



CRÉDIT AGRICOLE

Cela jedna banka za vas

# COMMUNICATION ON PROGRESS

Crédit Agricole Srbija  
2016





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Crédit Agricole Srbija marked its tenth business anniversary in 2016 and we can proudly say it was in a sense, the Year of our Champions.

We have confirmed our firm commitment to CSR as the integral part of our business model and this past year we have developed further, we have grown and we have embraced the path of digitization. The banking landscape changed during 2016 with a greater focus on clients using online services and mobile technology.

By fostering dialogue with our stakeholders and clients and improving our understanding of these trends, we become more responsive to changes in society and to our client's needs.

Sustainable development means creating long-term economic value with a forward-thinking approach to corporate governance, environmental stewardship and social responsibility. This is fundamental to our daily business as we have to deliver our promises to our clients not only today, but in the years to come.

Our Bank's strategy is aimed at ensuring our business remains resilient in the face of the constant changes in the market. In 2016 we continued to provide support to our clients with the emphasis on agro clients and their particular needs and continued with our L'Esprit de Service project of new sales approach with the aim of long-term increase in client satisfaction as well as increase in competency and personal satisfaction of our colleagues working in the branch network. In 2016 we have broadened the scope of training to SBE and shared our significant successes by naming our Champions!

We have established our main goals in relation to the digital development of the Bank and our Digital Ambassadors have been busy promoting these ideas in the network throughout the year.

Our award winning employee engagement program "Good Fairy Dobrila's Team" contained excellent actions in the past year—we have helped children in 8 schools to have a nicer environment, and we have engaged with their teachers to deliver Good Fairy Dobrila packages to each and every pupil. Also, we became a part of a much bigger humanitarian family through Solidaires Days CA Group solidarity program which we joined.

Last but not least, we have chosen our Champions—the best teams, the best colleagues, the best support, the best ideas and many more. It was a truly exceptional year where we all felt the energy and enthusiasm of sharing the same goal.

We are proud to be a responsible bank that embraces ambition in an ethical manner equally towards our clients, our employees, our society and our environment and we are determined to stay this course and strive to serving all our clients and stakeholders in a 100% digital, but 100% human way.



Carlos de Cordoue  
President of the Executive Board

Crédit Agricole Srbija





**Toute une banque pour vous**

**CRÉDIT AGRICOLE GROUP**



## UN GROUPE BANCAIRE UNIVERSEL

Le groupe Crédit Agricole est le premier financeur de l'économie française et l'un des tout premiers acteurs bancaires en Europe. Leader de la banque de proximité en Europe, le Groupe est également premier gestionnaire d'actifs européen, premier bancassureur en Europe et troisième acteur européen en financement de projets.

Fort de ses fondements coopératifs et mutualistes, de ses 140 000 collaborateurs et 31 150 administrateurs de Caisses locales et régionales, le groupe Crédit Agricole est une banque responsable et utile, au service de 52 millions de clients, 8,8 millions de sociétaires et 1 million d'actionnaires individuels.

Grâce à son modèle de Banque Universelle de Proximité – l'association étroite entre ses banques de proximité et les métiers qui leur sont liés –, le groupe Crédit Agricole accompagne ses clients dans leurs projets en France et dans le monde : banque au quotidien, crédits immobiliers et à la consommation, épargne, assurances, gestion d'actifs, immobilier, crédit-bail, affacturage, banque de financement et d'investissement.

Au service de l'économie, le Crédit Agricole se distingue également par sa politique de responsabilité sociale d'entreprise dynamique et innovante. Elle repose sur une démarche pragmatique qui irrigue tout le Groupe et met chaque collaborateur en action.

52  
pays

52  
millions de clients

140 000  
collaborateurs



Banque  
d'1 particulier  
sur 3 en France



Banque  
de près d'1 entreprise  
sur 2 en France



Banque  
de 9 agriculteurs  
sur 10 en France

## A UNIVERSAL BANKING GROUP

The Crédit Agricole Group is the leading financier of the French economy and one of the leading banking players in Europe. The Group is also the leading European asset manager, Europe's leading bancassureur and third largest player in project finance.

Thanks to its cooperative and mutualist foundations, its 140,000 employees and 31,150 directors of local and regional banks, the Crédit Agricole Group is a responsible and useful bank serving 52 million clients, 8.8 million shareholders and 1 million individual shareholders.

Thanks to its model of Universal Bank of Proximity – in close association with its proximity banks and the related businesses – Crédit Agricole Group provides assistance to its clients in their projects in France and worldwide: daily banking, housing loans and consumer loans, deposits, insurance, asset management, real estate, credit-lease, affacturage, corporate and investment banking.

At the service of the economy, Crédit Agricole is also characterized by its dynamic and innovative social responsibility policy. It is based on a pragmatic approach that irrigates the whole Group and puts every employee in action.

