countries :



3 main benefits are included in Take CAre analysis:

- Health
- Life
- Disability benefits

Main project stakeholders = Internal : Corporate & Countries + Providers



TAKE CARE CONTEXT AND OBJECTIVES



■ A 3 STEP APPROACH :

Step 1 : Analysis of current benefits cover and benchmark
With external provider (Towers Watson)

Step 2: Definition of an optimised level of cover by country and
estimated costing (Corporate HR – C&B
with local HR & management)

Step 3 : Insurance tender offers
(Corporate with local HR & management
Insurance Poolings)

Level 3 – NICE TO HAVE

Introduction or improvement of one additional benefit greater than local market practice median

(e.g. optical, dental, check-ups, prevention)

Level 2 – NEED TO HAVE

Introduction of new or improvement of additional benefits based on survey's findings

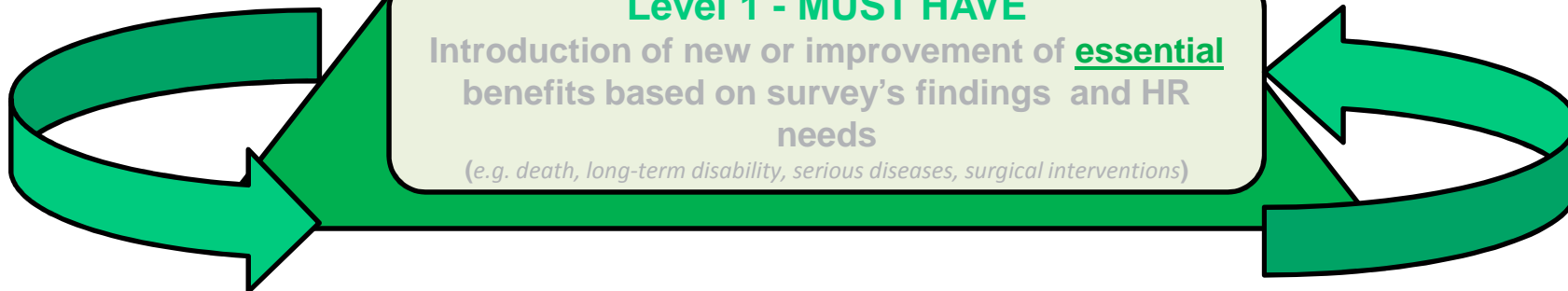
(e.g. private pension, maternity, accidental death)

3-year project life cycle

Level 1 - MUST HAVE

Introduction of new or improvement of essential benefits based on survey's findings and HR needs

(e.g. death, long-term disability, serious diseases, surgical interventions)



TAKE CARE CONTEXT AND OBJECTIVES



Executive Summary per countries : extract of Towers Watson analysis

	LIFE		DISABILITY		HEALTHCARE			
	Life benefits	AD&D	ST - Disability	LT - Disability	Medical	Vision	Dental	
	=	+	=	=	-	=	=	
	Life benefits	AD&D	ST - Disability	LT - Disability	Hospital	Vision	Dental	Other Medical
	-	-	=	-	+	=	+	+
	Life benefits	ST - Disability	LT - Disability	Medical	Vision	Dental		
	+	-	-	=	=	=	=	
	Life benefits	AD&D	ST - Disability	LT - Disability	Medical	Vision	Dental	
	-	-	=	-	-	-	-	
	Life benefits	ST - Disability	LT - Disability	Medical	Vision	Dental		
	+	=	+	+	=	=	=	

Legend

Priority Issue
Some Concerns
No Issues

- + Above Market
- = In Line
- Below Market

TAKE CARE CONTEXT AND OBJECTIVES : WHICH ACTIONS / LIFE BENEFITS?



