



APRIL 2025

# MISSION COMITEE REPORT



Let's build for the world to change.

## 2024: CIC HONORED ITS COMMITMENTS!

2024 was a year of consolidation and renewal for CIC as a benefit corporation.

First of all, I would like to thank the Mission Committee for its commitment throughout the year. Together, our contributions helped to stimulate reflection, challenge the group's various strategic objectives and generate proposals. I would also like to thank the group's Executive Management and teams. The year was punctuated by numerous projects. The Mission Committee played an active role in drawing up the AI (artificial intelligence) Ethics Charter, a contract for the ethical and responsible use of artificial intelligence, which has since been implemented throughout the group.

The year was marked by another major step forward: the ramping up of the Societal Dividend, a powerful lever for driving the environmental and solidarity revolution.

Four years ago, CIC made its first commitments with a number of structuring objectives, including equal pay, a halt to the financing of all new oil and gas projects, and the end of the health questionnaire. These commitments were met by the teams, with all indicators achieved in 2024.

We are now at a turning point. In a fractured world, environmental and societal challenges are more pressing than ever, and it's essential that we take bold steps to meet them. The challenge now is to go further, and our Mission Committee intends to accompany and support CIC on this path of continuous progress.



### 2025: build on this momentum with new commitments.

In concrete terms, we need to renew and reinvent our commitments, to maintain the trajectory and ambition of the benefit corporation. This means making strong decisions and innovating to meet the needs of customers, employees and society as a whole.

These new commitments should open up new avenues for a fairer, more sustainable society. They must also have a concrete and lasting impact over time.

The Mission Committee will be there in 2025, determined to play a key role in this transformation process.

We are convinced that, together, we can create a better future for everyone.

**FLEUR PELLERIN**

CHAIRWOMAN OF THE MISSION COMMITTEE

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## INTERVIEW WITH

**DANIEL BAAL** Chairman of Crédit Mutuel Alliance Fédérale  
**ÉRIC PETITGAND** Chief Executive Officer of Crédit Mutuel Alliance Fédérale

### What are your take aways for CIC in 2024?

#### DANIEL BAAL

First of all, very good results, demonstrating the strength and solidity of our business model. At the end of 2024, we achieved a very good result of €1.7 billion.

Then there was the launch of our new 2024-2027 strategic plan, a major event for the group which mobilized all our employees at big conventions. With this plan, we have a clear and ambitious course for the next four years, with one absolute priority: development, conquest and initiative in all of CIC's key markets, with a strong ambition for the business market.

We have made a solid commitment: all our activities must contribute to ecological transformation and provide concrete solutions to combat social inequalities.

Finally, the change in governance of the Crédit Mutuel Alliance Fédérale group. After ten years as Chairman, Nicolas Théry stepped down

in April 2024. I would like to pay him tribute for his vision in the benefit corporation approach and his impetus in launching the Societal Dividend. As Chairman of Crédit Mutuel Alliance Fédérale and its subsidiary CIC, I am committed to this approach. Eric Charpentier, Chief Executive Officer of CIC, will be supporting me in this.

### What is your assessment of the benefit corporation in 2024?

#### ÉRIC PETITGAND

As the first financial institution committed to the «benefit corporation» approach, CIC is asserting its difference. The benefit corporation has helped us to make a difference.

Our commitments have enabled us to demonstrate our commitment to local communities, to fight discrimination and to position ourselves on societal and environmental issues through innovation, experimentation and support for local players. Our commitments related to oil or borrower insurance are perfect illustrations of this.

## NEW, MORE AMBITIOUS COMMITMENTS TO 2027, EVER MORE IN TUNE WITH THE CHALLENGES OF OUR TIME

### In what way has the benefit corporation become the hallmark of your identity?

#### DANIEL BAAL

Today, our choice to be a benefit corporation is set in stone, enshrined in our articles of association. The benefit corporation is not only part of our business model, it's also part of our DNA.

Being a benefit corporation mean first and foremost being a high-performance company, at the service of all our customers. Performance and solidarity go hand in hand.

### It's now been 4 years since you launched your first projects. What are your ambitions for the coming years?

#### ÉRIC PETITGAND

Although we launched our first commitments in 2021 - all of which have now been met - we need to go even further, continue to innovate, and stay one step ahead.

Firstly, we wanted to reaffirm who we are: a socially responsible bank; secondly, we wanted to set the course for our strategic positioning, because we are convinced that being a benefit corporation is a differentiating factor. To keep up with society's expectations, we need to make strong commitments and back them up with hard evidence! The Mission Committee launched its reflections before the summer of 2024 and continued them in the second half of the year. Its role is extremely useful to the group, enabling us to discuss, debate and enrich our commitment projects.