52

countries



1 out of every 3  
banks in France

52

millions of clients



close to 1 of 2  
companies in France

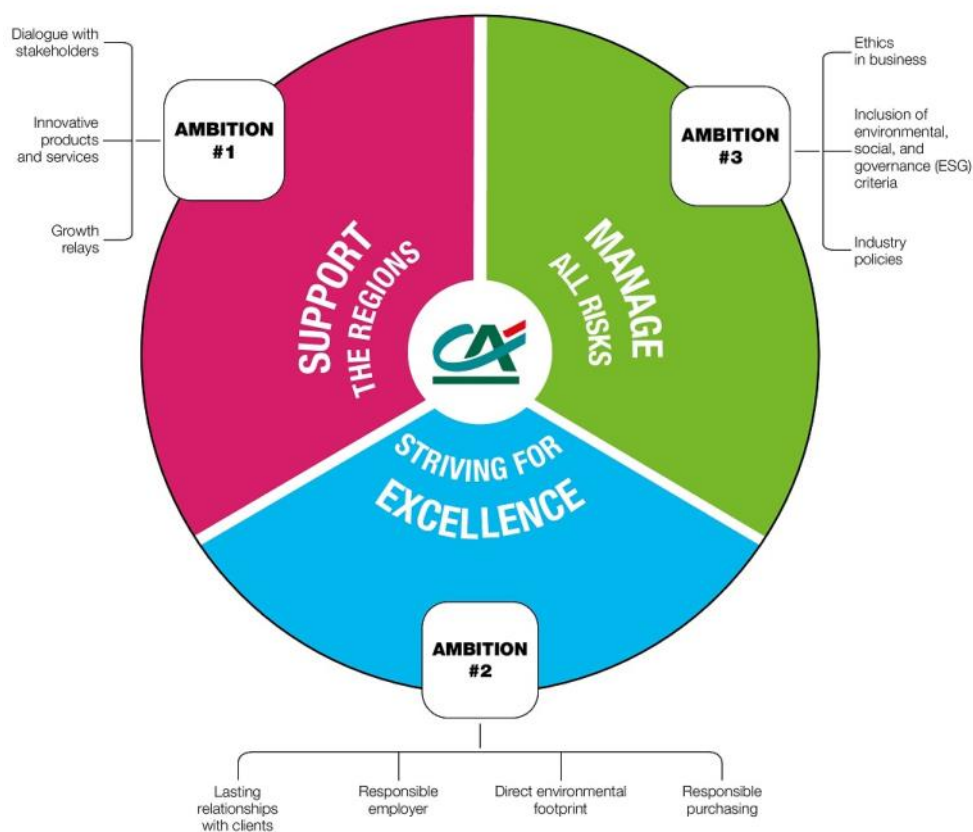
140 000

employees



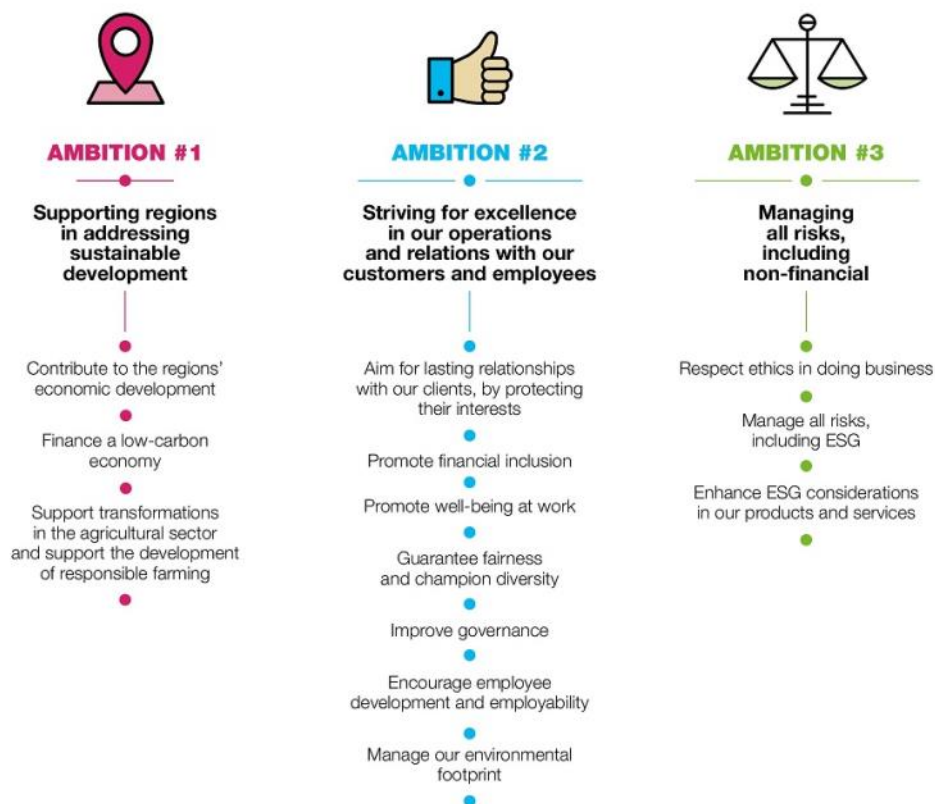
bank of 9 out of 10  
farmers in France

# OUR CSR POLICY: CREATING VALUE FOR ALL BUSINESS LINES



Crédit Agricole S.A. asserts its social, societal, and environmental approach in all of its business lines and in its corporate operations. Since 2014, it has been driven by a CSR strategy developed as three ambitions and 10 focus areas. This strategy, based on consultation with employees and outside stakeholders, has made it possible to identify priority issues.

## 3 AMBITIONS, PRIORITY ISSUES





In order to continually hone and adjust its actions on social responsibility issues, the Group has held its CSR policy up for reactions from its stakeholders. That is how it ensures that its perception of priorities is in line with their expectations, and prioritises issues requiring special attention.

## PRIORITISING OUR ISSUES

### Factoring in stakeholder expectations

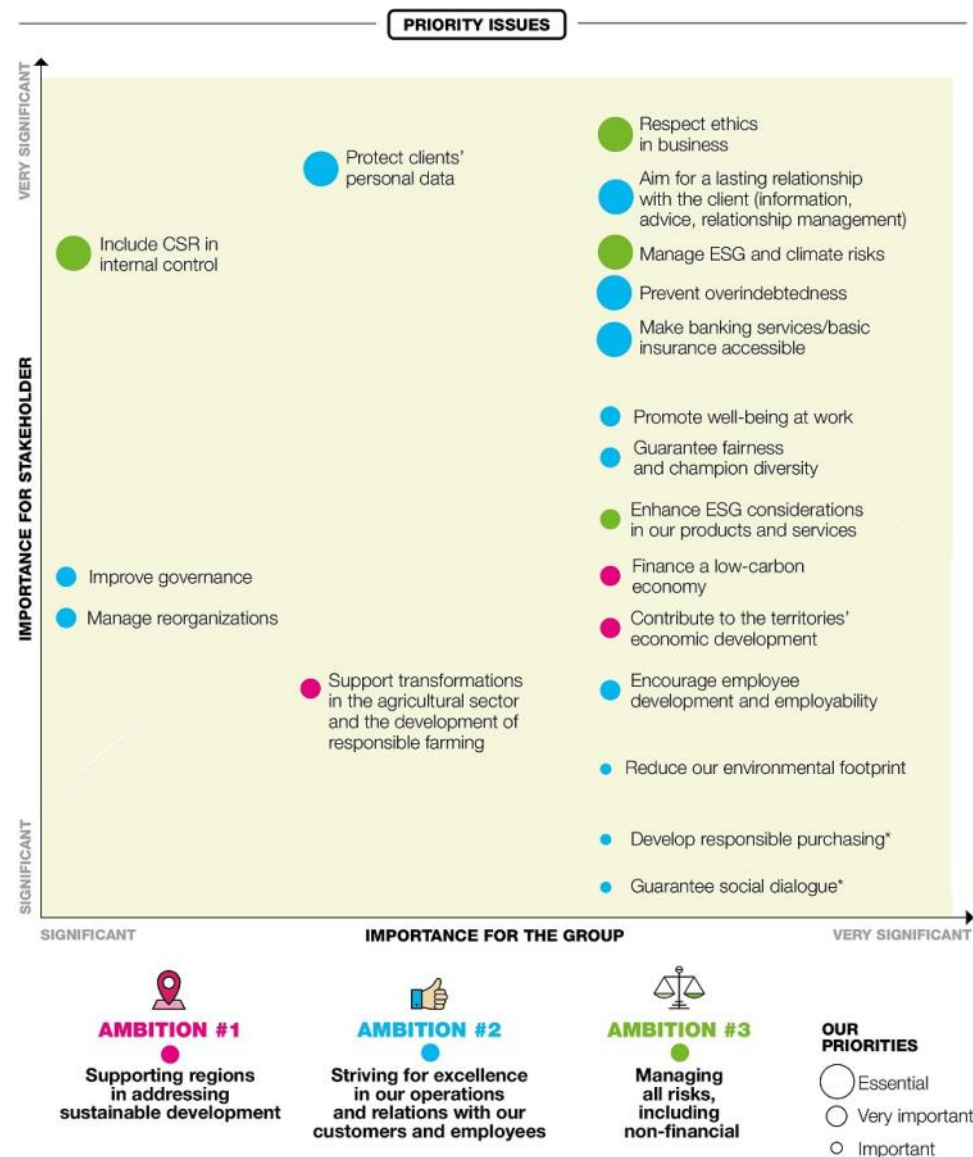
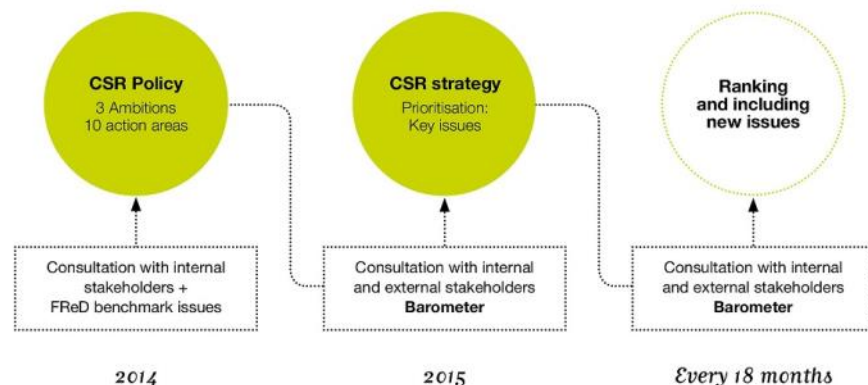
A CSR barometer has been put in place for consulting stakeholders on their expectations, thus making the Group's CSR approach ever more relevant. In all, 3,000 people, clients, employees, civil society and opinion leaders, were questioned about their perception of the banking industry in general and the Group's behaviour