Level 1

Ensure essential / basics benefits
« **Must Have** »

Level 2

Improve current benefits
« **Need to Have** »

Level 3

Sophisticated benefits
« **Nice to Have** »

POLAND

- Implementation of a basic formula for death (simple and accidental) with a 100% employer contribution according to the seniority within the company
- Implementation of a voluntary formula
- Inclusion of dread disease in sponsored part

SERBIA

Improve current benefits,
focus on life benefits = 150
KRSD (low in equivalent
months of salary :
3 to 4 months)

UKRAINE

- Focus on life:
- Capital of 12 months' salary with a minimum capital (150 K UAH) and a maximum (350K UAH)
 - Waiting period (6 months instead of 12)
 - Education annuity

TAKE CARE CONTEXT AND OBJECTIVES : WHICH ACTIONS / HEALTH ?



Level 1 =
Ensure essential / basics benefits
« **Must Have** »

Level 2 =
Improve current benefits
« **Need to Have** »

Level 3 = Sophisticated
benefits
« **Nice to Have** »

SERBIA



Additional cover for
Maternity

EGYPT



Improve current medical
benefits = annual limit
expenses – 50KEGP - per
member not sufficient
(local contingent fund)

MOROCCO

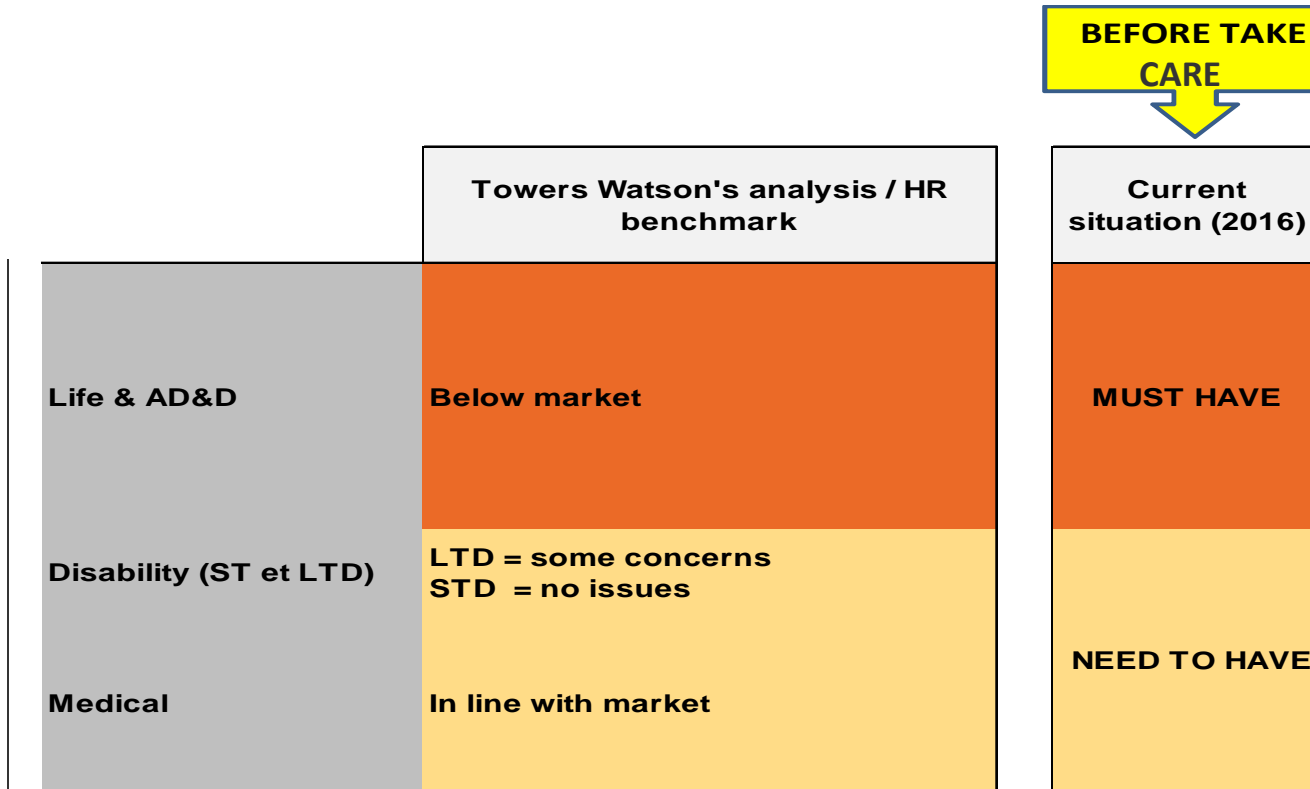


Potential supplemental
medical coverage in
addition to CMIM for
several diseases

3 – CASE STUDY : UKRAINE



CASE STUDY : UKRAINE / SITUATION BEFORE TAKE CARE




CASE STUDY : UKRAINE / IMPROVEMENTS 2016 (STEP 1)