### Your ambitions for 2025?

#### DANIEL BAAL

Together, let's keep making a difference. We will pursue our missions with skill, passion and commitment, with the ambition of building a more sustainable and caring world. We will continue to take initiatives to remain at the forefront, constantly adapting to new challenges, and increasing our efficiency to be the most useful to our members and customers, and to society as a whole. May the coming years enable us to build an ever more promising future in harmony!

### CIC'S KEY FIGURES at December 31, 2024

**20,155 employees**  
**5.7 million customers**  
**1,630 branches**  
**Net revenue of €6.3 billion**  
**Net income of €1.7 billion**

# CIC, THE VERY FIRST BENEFIT CORPORATION

Since 2019, a collective project to structure the group's future

**2019**  
Group's decision to adopt a *raison d'être* and benefit corporation status

**2020**  
Registration of the *raison d'être* and the 5 missions in the articles of association

**2021**  
Adoption of the company's first commitments as a benefit corporation

**2022**  
First Mission Committee meeting  
  
First independant third audit

**2023**  
Launch of the Societal Dividend  
  
Work on the Ethics Charter for Artificial Intelligence



FOR A MORE UNITED AND SUSTAINABLE WORLD

TO BE IN LINE WITH SOCIETY'S EXPECTATIONS, A DEMAND FOR STRONG COMMITMENTS AND A DESIRE TO SEE  
**HARD EVIDENCE !**

## PRIORITY COMMITMENTS FOR THE FRENCH

**88%**  
of French people believe that a company can be both successful AND committed.

**84%**  
THE ENVIRONNEMENT to limit climate change and protect nature

**85%**  
FAIR DISTRIBUTION of profits between the different grades and positions within the company

**85%**  
EQUAL OPPORTUNITIES within companies, whether in terms of age, gender, origin, career path, etc.

**75%**  
of French people are suspicious of committed companies, believing that their commitment is merely superficial or a marketing strategy.

Sources :  
OpinionWay and Bpifrance,  
Harris interactive

# THE SOCIETAL DIVIDEND AS HARD EVIDENCE

Spearheading the benefit corporation,  
it allows us to go even further,  
in all our commitments, across the country



## 3 ACTION LEVERS

**THE ENVIRONMENTAL  
AND SOLIDARITY  
REVOLUTION FUND,**  
to invest in high-impact  
entrepreneurial projects;

**INCLUSIVE AND  
SOLIDARITY PRICING  
OFFERS,** to change  
the model and contribute  
to the transformation of  
the banking and insurance  
sector;

**DONATIONS AND SUPPORT  
FOR ASSOCIATIONS** at both  
national and local levels,  
to remain a long-standing  
partner of associations and  
public-interest organizations.



**€1 BILLION  
in 2 years**

Operational **from 2023 onwards, with €439 million** committed in the first year, the Societal Dividend stepped up the pace in **2024, with €574 million** earmarked for projects with strong social and environmental benefits, representing 14% of the group's 2023 net income. All our actions truly embody our commitment to ecological and social added value.



# THE BENEFIT CORPORATION AT THE HEART OF THE 2024-2027 STRATEGIC PLAN

CIC is developing its activities  
in all markets and regions  
to give itself the means to lead  
the environmental and social revolution

TOGETHERNESS —  
— PERFORMANCE  
SOLIDARITY —

Shaking up  
the industry  
to put people  
at the heart  
of our activity

Putting our  
collective  
performance at  
the service of  
solidarity and  
change

Collectively  
building the future  
of a group that  
remains a pioneer  
in the face of social  
challenges

## THREE-PART STRATEGIC PLAN



**Our priority > A spirit of conquest and initiative**  
**Our ambition > Be at the forefront of ecological & societal transformation**  
**A winning trio > Employees, elected representatives & technology**

# ENSEMBLE, ÉCOUTER ET AGIR

## (Listening and Action Together)

### TOGETHER

because we belong to a mutualist group. It is the power of our collective of women and men, who have carried our values of freedom, democracy and solidarity for nearly 150 years.

### LISTENING

because our mission has always been to serve our customers according to their needs and to be attentive to the major changes in the world to build a fairer and more sustainable society.

### ACTING

This is proof of mutualism. It is about transforming our collective ability to listen into action. It means developing regions by financing everyone's projects, from individuals to companies, and protecting their savings. It means being at the service of society as a whole by acting over the long term for the common good.

Through our *raison d'être*, we reaffirm not only our historical values, but also their relevance to meet the major challenges of tomorrow on a daily basis.

**+€100bn**/year

the investments required to meet the needs for the **DÉCARBONATION** of the economy between now and 2030<sup>1</sup> with a very strong expectation of investment from the private sector!