in particular. Together with expert appraisals and in taking into account the expectations of extra-financial rating agencies, this approach was used to express the relevance and importance of each issue from their viewpoint. By reviewing the barometer every 18 months, we can integrate new issues when they appear or grow in importance, like we did with personal data management in 2015.

### Ranking priorities

By comparing stakeholder expectations with the CSR strategy, diagrammed in a materiality matrix, the Group can identify the environmental, social, and governance issues whose impact is a priority for both parties. The Group goes further by including in these priority targets the topics most sensitive for stakeholders.

### OUR APPROACH



Included in strategic plans as of 2010, CSR achieved a new phase of maturity in 2015. Irrigating all business lines, organized around three ambitions, and centred on a series of priority targets defined in partnership with the Group's stakeholders, it is one of the company's essential assets and must fully contribute to the success of the "Strategic Ambition 2020" Plan.

## CSR AT THE CORE OF THE "STRATEGIC AMBITION 2020" PLAN



• Presentation of the "Strategic Ambition 2020" Medium Term Plan, March 2016

### Organizing new corporate governance

Leading up to the Medium Term Plan, simplification of the Group's structure was approved in February 2016. Jointly chaired by Crédit Agricole S.A., SAS Rue La Boétie and the Fédération Nationale du Crédit Agricole, the operation further strengthens consistency among the various entities and the common development of the Regional Banks with the Group's business lines and subsidiaries. The Group's governance is stimulated by its 31,150 administrators and its 9 million members, who thus put the client at the core of governance, at every level. To ensure excellent effectiveness of the Boards of Directors of the Group's entities, directors follow a training programme enabling them to find the best responses to the complexity of the issues. Finally, the governance structure is approved by an outside appraiser.

### Including ethics and compliance in the core of governance

The Compliance Division defines and implements a policy for preventing the risks of non-compliance such as money laundering, terrorist financing, conflicts of interest, and insufficient protection of clients' and employees'

personal data, or failure to advise. In an effort to reclaim a true culture of ethics, the Compliance Division is reporting directly to the Group's General Management and its Director is a member of the Executive Committee. Its actions will be supported by €1 billion in investments.

### Committing every day

Consistent with the decisive role of CSR in the deployment of the "Strategic Ambition 2020" Plan, the Strategy and CSR Committee of Crédit Agricole S.A.'s Board of Directors includes CSR in its powers. Every day, the Cooperative and Territorial Pacts deployed in the Regional Banks confirm Crédit Agricole's commitment as a primary financier of the French economy, serving the sustainable development of the territories. Doing business responsibly as a banker insurer, the Group has also set itself new targets relative to "climate finance", including:

- structuring \$60 billion in new financing to combat climate change over the next three years;
- doubling financing for renewable energy in France in two years.

### Investing in human resources

As part of FReD's Respect pillar, the Group commits to a massive training plan to support employees in the digital transformation and the transformation of the Group's business lines. Digital transformation will have an overall investment budget of €4.9 billion.

The aim of this transformation is to expand the Client Project, and participate in solidifying "Our new client promise," a distinctive model based on relationship quality, human expertise, and multi-channel setup.

### FIND OUT MORE



To find out more about the "Strategic Ambition 2020" medium-term plan, go to [www.credit-agricole.com](http://www.credit-agricole.com)





**CRÉDIT AGRICOLE SRBIJA**



Crédit Agricole Srbija is a universal bank, a member of the Crédit Agricole, French banking group which owing to over 125 years of experience has positioned itself as one of the leading full-service retail banks in Europe.

As the market leader in Retail Banking in France, Crédit Agricole is the leading financial partner of the French economy and one of the largest banks in Retail Banking in Europe. The Group employs more than 140.000 people and successfully meets the needs of 52 million customers worldwide.

Tailor-made offer of products adjusted to clients' needs in line with the highest financial standards, is what each of 260.000 customers in 74 branches of Crédit Agricole bank receive in all parts in Serbia.

Commitment to the development of long-term relationships with clients, their financial needs and requirements has had a direct impact on business of Crédit Agricole Srbija since it records better results every year.

Growth in the number of clients, as well as the level of deposits entrusted to Crédit Agricole bank in Serbia, are the best indicators of the level of credibility and trust that customers have in CAS.

This trend reinforces a strong commitment of CA Srbija Bank for further growth and development on Serbian market. This year we have celebrated ten years as Crédit Agricole Sbjia.

Strategic orientation of Crédit Agricole bank Srbija is to support the local economy, businesses and citizens through specialized products, participation in subsidized loans and special credit lines.

Almost 900 banking professionals whose main goal is long-term protection of the interests of clients and fulfilling of all their financial needs, work on these tasks daily and - that is why Crédit Agricole bank Srbija is *The Whole Bank Just for You*.



## OUR CSR VISION



These commitments call for a stronger engagement by all business lines to achieve the development goals set in 2016 and reflected in the increased levels of attention being given to sustainability in our economic, social, civic and environmental goals.

Being responsible for Credit Agricole Srbija means addressing the issues and expectations of a society in flux while ensuring our company's future.

That's why we need to understand the aspirations and expectations of our clients and our employees, as well as those of public authorities while treasuring our most precious asset—the trust our clients, employees, partners and public authorities place in us.

By committing to Global Compact we at Credit Agricole Srbija transparently acknowledge, support and promote the United Nations values and policies of all 10 principles.

CAS goes a step further in promoting and supporting Children's rights as part of the sustainable development policy of Crédit Agricole Bank Srbija for the eighth year now.

Corporate social responsibility is taken very seriously at Crédit Agricole Srbija (CAS) and all our responsibilities and commitments are enhanced by our corporate values: client in focus, responsibility and ethics.