- Increase of benefits (12 months salaries with a min of UAH 150 000 and a max of UAH 500 000)
- Decrease of vesting period (from 12 months of service to 6 months)
- Additional insured sum for employees who have children (Orphanage option)
- Additional coverage for non-invasive cancer + passive war death + passive war disability

Examples :

Family situation 	Before	After
Death of the employee (salary UAH 20 000 / month)	UAH 150 000 for dependant	UAH 240 000 for dependant
	No orphanage benefit	UAH 75 000 per child
Employee's critical illnesses	11 illnesses covered	15 illnesses covered

NB : 1 UAH = 0,03 EUR

CASE STUDY : UKRAINE / TENDER OFFER RESULTS



- Tender offer lead with Poolings : Metlife [Maxis Network] selected as provider after tender held with Local Procurement Team
- 80% of budget used

- Communication sessions and kit

MetLife
PERSONAL PLASTIC CARD/ ENROLLMENT CARDS

MetLife
Issue of personal plastic cards for insureds is performed internally.

The card contains information about insurance contract number, address and contact details of insurance company

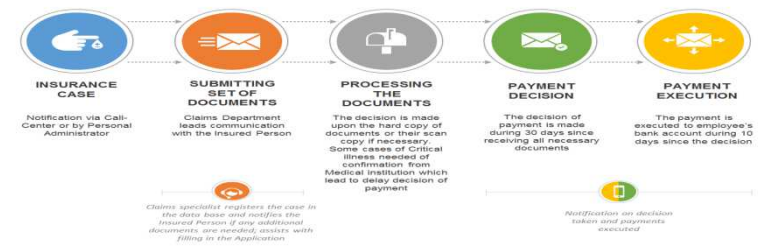


Credit Agricole Employees
Filling the Enrollment cards and add Beneficiaries



PROCESSING, SERVICING, REGULATING

- Claim Management enhanced:



4 – ASSESSMENT



ASSESSMENT / TAKE CARE = A « FRED » PROJECT



- Take CARE qualified as FReD project, meaning :
 - ❑ High visibility vs CASA top management (general counsel)
 - ❑ **Part of performance criteria in top management assessment**
 - ❑ **KPIs audited each year by external auditor**
 - ❑ **Levels of progression to be shown year after year**

- A 3 years Project Life project => Ongoing process until 2019



ASSESSMENT / ILO : GLOBAL BUSINESS NETWORK FOR SOCIAL PROTECTION FLOORS

- Membership in ILO SPF Network with other multinational groups which have set up up International Benefits programs : L'Oréal, Danone, Sanofi, ENI, Nestlé...
- 4 main streams / goals in progress :
 - ❑ **Measuring results and impacts of benefits programs – relevance and tools : Credit Agricole participation in this task force**
 - ❑ Strengthen the Global Business Network for Social Protection Floors
 - ❑ Company support for the development of public social protection schemes
 - ❑ Communication campaigns on SFPs at the global and country levels



International
Labour
Organization

TO SUMMARIZE...



TO SUMMARIZE...



- **Credit Agricole**, like other banks, faces in some countries , retention and attractiveness issues
- Compensation / Cash is a major component of employee's package , but benefits can be one of HR tools that can make the difference vs competitors, and in terms of Employer Social Responsibility
- **Credit Agricole** has initiated in 2015 « **Take CAre** » , on-going program aimed to improve gradually benefits in 5 BPI countries and to be extended in other countries in the future.
- **Credit Agricole** is part of ILO SPF program with other multinationals, with one workshop dedicated to measure benefits effectiveness on retention and performance.