#### THE MAIN CONCERNS OF THE FRENCH<sup>2</sup>

No.1

**50%**

Difficulties in terms of purchasing

No.2

**44%**

The future of the social system (health, retirement, solidarity)

Sources: 1. French Ministry of the Economy, Finance and Industrial and Digital Sovereignty, 2024/2. IPSOS, 2024



## THE MISSION COMMITTEE IN ACTION

**CIC was the first bank to adopt the status of a benefit corporation, in line with its historical commitments based on the mutualist values of the Crédit Mutuel Alliance Fédérale group, to which CIC belongs.**

This innovative choice aims to create a dynamic of continuous improvement in our practices. In this context, the Mission Committee plays a major role. Coming from multiple backgrounds, the members of the Mission Committee were chosen for their expertise and their interest in taking into account societal and environmental performance in the company's overall performance. They all share the same desire to contribute to the success of CIC's approach.

The tripartite composition of the committee allows for the convergence of points of view and enriches the debates and reflections.

- > **1/3 independent experts** bringing their outside perspective;
- > **1/3 chairmen** representing the mutualist movement;
- > **1/3 employees** representatives.

Members of the Mission Committee: Fleur Pellerin (former minister, founder and CEO of Korelya Capital), Camille Putois (advisory board member WBCSD), Xavier Jaravel (professor at the London School of Economics and deputy chairman of the Conseil d'Analyse Économique), Sandrine Pelletier (Chairwoman and CEO of the APLIX group and director of CIC Ouest), Jean-Louis Maître (Chairman of the Fédération du Crédit Mutuel Savoie-Mont Blanc), Marie-Jean Boog (Chairwoman of the Sarrebourg district of Fédération Crédit Mutuel Centre Est Europe), Laurent Torre (Director representing employees of Caisse Fédérale de Crédit Mutuel), Audrey Hammerer (Director representing employees of Caisse Fédérale de Crédit Mutuel), Laurent Nallet (Director representing employees of CIC).

2022 was the year of the installation of the governance of the Mission Committee and the first measures of commitments.

In early 2023, a new step was taken with the implementation of work dedicated to the Societal Dividend, its governance and organization.

The Mission Committee met four times in 2024 between March and December. These moments of open dialogue and exchange, prepared together by the Chairwoman of the Mission Committee and the company, had several objectives:

- > **Validate** the mission report and the ethics charter for artificial intelligence;
- > **Share** the 2024-2027 strategic plan;
- > **Monitor** the implementation of the Societal Dividend;
- > **Start** revising commitments, formulate initial recommendations, and refine the expression and content of certain commitments.





## 5 missions to guide action

## All commitments met in 2024

CIC has defined an ambition that places its customers at the heart of its daily action, broken down into thirteen concrete commitments to fight against all forms of discrimination, to protect digital privacy, to act for the regional development and to build a fairer and more sustainable society.

### CIC Benefit corporation

#### Let's change society by changing ourselves.

- 1** Guarantee to each customer a dedicated, non-commissioned advisor.
- 2** Anchor decision-making centers in the regions with more than 90% of our lending decisions taken at branches
- 3** Invest 5% of our shareholders' equity mainly in French companies to promote innovation, growth and employment in our regions.
- 4** Insure the home loan of our loyal customers, without any medical formalities.
- 5** Train all our employees in the fight against discrimination.
- 6** Recruit 25% of work-study students from priority neighborhoods and rural areas.
- 7** Defend gender pay equality at all levels of the bank.
- 8** Guarantee the privacy of our customers' data by processing 99% of their information in our infrastructures and systems located in France.
- 9** Invest productivity gains from artificial intelligence in employment and development.
- 10** Offer the Pay Asso digital payment solution to our associations and civil liability coverage to their managers.
- 11** Reduce the group's carbon emissions by 20% and the carbon footprint of our investment portfolios by 12% by the end of 2022.
- 12** Promote the energy transition by no longer financing new oil and gas projects.
- 13** Commit to customers in financial difficulty with an account at €1 net per month without any incident fees.





## MISSION 1

SUPPORTING OUR  
CUSTOMERS  
IN THEIR BEST  
INTERESTS

At CIC, all customers have access to a dedicated, non-commissioned local advisor, whether they are retail customers, professionals, farmers, businesses or associations.

With a thorough understanding of their needs, the CIC network's staff can support them in all their projects.

*Having a dedicated advisor enables us to build and maintain a lasting relationship with all our customers.*

Thanks to the absence of a commission system, this relationship is based on trust from the outset. In the digital age, this historic commitment is reaffirmed as part of the benefit corporation.

## TRAJECTORY OF OUR COMMITMENT

Guarantee to each customer a dedicated,  
non-commissioned advisor

2024

**99.7%**

of customers benefit  
from a dedicated advisor

2024

**Zero**


commission paid to CIC  
network advisors

### MISSION COMMITTEE OPINION

The committee applauds the achievement of the mission. The committee proposes that the commitment to dedicated, non-commissioned advisors, the true DNA of CIC and the Crédit Mutuel Alliance Fédérale group, be maintained in the new commitments approved in 2025.