## OUR ECONOMIC RESPONSIBILITIES

Listening to our clients is a prerequisite for understanding their true needs and designing responsible products accordingly.

Our economic responsibilities are equally relevant to all four business lines:

- **Retail**
- **SBE**
- **Corporate**
- **Agro**

Each business line is aware of the following:

Our primary vocation is to serve our clients and long-term financing for the economy is of utmost importance.

Ethics in our everyday business is the driver towards strengthened confidence in our products and services.

Each business line accomplishes this through their specific range of products and services. However, behind each product or service there is a committed employee who is motivated and engaged to fulfil this task in a responsible and ethical manner.

## OUR SOCIAL RESPONSIBILITIES



“One is a member of a country, a profession, a civilization, a religion. One is not just a man.” ~Antoine de Saint-Exupéry, Wartime Writings 1939-1944.

Crédit Agricole Srbija is a Bank with 74 branch offices in four regions: Belgrade, Novi Sad, Kragujevac and Niš. Widespread network of branch offices means that CAS is also an active participant in the local economy and local community where it does business.

Social responsibility means treating the Bank's 900 employees in a fair, respectful and honest manner and treating all our customers with the same care, respect and honesty.

Employment policy includes fostering diversity, prioritising internal promotions and internal job mobility.

We recognise that we have a particular responsibility in training all employees in the relevant fields in order to stay abreast of the fast changing world around us, especially the newly promoted ones and talents.

## OUR CIVIC RESPONSIBILITIES



The Bank has a strong stake in society, through initiatives and projects which advocate children's rights. Whether it be new babies, children with disabilities or socially vulnerable ones, we work hard towards their inclusion into the society.

Crédit Agricole Srbija views civic responsibility in light of helping to combat social exclusion and promoting an inclusive society, respecting diversity, education and culture.

Crédit Agricole is proud to announce that every year, its employees take a more active part in projects within the employee engagement programme “Good Fairy Dobrila's Team”. This year our Good Fairy Dobrila was also included into the Solidaires project of our French colleagues— a Group project in the week of Solidarity in the first week of June and continued with the education project Bank Employee within the UN Global Compact Serbia.

Our civic engagement is also manifested in the support of the work of the French Institute whose initiatives encompass arts and culture which Credit Agricole Srbija strongly supports.

## OUR ENVIRONMENTAL RESPONSIBILITIES



Environmental responsibility for Crédit Agricole Srbija means paying particular attention to the impacts on the environment that arise from our banking activities.

It is very important for us to know who our suppliers are and how they operate. It is our responsibility to choose the most suitable ones and it is our responsibility to further develop sensitivity and ethical behaviour toward environmental issues.

The Bank has set clear targets for reducing the environmental impact of its own day-to-day operations, including reducing paper consumption, fuel consumption and energy consumption.

Environmental responsibility starts with an individual. Individual responsibility is not given since it is also our responsibility to develop it and make every employee aware of his or her behaviour. When there is accountability, there is responsibility and awareness. That is our goal.

Therefore it is our responsibility to promote safe and secure environment within the Bank and outside the Bank within the reach of our limits.



# ECONOMIC RESPONSIBILITY



## HOUSING MARKET



**NKS: 2.69%**  
**EKS: od 3.25%**

**Najlepši put do kuće**  
**STAMBENI KREDITI**  
**Crdit Agricole banke**

**CRDIT AGRICOLE**  
Cela jedna banka za vas

In the market of housing loans, Crdit Agricole Bank Serbia occupies a safe fifth place, behind the Banca Intesa, Societe Generale Bank, Unicredit and Komercijalna Banka, according to the data of the National Corporation for 2016.

Compared to 2015 CAS has achieved an increase of 35.21% in 2016.

Based on the data from the National Corporation in 2016, CAS market share was 10.34%.




**Najlepši put do kuće**  
**STAMBENI KREDITI**  
**Crdit Agricole Banke**

**NKS: 2.69%**  
**EKS: od 3.25%**

**CRDIT AGRICOLE**  
Cela jedna banka za vas



## AUTO MARKET

For Long Channel Business Sector 2016 was a very successful year.

In December 2016 the market share of the Long Channel Business Sector was 51.4%, which is a 10% increase compared to 2015.

In 2016 there was a production increase of 7% and a significant increase in the number of active clients of 8%, while the number of clients with transferred earnings was 17%.

Portfolio of consumer loans was 2.5 times higher at the end of 2016.

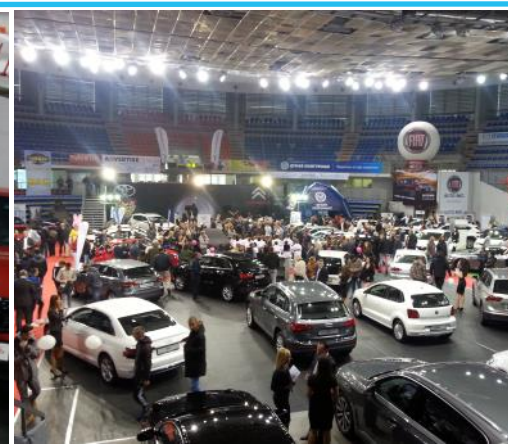
In 2016 there was so far the largest growth in revenue which amounts to over RSD 320Mil. Which is the percentage growth of 15%.

ROA profitability growth was 4 times the bank's and the market average with the traditional stable and minimal CoR.

All this supports the degree of quality of the portfolio we work with.

At the end of 2016 there was initiated and launched a Quick Win Project of the new digital business model with the use of digital web technology in order to:

- ⇒ Digital connection and integration of the partner network into a single digital LC distribution network
- ⇒ Changes in the sales approach through: Client engagement, online onboarding and approval with one, instead of minimum three client visits to the bank.



On 23rd September 2016 the Contest for the Gold Car 2016 organized by the magazine Auto Bild, Crédit Agricole Bank received the award for "Best Car Loan of 2016" for the loan "Mojauto FIX".

At the award ceremony for the "Golden Car" in the name of Credit Agricole Bank, the prize for the best car loan in 2016 was received by Vladan Stanisavljević, Head of the Long Channel Banking Crédit Agricole bank.





## AGRO MARKET

In October 2016, Agro Sector of the Corporate and Agricultural Division had a market share in Agro business 17.6%, which is 2.3% higher than in October 2015.

Market share of Agri business in October 2016 was 12.6%, 1% more than in October 2015.

This sector, which now accounts for 25 colleagues, has accomplished that the Bank is recognized as a reference bank in the agro market, taking second place in market share in the agro business.

Expertise and commitment characterizes CAS Agro Team, and a contribution to the second position on the Serbian market also provide products that are specially designed for agro clients.

In 2016 only, some rather unique products were presented at the Serbian market: Pret a Piloter long-term loan and Agro Grand Prix credit card for interest-free financing of raw materials. Package account for farmers is also improved in order to promote digitization among farmers.

Permanent market presence through the Agro events is something that further strengthens the relationship between customers and the Bank:

- ⇒ Seminar for farmers at Tara with educational and commercial character
- ⇒ Mini agricultural fairs and local events (Stari Žednik, machinery dealers, summer schools, Farmer's Ball are just some of them)
- ⇒ Agricultural Fair in Novi Sad
- ⇒ Agricultural Fair in Kragujevac
- ⇒ Dužijanca, Gospojinski poljofest, Kotlić and Hunting experience for clients.