**CIC Benefit corporation**  
**A dedicated advisor  
is priceless and no  
commission either.**

 **At CIC, everyone has the right to a dedicated non-commissioned advisor.**

Find all our commitments on [cic.fr/engagements](https://cic.fr/engagements)



**Let's build for the world to change.**





## MISSION 2

### ACTING FOR EVERYONE AND REFUSING ALL DISCRIMINATION

Equal opportunities and the fight against all forms of discrimination are key aspects of our corporate strategy. In this context, CIC has trained 100% of its employees in the fight against discrimination. Crédit Mutuel Alliance Fédérale, of which CIC is a member, is committed to combating ordinary sexism in the workplace, having signed up to the #StOpE initiative. In 2024, it adapted its banking offer to help women victims of domestic violence regain their financial independence.

*Our actions are part of an ambitious policy to ensure equality between women and men, with the ambition of making it the cornerstone of a global and permanent fight against all forms of discrimination.*

In a complicated economic climate, young people sometimes have difficulty finding an internship or work-study contract. CIC is heavily involved in various partnerships to help them. It recruits at least 25% of work-study students from priority urban districts and rural areas.

At a time when young people are bearing the brunt of rising living costs and tuition fees, in 2024 CIC launched the Interest-free solidarity student loan. This assistance is entirely financed by the Societal Dividend.

In 2022, CIC wanted to collectively correct any unjustified pay disparities between men and women. To this end, an agreement has been reached with all representative trade unions to reduce to 3% or less the average pay gap between men and women in all categories.

Parity at CIC is not limited to reducing pay inequalities. Above all, it is a sum total of commitments made over the long term to promote and support women's careers. The new strategic plan sets a target of 50% women in group management and 50% women in the group's governance (including the Management Committee). Where training is concerned, no session of the School for branch managers starts without parity.

## TRAJECTORY OF OUR COMMITMENTS

**Train all our employees  
and directors in the fight  
against discrimination**



2023

**Objective  
achieved**

and not reassessed as part of the benefit corporation in 2024

**Recruit 25% of work-study  
students from priority  
neighborhoods and rural areas**



2024

**31.3%**

of work-study students from priority neighborhoods and rural areas

**Defend gender pay  
equality at all levels  
of the bank**



2024

**206**

employees benefited from a corrective measure

### MISSION COMMITTEE OPINION

CIC confirms its long-term commitment to gender pay equality. The Mission Committee will continue to closely monitor the measures put in place to promote women's careers, combat ordinary sexism in business and ensure parity in governance and management bodies in line with the ambitions of the strategic plan of the Crédit Mutuel Alliance Fédérale group, of which CIC is a part. With regard to the integration of young people into employment, the committee is delighted with the number of work-study students recruited from priority urban districts and rural areas, and proposes to reaffirm this ambition in order to go even further. It will continue to monitor recruitment in the regions.



## MISSION 3

### PUTTING TECHNOLOGY AND INNOVATION AT THE SERVICE OF PEOPLE

In an increasingly digital world, data protection is a major concern for the French. Faced with this situation, CIC has given itself the technical and financial means to preserve the integrity and confidentiality of the data entrusted to it, thanks to an infrastructure controlled entirely in-house and based in France. Because not all data can be exchanged for money, the Crédit Mutuel Alliance Fédérale group, of which CIC is a part, is committed to processing 99% of its data within its own infrastructures and systems.

Continuing to invest, the group will inaugurate two data centers in Burgundy in the first half of 2025. They are certified Tier IV Facility, the highest level of performance and safety.

Because the bank is a technology company, it is essential to innovate constantly in order to master the technologies of the future and ensure that they guarantee the group's sovereignty. Crédit Mutuel Alliance Fédérale and its subsidiary CIC are pioneers in the adoption of artificial intelligence, launched back in 2016. Used every day by its advisors, AI freed up the equivalent of one million hours of administrative work in 2024, enabling them to continue serving their customers in the best possible way.

Today, we are on the cusp of a new breakthrough, combining generative and quantum artificial intelligence, which should enable us to improve transactional processes, freeing up more of the advisor's time for customers.

*We need to prepare our group for the use of these new technologies, while keeping our customers and employees at the heart of a human relationship.*

In this context, the group has adopted its ethics charter for Artificial Intelligence to ensure that AI and data remain at the service of its values. Developed in conjunction with the Mission Committee, it applies the highest standards of transparency, accountability and privacy protection.

## TRAJECTORY OF OUR COMMITMENTS

**Guarantee the privacy of our customers' data by processing 99% of their information in our infrastructures and systems located in France**



2024

**99.9%**

of processing performed on infrastructure hosted in the group's data centers

Crédit Mutuel Alliance Fédérale group indicator

**Invest productivity gains from artificial intelligence in employment and development**



2023

**Objective achieved**

and not reassessed as part of the benefit corporation in 2024

Crédit Mutuel Alliance Fédérale group indicator

### MISSION COMMITTEE OPINION

Data security and confidentiality remain two of the sector's key challenges. The technological proficiency and security of information systems are considerable assets on which the Crédit Mutuel Alliance Fédérale group, of which CIC is a part, must continue to invest massively. Artificial intelligence is a tremendous asset for facilitating the work of banking advisors and renewing the customer experience. Nevertheless, its deployment must be carried out in a reasoned and controlled way, while maintaining a quality human relationship, with the aim of being both responsive and proactive. The committee has considered and proposed new commitments for 2025, in conjunction with its work on the Artificial Intelligence Charter. It will remain attentive to issues of transparency, data protection, and the deployment of ethical and inclusive AI in line with the group's values.



## MISSION 4

## CONTRIBUTING TO REGIONAL DEVELOPMENT

Acting for the regions means opting for strong decentralization. By guaranteeing that decisions are taken locally, CIC does everything it can to build and maintain lasting business relationships.

Because customers expect quick answers tailored to their needs, 89.8% of credit decisions are made at CIC branches.

***As a strong banking partner of associations, CIC supports all the players who develop associative life and the vitality of local communities.***

Because those who make a commitment need to be protected, CIC offers civil liability coverage for association directors, as well as free use of the Pay Asso digital payment solution.

With the Societal Dividend, Crédit Mutuel Alliance Fédérale and its subsidiary CIC are strengthening their support for local associations with a 100% reimbursed solidarity banking package: account, card, mobile application and dedicated advisor.

A company cannot grow without innovation. Its future depends on it. Crédit Mutuel Alliance Fédérale, a CIC group, through its subsidiary Crédit Mutuel Equity, supports innovative initiatives and projects to promote sustainable growth. This commitment, which represents 5% of the group's equity, contributes to regional economic development.

## TRAJECTORY OF OUR COMMITMENTS

**Anchor decision-making centers in the regions with more than 90% of our lending decisions taken at branches**



2024

**89.8%**

of lending decisions were taken locally within the CIC network

**Offer the Pay Asso digital payment solution to our associations and civil liability coverage to their managers**



2024

**100%**

of eligible associations can benefit from the Pay Asso solution and free Civil Liability plan for Managers

**Invest 5% of our equity mainly in French companies to promote innovation, growth and employment in our regions**



2024

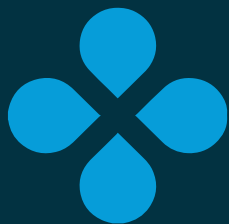
**5.29%**

of the group's equity invested by Crédit Mutuel Equity in French companies that have been analyzed for maturity in terms of innovation, growth and/or job creation

Crédit Mutuel Alliance Fédérale group indicator

### MISSION COMMITTEE OPINION

Thanks to its dense network of branches, CIC is firmly rooted in the heart of the regions, contributing to the vitality of the social fabric. The Mission Committee applauds the measures taken to promote local development through business financing and support for associations. For credit decisions made in branches, the Mission Committee notes that CIC has a rate of 89.8%, close to the target. As CIC's share of the Private Banking and Corporate Banking markets is higher than in the Crédit Mutuel network, CIC has more centralized decision-making. On the other hand, as the economic situation has had a major impact on real estate lending, rating downgrades have led to more centralized risk management and decision-making. The commitment remains validated with the application of the 3% uncertainty margin.



## MISSION 5

### BUILDING A FAIRER AND MORE SUSTAINABLE SOCIETY

Banks have a role to play in financing a less carbon-intensive future, given that they account for two-thirds of business investment and almost all private-sector projects. Insurance must also play its part by pooling risks to protect the present and build the future.

The creation of the Institut Mutualiste pour l'Environnement et la Solidarité (Mutualist Institute for the Environment and Solidarity) will enable us to respond to numerous needs, both in terms of steering our decarbonization trajectory and responding to regulatory requirements, but also in terms of setting up offers to support customers in their ecological transition.

The plan's ambition is to have 100% of employees fully committed to ecological transformation. As part of its strategic plan, the group has set itself the target of reducing the carbon footprint of its balance sheet by 20% by 2027, in order to contribute to the decarbonization of the economy. A choice reaffirmed by the publication of its commitments to the Net-Zero Banking Alliance (NZBA), a global program under the aegis of the United Nations to achieve carbon neutrality by 2050.