## PI MARKET — NEW AND REMODELLED BRANCH OFFICES



New Branch office in Požarevac was officially opened on 19th February 2016 at 8, Tabakovačka čaršija (bazaar) in a much larger space at a great location.



Remodeled branch Zemun was officially opened on 8th July 2016. The branch is expanded and totally remodeled so now our clients can carry out their daily business in a modern and spacious environment.



On 9th December the atmosphere in the Branch Office Bulevar Zorana Đinđića, former B92 Branch, was quite festive.

The Branch office was renovated and most important clients invited to the cocktail to be the first to enjoy the new, modern look of the space and get to know the members of the Management.





## SBE



On 25th March 2016 there was a broadened meeting of the Steering Committee of SBE CAS. The main topic of the meeting was the development of the **SBE project** which will significantly improve SBE business.

**SBE project** aims to improve certain areas of business in the segment of micro, small and medium enterprises and entrepreneurs, leading to an increase in market share. The most important areas are: improving the credit process and the creation of rating model, SBE School, the establishment of SBE branch offices and improving the CRM and digital business.



The "**SBE School**" project was launched in June 2016 as an employee development program designed with precision to enhance knowledge and skills of employees of the Bank who have shown initiative and desire to improve themselves within the CAS. This first program of this kind has been successfully completed in December 2016.

From 12 participants four of them were given a chance to become SBE RM and one colleague BM. The plan is to organise SBE School annually since it also serves to improve the skills of existing SBE RMs and BMs. SBE School continues in 2017 as well.



Colleagues from SBE business line had their **SBE Business Day** on 1st June 2016.

The general opinion is that the day was very useful and productive, and that closer look at SBE Business Line from different angles was more than successful.

Other successes are related to establishing the SBE Center responsible for the operation of a Main Branch, the development of additional useful tools and rating model which is in the final, finishing stage and it should be tested in 2017.



## SME

The strategy defined for the SME department was to increase the number of active clients and in particular an increase in the number of exposure clients.

During 2015 significant progress has been achieved in this segment which raised the starting point for 2016.

In 2016 there was an increase in number of exposure clients for 15% and an increase in the number of active clients by 10%. If we compare the figures from the beginning of 2015 when we defined this strategic goal results are as follows:

- ⇒ Increase in the number of exposure clients by 34% (from 189 to 253 clients with exposure)
- ⇒ The increase in active clients by 24% (from 460 to 570 clients)

It is worth to mention that these results were achieved without increasing the headcount, which resulted in an increase in the number of active clients per employee by 34% and increase of productivity by 29%.

Although it was not the primary objective last year we achieved increase in performing loans outstanding by 22%.

Good results achieved in the last 2 years only commit us for better achievements in 2017.



## DIGITAL



On 21st April 2016 in Savograd in Belgrade, there was a **Digital Ambassadors Meeting**.

"Given the fact that this team consists of colleagues from the network who have a special interest in innovative technologies, their work in this field considerably contributes to the development of CAS in order to promote and recognize the Bank as an innovative, digitally oriented, efficient and unique in the market.

Awakening of the digital awareness is the right direction since it's happening to the employees and clients alike. Also, an indication is the growing number of branches that have been marked as Digital, fulfilling four of five specified criteria (Log On Users, SMS Packages, Email, Events, Initiative). In March, 21 branch offices were branded as Digital, compared to January (5) and February (6)" we learned from Svetlana Mrkšić, Digital Ambassador of MB Zrenjanin.



On 12th October 2016 there was a quarterly meeting of **Digital Ambassadors** in Savograd in Belgrade.

Digital Ambassadors presented their ideas and concepts related to the improvement of commercial activities in the area of Digital for next year and they did it with a lot of enthusiasm and positive energy. The best way to promote the digital within the network is exactly the one done here— people who believe in what they do and do it with pleasure are the best promoters.



The first meeting of the **Digital Officers** was held in June in Belgrade. Colleagues were welcomed by Aleksandra Bubić, Head of HR Division wishing that all who work on projects related to digital technologies gave their contribution by springing new, fresh and creative ideas while looking at the Bank from their own perspective and gave suggestions for further development of digital projects.

Main existing digital projects within the Bank were presented by priority levels and each Digital Officer would individually or in teams work on them.





## Client Satisfaction — KEY RESULTS



Based on the GfK final report issued for Credit Agricole Srbija, the **Customer Recommendation Index** survey results indicate overall CAS improvement. The segments surveyed were: PI, Corporate, Agri-Agro and SBE markets.

The best results were shown in PI segment and Agri-Agro segment.

In PI segment the recommendation is the first reason for choosing CA Srbija as the main Bank. Also, significant improvements were made in the bank attitude towards customers and the staff performance.

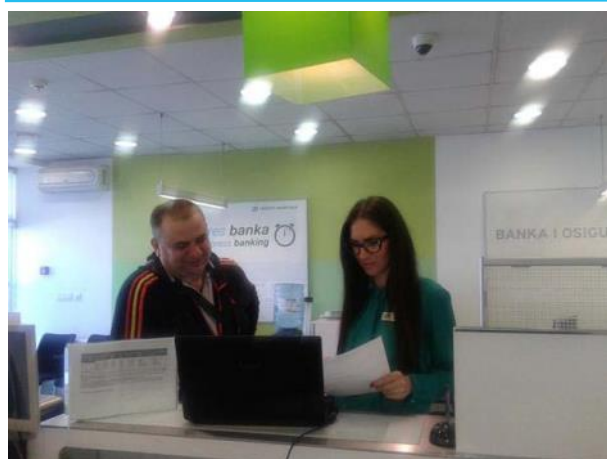


**The Spirit of Service** is an approach that involves the client as the central figure of our business.

Since 2014, when the concept was created and promoted "The Spirit of Service" was been worked on regarding its implementation in the branches, which has shown significant results in 2016. All employees who participated in direct communication with clients have been trained since 2014, starting from the the first impression a client forms when entering the branch, to understanding clients and their needs, and how to provide them satisfaction through a comprehensive and consultative approach.

Today we can proudly say that the CAS was champion in 2016 at the level of the Group but also the champion in the local market. The official survey, which was conducted in 2016 showed:

- ⇒ Credit Agricole Srbija was best assessed by clients at the Group level
- ⇒ Credit Agricole Srbija has CRI +40 which represents a significant increase compared to 2013 when it was CRI +28
- ⇒ Credit Agricole Srbija stands out at the local market as a bank that is gladly recommended by clients and the first place is shared with another bank.





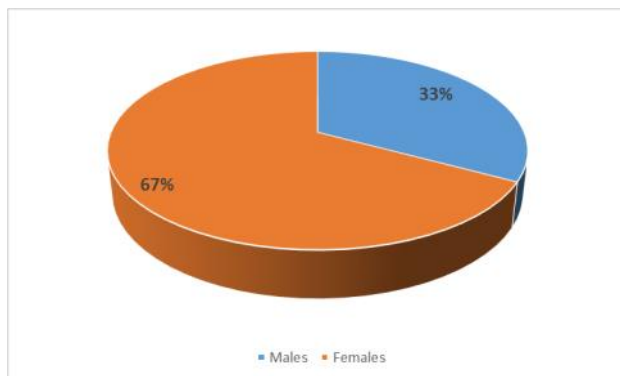
# SOCIAL RESPONSIBILITY

A large, dense crowd of people is shown at what appears to be a social event or party. The scene is filled with individuals of various ages and ethnicities, many of whom are looking towards the camera or engaged in conversation. The lighting is dim and colorful, with prominent purple and blue hues, suggesting an indoor venue like a nightclub or a themed event space. In the foreground, a man in a blue and white plaid shirt is visible on the left, and a woman with long blonde hair is in the center. To the right, a man in a blue button-down shirt is looking towards the camera. The overall atmosphere is lively and social. The text "SOCIAL RESPONSIBILITY" is overlaid in a large, white, sans-serif font at the top center of the image.



## STRUCTURE

On 31st December 2016 there were 928 employees in Crédit Agricole Srbija. Out of that number 305 employees are male and 623 female.



Employee's gender ratio in comparison with the type of Labor Contract is given in the following table on 31/12/2016:

LABOR CONTRACT/ GENDER	Male	Fe- male	Total 31/12/2016
Temporary	10	62	72
Permanent	295	561	856
Total 31/12/2016	305	623	928

## WORK EXPERIENCE

Average work experience in Bank for 2016 was 13,5 years. F

or women average work experience was 13,6 years and for men 13,3 years.

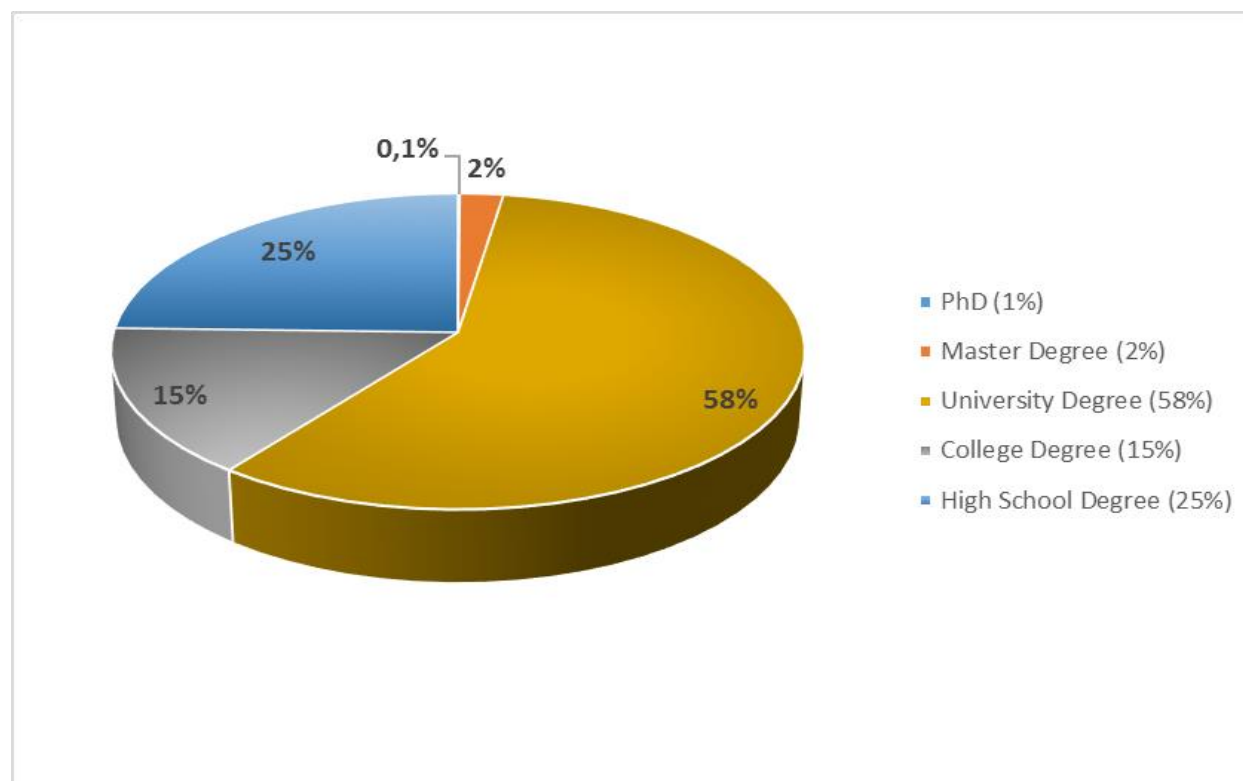
In 2016. average age of employees was 39,5 years – for men 40 years, and for females 39 years.

## EDUCATIONAL BREAKDOWN

## STRUCTURE

The level of education of our employees is high, with 60% of population with University degree or higher.

The rest of educational breakdown structure on 31/12/2016 is shown in the chart below:



## TAKE CARE PROJECT

All employees in CAS are eligible for one free medical check-up during the year. CAS have contract with private clinic in Belgrade, and all employees could make one medical check-up per year in this clinic or if they are living outside Belgrade in clinic on their choice.

In addition, all family members have discount of 20% for all medical examinations in this clinic. Also, CAS provides free ophthalmologic examination to all employees and each year all employees are entitled for free flu vaccine.

In order to provide more comprehensive medical care, Bank provided free dental examination within medical check-up for all its employees. Apart from that, for the first time all expecting mothers employed in Bank are eligible for one free ultrasound examination in private hospital in Belgrade.

Besides that, all employees are insured, and in the case of accidental death, disability, death and for serious diseases / surgery.

In accordance with Bank's care about the employees and their health condition and in order to improve overall working conditions, Bank provided better benefits regarding medical care, insurance in case of death, accident and disability, as well as insurance in case of surgical interventions and serious diseases.

Nevertheless, several years ago CAS introduced solidarity assistance that may be provided to an employee in amount of legal tax free amount, in case of death of family members, in case of illness, medical rehabilitation or disability of employee or his/her family member, as well as in other justified cases.

All employees were entitled to apply, but the advantage is given to employees with lower income.

In 2017 we are going into second phase of the Take Care project.

In line with the FRED recommendations the plan is introduction of medical insurance for all Bank employees with equal coverage.

Currently we are in process of negotiations with local insurance companies and depending on the offers received we are going to introduce new medical coverage for employees.





## TRAINING PROGRAMS

In 2016 number of internal trainings in CAS was 429, while the number of external trainings was 60.

Besides that, in 2016, 17 e-learning trainings were organized. Plan is to increase number of e-learning trainings in the future.

Bank organized two in-house trainings for managerial population:

## Situational Leadership Management Skills

The goal of those trainings was to improve managerial potential within managerial population in the Bank.

One of the training sessions that were fully developed at CAS is “Communication Skills” training which started in May 2015.

The goal of training was to create space for better internal and external communication with internal and external clients, and with co-workers. So far, training was distributed to 622 employees.

Together with various trainings dedicated to digital transformation, and digital change management in the Bank, we had various internal and in-house trainings with participants from different business lines.