Crédit Mutuel Alliance Fédérale, with its subsidiary CIC, is the first French banking group to have committed since 2020 to a total phase-out of coal by 2030. In October 2021, it committed to cease all financing of new oil and gas exploration, production, infrastructure or processing projects. Since 2024, the group has refrained from providing banking and financial services to companies whose share of unconventional hydrocarbon production exceeds 20%.

***Solidarity is a founding value of CIC; it must be an essential value for everyone.***

In November 2021, CIC decided to insure the home loans of its loyal customers for their main residence, without any medical formalities. This pioneering decision to do away with the medical questionnaire soon inspired the Lemoine law, which came into force in June 2022. By changing the law, CIC is shifting the insurance rationale from one of individualization of risk to one of pooling of risk. In this way, it helps put an end to health-related discrimination in access to property.

In a context of rising consumer prices that is reducing the purchasing power of the most disadvantaged, CIC is reaffirming its desire to act for those in a situation of financial fragility. It undertakes for them with an account at €1 net per month with no incident fees.

## TRAJECTORY OF OUR COMMITMENTS

**Reduce the group's carbon emissions by 20% and the carbon footprint of our investment portfolios by 12%**



2023

**Objective achieved**

for the group's internal footprint and investment portfolios and not reassessed in 2024.

Crédit Mutuel Alliance Fédérale group indicator

**Promote the energy transition by no longer financing new oil and gas projects**



2024

**Zero**

financing of new oil and gas projects

Crédit Mutuel Alliance Fédérale group indicator

**Insure the home loan of our loyal customers without any medical formalities**



2024

Over **61,000**  
beneficiaries since launch in 2021 of  
**zero medical formalities**

**Commit to customers in financial difficulty with an account at €1 net per month without any incident fees**



2024

**21,402**  
beneficiaries

### MISSION COMMITTEE OPINION

The Mission Committee is delighted with the achievement of Mission 5 commitments. The carbon footprint trajectory of the Crédit Mutuel Alliance Fédérale group, of which CIC is a part, will be aligned with that of the 2024-2027 strategic plan, i.e. a target of reducing the carbon footprint of the balance sheet by 20% by 2027. The committee discussed the nature and scope of these reductions. In addition, the first initiatives launched as part of the Societal Dividend have supported a number of positive-impact solidarity and entrepreneurial projects. These initiatives must be highlighted in the new commitments. From a societal point of view, the committee highlights the innovative nature of CIC, which anticipated the law by abolishing the health questionnaire, a measure which benefited over 61,000 people. The committee is delighted that more than 21,000 customers in financial difficulty were able to benefit from an adapted offer with no incident fees in 2024. It proposes to go further, particularly in financial education and budgeting.

## COMPLETE PERFORMANCE OVERVIEW

For each commitment associated with its mission, CIC has defined precise targets and monitoring indicators.

Quantitative data is provided by the various business line contacts (human resources department, lending department, Euro-Information, etc.).

These contacts are responsible for the reliability of the information they transmit as part of this reporting exercise. The management and commitment department team performs data consistency checks.

The committee members review the report, offer comments and corrections, and validate the final document.

The Mission Committee's report is attached to the management report at the Shareholders' Meeting called to approve the company's financial statements.

The table below summarizes the indicators, resources and scope covered for each type of data.



### MISSION 1

Mutualist organization, we support our customers in their best interests

Guarantee to each customer a dedicated, non-commissioned advisor

#### INDICATORS

2024: 99.7% of customers assigned to a dedicated non-commissioned advisor  
2023: 99.7%  
2022: 99.7%  
2021: 99.8%

#### SCOPE

FRENCH BANKING NETWORK  
CIC branches and corporate business centers

#### RESOURCES

> HUMAN RESOURCES POLICY: no commercial incentive or individual variable compensation



### MISSION 2

We act for everyone and refuse any discrimination

Train all our employees, directors, against discrimination

#### INDICATORS

Commitment achieved in 2023, not reassessed as part of the benefit corporation in 2024 as all employees have been trained. The training module is integrated into the career path of new recruits.  
2023: 97.8% of employees trained with the anti-discrimination module  
2022: 96.7%

#### SCOPE

CIC

#### RESOURCES

> MANDATORY TRAINING module for all employees  
> MANDATORY AWARENESS-RAISING session for Boards of Directors from 2022  
> OVERHAUL OF THE ALERT and monitoring system

Recruit 25% of work-study students from priority neighborhoods and rural areas

#### INDICATORS

2024: 31.3% of work-study students from priority urban neighborhoods and rural revitalization areas  
2023: 33.2%  
2022: 43.0%  
2021: 38.7%

#### SCOPE

CIC

#### RESOURCES

> PARTICIPATION IN DEDICATED "JOB DATING" SESSIONS  
> STRENGTHENING PARTNERSHIPS WITH ASSOCIATIONS  
Global communication to all school advisors and their Human Resources Directors

## Defend gender pay equality at all levels of the bank

### INDICATORS

2024: 206 beneficiaries of a corrective measure in 2024 (161 women and 45 men). The indicator monitored is the percentage of the average pay gap between women and men by age bracket and category.