We tried to recognize potential for transversal movements and to promote this kind of interdivision transfers; also, we are trying to promote inter-functional teambuilding activities.



Regarding international mobility, we identified employees in our Bank who are potential for expertise missions within the Group and we submitted their names to International HR:

Also, we are trying to further develop skills of our managers/leaders by participation in different international programs organized by the Group (International Perspective, Leading performance, EVE...) and different on-the-job trainings in CASA or some subsidiary (upon request).

Head of HR Administration organized trainings for all employees on managerial positions in the Bank, related to: Labour Law, Personal Data Protection, Mobbing and Law for protection of whistle-blowers.

Plan is to continue with these trainings in 2017 and to include more employees.

## Talent management

Career Development process is designed in compliance with Group methodology, aiming to map talents from all levels of hierarchy.

Goal was to recognize employees with potential for predefined areas (Local Leaders, Digital talents, Young talents etc.) and to create individual development programs as a preparation for possible future promotions.

## LOYALTY PROGRAM

In 2016 we introduced loyalty programs (jubilee awards, best employee of the year, thank you card and Idea box) for our employees. Having in mind that CASA took over management on September 15th, 2006 this year we introduce Jubilee awards for those who are 10 and more years' employees of the Bank.

"Best Employee of the year" and "Best team" are awards for outstanding contribution in the company's development and performance. Those awards were also introduced this year.



"Thank you card" is a program for recognition and motivation of the employees.

and those with most received "thank you" cards from other employees, were rewarded with special award – training by choice.

Also, in 2016, Bank organized Idea Box, project that encourages employees to propose ideas which will help in the further development of the Bank, especially in the digital segment. This year 50 new ideas were proposed, and best idea was awarded and it will be implemented in 2017.

## RECRUITMENT

In 2016, females are represented in total recruitment with 76%.

Average age of recruited employees in 2016 was 32 with 5,1 years of experience in average.

In 2016, CAS HR team is continued the practice of investing in the young generation, and for the sixth time program "CASummership 2016" is implemented. Interns, with the help of professional and dedicated mentors, are given the opportunity to get acquainted with the banking system through active work and learning in modern environment. This program includes students in their final years of primary and master studies at the 4 largest universities in Serbia. In 2016, 22 (twenty-two) interns were recruited in various divisions of the Bank.

Crédit Agricole Bank in cooperation with National Employment Agency hired 51 candidates through a program of professional internship in 2016.

The most of candidates are deployed in the network of branches, where they were assigned to mentors who took care of their work during the six months of engagement. Young candidates had a chance to be considered for positions within the Bank and Leasing, in accordance with the indicative results and affinities after the end of program.

## INTERNAL WHISTLEBLOWING PROCEDURES

"Rulebook on Internal Whistleblowing Procedures" is adopted in December 2015.

The Rulebook regulates the internal whistleblowing procedures within the Bank in accordance with the provision of the Law and Labour Rulebook.

In 2016, Human Resources organized trainings for all employees on managerial positions in the Bank, related to whistleblowing, and all rights and obligations arising from this procedure.

Also, training participants were informed about Labour Law changes, Personal Data Protection and Mobbing.





## GAMES WITHOUT FRONTIERS—CAS SPORTS DAY

CAS Sports Day called Games without Frontiers was filled with tournaments, dynamic games, individual sports and great music was held on 10th September 2016 at Aqua Park of the S Club in Jakovo.

Mr Carlos de Cordoue, President of the Executive Board of the CAS wished all a warm welcome and great entertainment during the day. A relaxed day full of fun remained as a great memory with everyone.

Competitions in mini football, volleyball on the sand, tennis, darts, tug-of-war, harpoon baloon, bubble football and treasure hunt were those where colleagues could win medals and cups.





## CAS NEW YEAR'S PARTY

CAS New Year's party for employees was organized on 10th December 2016 at the restaurant Inter Hollywood in Belgrade.

More than 700 colleagues from across the country came to have fun and enjoy good music and program, which this year, was richer for a few moments of festive award ceremony.

Also, competitions in dancing, singing and stand-up performance brought the additional type of entertainment in the evening program.



Dancing couple who won the victory measured by the length of applause were colleagues Zorana Gnjiđić and Nenad Stanković.



The singer who won the longest round of applause was colleague Milica Diković.



Stand up performer who won the longest round of applause was Miloš Vojvodić.





## AWARDED THE BEST AMONG US



Our first ten-year CAS anniversary, the management has decided to award all employees of the Bank and CA Leasing Serbia who are 10 years and more in the Bank and related parties with the Bank with certificate of appreciation and additional days of annual leave, and those who showed loyalty for more than a quarter century with a wristwatch.



We are particularly pleased with the fact that almost half of employees, 415 of them, fall into one of these categories. Dedication to the company, loyalty and mutual partnership have impact to our recognition in the market and make us stable partners for further challenges.



**The Best Team** in the Bank got at the New Year's Party recognition for their work. The best team in 2016 was Agro Team. The award was received in the name of the team by Mr Aleksandar Simić, Head of Agriculture.



**The Best Team** among the branch offices was the Team Futoški put and in their name the award was received by Mr Predrag Aćimović, Branch Manager.



The award for **Best Support** was given to colleague Bosiljka Španjević, Head of Legal Entities, Entrepreneurs and Housing Loans Department.



The award **Volunteering Champion** was given to our colleague Vladimir Malović, HR Administrator



The award for the **Best Idea** was given to Nenad Žikić, Cashier from the Branch Office Bor.



The award „**Thank You Dear Colleague**“ and at the same time the first popularity place was given to our colleague Živorad Milanović, Housing Loans Manager.



The award “**Thank You Dear Colleague**” - second place was given to colleague Ilja Provči from Credit Back Office Sector and the third to colleague Aleksandra Marković, Specialist for Account Maintenance.



# CIVIC & ENVIRONMENTAL RESPONSIBILITY





## SOLIDAIRES DAYS

Traditionally within the CA Group, a week from 30th May and 3rd June is dedicated to solidarity while the key words that marked the projects were Celebration, Commitment and Support of Credit Agricole employees to societal causes and solidarity.

Credit Agricole Srbija, which has a long tradition of humanitarian actions for children, has accepted the invitation for **Solidaire Days** and with great pleasure invited all our colleagues who nurture volunteer spirit to apply for the program of supporting schools for children with disabilities in Belgrade, Novi Sad, Niš and Kragujevac.

All actions were very successful and there were altogether more than 70 volunteers who participated. Each volunteer proudly promoted Good Fairy Dobrila who this time, from the T-shirts supervised the painting of school fences and murals in schools.



Region Town	School and address	Number of volunteers	Date of action	Type of work
Beograd	OŠ "Dušan Dugalić" Đerdapska 19, Beograd	15	3.6.2016.	Painting the fence
Novi Sad	OŠ "Milan Petrović" <b>Edukacioni kamp Čenej</b> Međunarodni put 238	20	1.6.2016.	Painting the fence
Niš	OŠ "14. Oktobar" Goce Delčeva 2	20	3.6.2016.	Painting the mural on the wall and garage door
Kragujevac	OŠ "Vukašin Marković" Janka Veselinovića bb	15	3.6.2016.	Painting the mural and fixing garden benches and swings into the concrete



**solidaire**  
LES COLLABORATEURS S'ENGAGENT



## GOOD FAIRY DOBRILA DAY

Good Fairy Dobrila Day was a fall charity modelled on the spring humanitarian action Solidaires Days which employees of Crédit Agricole bank conducted on 23rd September 2016 in four schools for children with disabilities in Belgrade, Leskovac and Sombor.

Volunteers of CAS, once again proved that when it came to children, there were no obstacles to get something done for them. Although it was the end of September, not even the announcement of bad weather could prevent them to organize themselves, pick each other up for rides, learn to paint rooms in a day and have fun just doing the work together.

All four actions were completed in one day, all schools—staff and children grew closer to CAS volunteers while over 50 volunteers proudly wore the –T-shirts of Good Fairy Dobrila. As soon as the T-shirt is on, our traditional, CAS positive attitude goes with it.



Region Town	School and address	Number of volunteers	Date of action	Type of work
Beograd	OŠ "Stefan Dečanski" Svetozara Markovića 85	10	23.9.2016.	Painting the school atrium and planting.
Beograd	Srednja zanatska škola Vukasovićeve 21a	10	23.9.2016.	Painting the inside staircase railing.
Leskovac	ŠOSO "11. Oktobar" Kajmakčalanska 24	10	23.9.2016.	Slide installation and assembly of 4 benches. 35m2 of yard to fill with concrete.
Sombor	ŠOSO "Vuk Karadžić" Radoja Domanovića 98	20	23.9.2016.	Painting the classrooms





## MAGIC BREAKFAST



SIGNED MEMORANDUM OF UNDERSTANDING WITH SECRETARIAT FOR EDUCATION

Crédit Agricole Srbija, METRO Cash & Carry Srbija and Bambi company, in cooperation with the Secretariat for Education and Child Protection of City of Belgrade and the non-governmental humanitarian organization Food Bank, signed a new Memorandum of Understanding on 31st March 2016 and announced joint participation in humanitarian project Magic Breakfast.

On 7th April 2016, in the presence of the Minister of Youth and Sports of the Republic of Serbia, Vanja Udovičić, Belgrade Mayor Siniša Mali and representatives of the City Secretariat for Education and Child Protection, at the METRO Horeca Center was held, for the ninth time in a row, a humanitarian action "Magic Breakfast" with the aim to collect food for children with disabilities.



Within the charity there was organised a competition during which all project participants competed in the decoration of muffins.

Our CAS team stood out with the decorations which at the end of the competition brought to Mr. Carlos De Cordoue and Mr. Svetozar Šijačić certificates for the category of **Most Beautiful Muffins**.



Juinar chefs delivered the warm lunch to the school "Miloje Pavlović" and served the pupils smiling potatoes with chicken steaks, salad and of course, chocolate muffins, with a natural juice with every lunch. During 9 actions, there was 62.534kg food collected for children from 35 special schools.





## CHRISTMAS SHOEBOX



Colleagues in Savograd pooled money together to purchase everything needed for Christmas Shoeboxes for the children at Oncology Department in Paster Street and our adopted school "Dusan Dugalic". Carefully selected items were delivered from the Idea Online Store. Since most colleagues were busy, there was a very small group of them who packed all 35 boxes overfilled with sweets and school supplies for children.



Christmas shoeboxes collected from CA Leasing for the donation to children in socially vulnerable positions are shown in the photo. Each box contains a sweet part (chocolate, chocolate banana, Smoki, Munchmallow and gummy bears), toiletries (tootpaste, toothbrush, shampoo and bath) and accessories for drawing and painting (coloring book, crayons or felt pens, pencil box with two pencils, eraser, ruler and sharpener).



The Congress Hall of the Novi Sad Fair was very festive on 8th December 2016 awaiting the best audience—children.

The employees of four companies: Credit Agricole Srbija, METRO Cash & Carry, Novi Sad Fair and Lafarge collected 150 boxes for children with disabilities from the school "Milan Petrović".

The show which was a mini musical "Christmas Magic" and the children enjoyed it immensely.



"Christmas Shoebox" and theatre play for over 1000 socially disadvantaged children was held at the Sava Center in Belgrade on 10th December 2016, after which the gifts for the children up to 7 were given out.



More than 1000 children from socially disadvantaged families from 17 Belgrade municipalities were present at the Sava Center to watch the big New Year performance, and then received gift packages.

In eight years as the project is running, there were 14.500 gift packages given out to the children.



## ADOPTED SCHOOL "DUŠAN DUGALIĆ"



Credit Agricole Bank has a very engaged cooperation with the "adopted" School for children with disabilities "Dusan Dugalic" for four school years. How this cooperation contributes to better childhood of children in school, we found out from Dragica Nedeljković, School Principal.



Our longstanding cooperation contributes to the development of partnerships between institutions such as your bank, which has a responsible attitude towards the community and vulnerable groups. We are lucky you have chosen us to care about and our students and parents feel safer and more comfortable in our school because they know that there's someone besides us who thinks about them. "



In 2016, there were 274 employees who donated a small monthly amount from their salaries, so that the children could have more regular meals at school. In 2016, there were 86 gift packages from Santa and Good Fairy Dobrila sent to the school for the New Year celebration.





## “BANK EMPLOYEE” AT HIGH SCHOOL OF ECONOMICS IN SUBOTICA



**Živorad Milanović,**  
Housing Loans Manager,  
during lectures to the students of the profile Bank Employee at School of Economics

On 28th April 2016 at the School of Economics “Bosa Miličević” in Subotica, there was an interactive lecture covering the topic of securities for the students of third year who attend the profile Bank Employee, as part of the Global Compact Serbia project done in cooperation with National Bank of Serbia.

School professors explicitly asked that this year as well, our colleague Živorad Milanović gives a lecture covering this interesting field. Thanks to the lecture that would interest even those who know nothing about economics, it was equally enjoyed by both students and teachers.



Excellent and very interesting lecture ended with warm invitation by Professor Albina Pletikosić for another meeting next year.

## “BANK EMPLOYEE” IN SCHOOL OF ECONOMICS IN NIŠ



**Živorad Milanović,**  
Housing Loans Manager, during the lecture to the students of the profile “Bank Employee” in School of

On 19th May 2016 at the School of Economics in Niš, there was an interactive lecture on the topic of Securities, for the third year students who attended the profile „Bank Employee”.



Jasmina Stevanović, Regional Manager of the Region Niš was also present during the lecture. Students in Niš were also the most surprised by the former graphic layout of the paper securities and the fact that the most famous artists were hired to make them highly appealing to the eye.

## “BANK EMPLOYEE” IN SCHOOL OF ECONOMICS IN UŽICE



On 27th May 2016 at the School of Economics in Užice, there was the last season's lecture of “Bank Employee” that Živorad Milanović, Housing Loans Manager presented in a very interesting way in all

Schools of Economics so far, so in Užice as well.



Teacher Valentina Puzović followed the lecture on Loans for PI with equal interest as her students.



Until next year and new generations of third year of secondary Schools of Economics, the project “Bank Employee” also takes a summer vacation.





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