2023: The majority of discrepancies having been addressed in 2022, 390 employees benefited, in 2023, from a corrective measure (335 women and 55 men).

2022: 114 employees remain in groups with a gap. 1,535 employees benefited from a corrective measure.

2021: NA

### SCOPE

CIC

### RESOURCES

> NEGOTIATION of a group agreement with the representatives of the trade unions

> ASSESSMENT of the pay gap



## MISSION 3

Respectful of everyone's privacy, we place technology and innovation at the service of people

Guarantee the privacy of our customers' data by processing 99% of their information in our infrastructures and systems located in France

### GROUP INDICATORS

2024: > 99.9% of data processed in our infrastructures

2023: > 99.9%

2022: > 99.9%

2021: > 99.9% (First year of implementation)

### SCOPE

BANCASSURANCE ACTIVITIES IN FRANCE concerning the processing of customer data. Number of hits for eligible external services: outsourced services are excluded for regulatory or market reasons (interbank systems, market standards, etc.)

### RESOURCES

> Strong growth in INVESTMENTS in the group's IT infrastructures, via highly secure data centers and private cloud

> ESTABLISHMENT of two new data centers owned exclusively by Euro-Information, a subsidiary of Crédit Mutuel Alliance Fédérale

### COMMENTS

We set a tolerance of 1% - hardly ever used to date - for exceptional data processing that we may have to outsource if we are unable to develop or acquire a solution that is essential to our business lines and can be hosted in our data centers. This tolerance applies to operations other than external growth and until migration to our systems.

## Invest productivity gains from artificial intelligence in employment and development

### GROUP INDICATORS

Objective achieved in 2023, not reassessed as part of the benefit corporation in 2024. The spirit of the commitment was to ensure that advances in Artificial Intelligence (AI) would not be at the expense of jobs. The introduction of the AI Charter in 2024, allows us to go further by integrating this human dimension.

2023: 1,671 productivity gains in FTE, 2,584 permanent hires

2022: 1,570 productivity gains in FTE, 2,378 permanent hires

2021: 900 productivity gains in FTE, 1,596 permanent hires

### SCOPE

SCOPE OF FTE GAINS: France network

SCOPE OF RECRUITMENT: social base

### RESOURCES

> High-growth INVESTMENTS in technology and artificial intelligence

> SOCIAL POLICY that favors training, career development and job creation

### COMMENT

> TECHNOLOGICAL INNOVATION (OCR, email analyzer, electronic signature, digitization of contracts, etc.) frees up administrative time for advisors who can thus focus on supporting their customers in their projects

> THESE PRODUCTIVITY GAINS, translated into FTE, are reinvested in the development of customer relations and employment in accordance with the group's social policy



## MISSION 4

As a solidarity-based company, we contribute to regional development

Anchor decision-making centers in the regions with more than 90% of our lending decisions taken at branches

### INDICATORS

2024: 89.8% of loans granted locally

2023: 90.4%

2022: 89.3%

2021: 89.2%

### SCOPE

CIC NETWORK

### RESOURCES

> DECENTRALIZED ORGANIZATION with predominantly local lending decisions

### COMMENTS

This result was affected by the economic situation, which had a major impact on the financial health of companies. The very high proportion of corporate customers (who by definition make more centralized decisions) and the slowdown in the number of decisions on home loans meant that we were unable to meet our target.



**Offer the Pay Asso digital payment solution to our associations and civil liability coverage to their managers**

**GROUP INDICATORS**

2024: 100% of sports and cultural associations benefit from the Pay Asso solution (98% before reprocessing of technical anomalies) and 100% of managers of sports and cultural associations are eligible for free civil liability coverage

2023: 100%

2022: 100%

2021: 100%

**SCOPE**

CIC  
NETWORK

**RESOURCES**

> FREE Pay Asso solution for eligible associations

> FREE civil liability for eligible executives

**ELIGIBILITY**

> The Pay Asso solution is FREE OF CHARGE for associations governed by the law of July 1, 1901 or under the local law of Alsace-Moselle, with an exclusively sporting or cultural object and a non-profit purpose, with an annual budget of less than €500,000, and a CIC account holder

> FREE civil liability for directors of customer sports and cultural associations, up to a ceiling of €50,000

**Invest 5% of our equity mainly in French companies to promote innovation, growth and employment in our regions**

**GROUP INDICATORS**

2024: 5.29% of the group's equity invested primarily in French companies that have undergone an innovation maturity analysis

2023: 5.83%

2022: 5.04%

2021: 5.05%

**SCOPE**

CRÉDIT MUTUEL  
EQUITY

**RESOURCES**

> Dedicated shareholders' equity  
STRUCTURE

> IMPLEMENTATION of a dynamic mapping of investments

**SUB-INDICATORS**

> ANALYSIS of maturity in terms of innovation, revenue growth and development

**METHODOLOGY**

> INNOVATION  
annual analysis of companies' innovation maturity

> GROWTH  
calculation of revenue differential between year n-1 and first-time investment (or earlier if no information available)

> EMPLOYMENT  
calculation of headcount differential between year n-1 and first-time investment (or earlier if no information available)



**MISSION 5**

**As a responsible company,  
we actively work for a fairer and more  
sustainable society**

**Reduce the group's carbon emissions by 20% and the carbon footprint of our investment portfolios by 12% by the end of 2022**

**GROUP INDICATORS**

Objective achieved and not reassessed in 2024

> REDUCTION of the group's carbon footprint: energy, refrigerants, motor fleet, business travel - comparison at end 2018 with work carried out by the Institut Mutualiste pour l'Environnement et la Solidarité (Mutualist Environmental and Solidarity Institute).

December 2022: - 30.4%

December 2021: - 21.4%

December 2020: - 20.7%

> REDUCTION of the carbon footprint of the corporate loan portfolio - comparison with June 2018

June 2023: - 57.6%

June 2022: - 54.6%

June 2021: - 27.9%

**SCOPE**

See explanations, scope and methodology notes concerning these indicators in the 2024 sustainability report.

As part of the 2024-2027 strategic plan, new indicators and calculation methods will be based on the work carried out by the Mutualist Environmental and Solidarity Institute.

**RESOURCES**

> SECTORAL POLICIES coal, mobility, agriculture, hydrocarbons, etc.

> ENERGY SOBRIETY POLICY

**Promote the energy transition by no longer financing new oil and gas projects**

**GROUP INDICATORS**

2024: 0 financing of new oil and gas projects

2023: 0

2022: 0

2021: 0

**SCOPE**

Crédit Mutuel Alliance Fédérale group

**RESOURCES**

> COMMITMENT  
Hydrocarbons sectoral policy

### Insure the home loan of our loyal customers without any medical formalities

#### INDICATORS

2024: More than 61,000 beneficiaries since the launch (11,000 new beneficiaries in 2024)

2023: 12,000 new beneficiaries

2022: 14,000 new beneficiaries

2021: 24,300 (Application of the measure to all contracts in stock, which explains the high number of beneficiaries in the first year)

No more medical formalities required as of December 1, 2021

#### SCOPE

CIC NETWORK

#### RESOURCES

> ELIMINATION of the health questionnaire for loyal customers meeting the eligibility criteria involving:  
• End of differentiated rates (charge) based on health status, pathology or body mass index  
• End of exclusions from personalized coverage based on health status

#### ÉLIGIBILITÉ

> LOYAL CUSTOMERS domiciling their main income for seven years; insured amount up to €500,000 per borrower for the purchase of the primary residence; policyholder under 62 years of age at the time of underwriting

### Commit to customers in financial difficulty with an account at €1 net per month without any incident fees

#### INDICATORS

2024: 21,402 beneficiaries

2023: 19,929 beneficiaries

2022: 18,204 beneficiaries

First year of this measure as a commitment of the benefit corporation

#### SCOPE

CIC NETWORK

#### RESOURCES

> DEVELOPMENT of a marketed offer for vulnerable customers and training of advisors

### DID YOU KNOW?

## HOW MANY BENEFIT CORPORATIONS ARE THERE IN FRANCE?

According to the benefit corporation Observatory, more than 2,000 benefit corporations have been registered in France since this status was created in 2019, showing that more and more French companies are integrating social and environmental objectives into their business model, and this concerns companies of all sizes and in all sectors, from startups to large corporations, and from service companies to industrial firms.

## WHAT DOES THIS MEAN FOR ME AS AN EMPLOYEE?

This means you're part of a company that has a positive impact on society and the environment, and you have the opportunity to contribute to projects that make sense. To this can be added the sense of pride of working for a company that shares your values and contributes to the common good.

What's more, it can also offer you opportunities for personal and professional development, as well as the chance to work in a more motivating and engaging environment.

## WHAT IS THE DIFFERENCE BETWEEN A B CORP COMPANY AND A BENEFIT CORPORATION?

A B Corp is an international certification that recognizes companies that meet high standards of social and environmental performance, while a benefit corporation is a French legal form that integrates social and environmental objectives into its business model. Both aim to promote corporate social responsibility, but B Corp certification is broader and more international, while benefit corporation is specific to France and has stricter legal requirements.



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