

# Talent Management

in Crédit Agricole CIB

April 16th 2010

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# Presentation

# Crédit Agricole Corporate and Investment Bank

Crédit Agricole CIB is the Corporate and Investment Banking arm of the Crédit Agricole Group, the world's ninth-largest, Europe's third-largest and France's first-largest bank on the basis of Tier 1 capital (The Banker - July 2009).

With around 13,000 employees in more than 50 countries, Crédit Agricole CIB offers its clients a comprehensive range of products and services in capital markets, brokerage, investment banking, structured finance, corporate banking and international private banking.

**The Corporate and Investment Bank is structured around four major divisions:**

Corporate and Investment Banking,

Equity Brokerage and Derivatives,

Fixed Income Markets,

Structured Finance.





# Talent Management

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# Key challenges

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## Sustainable Management

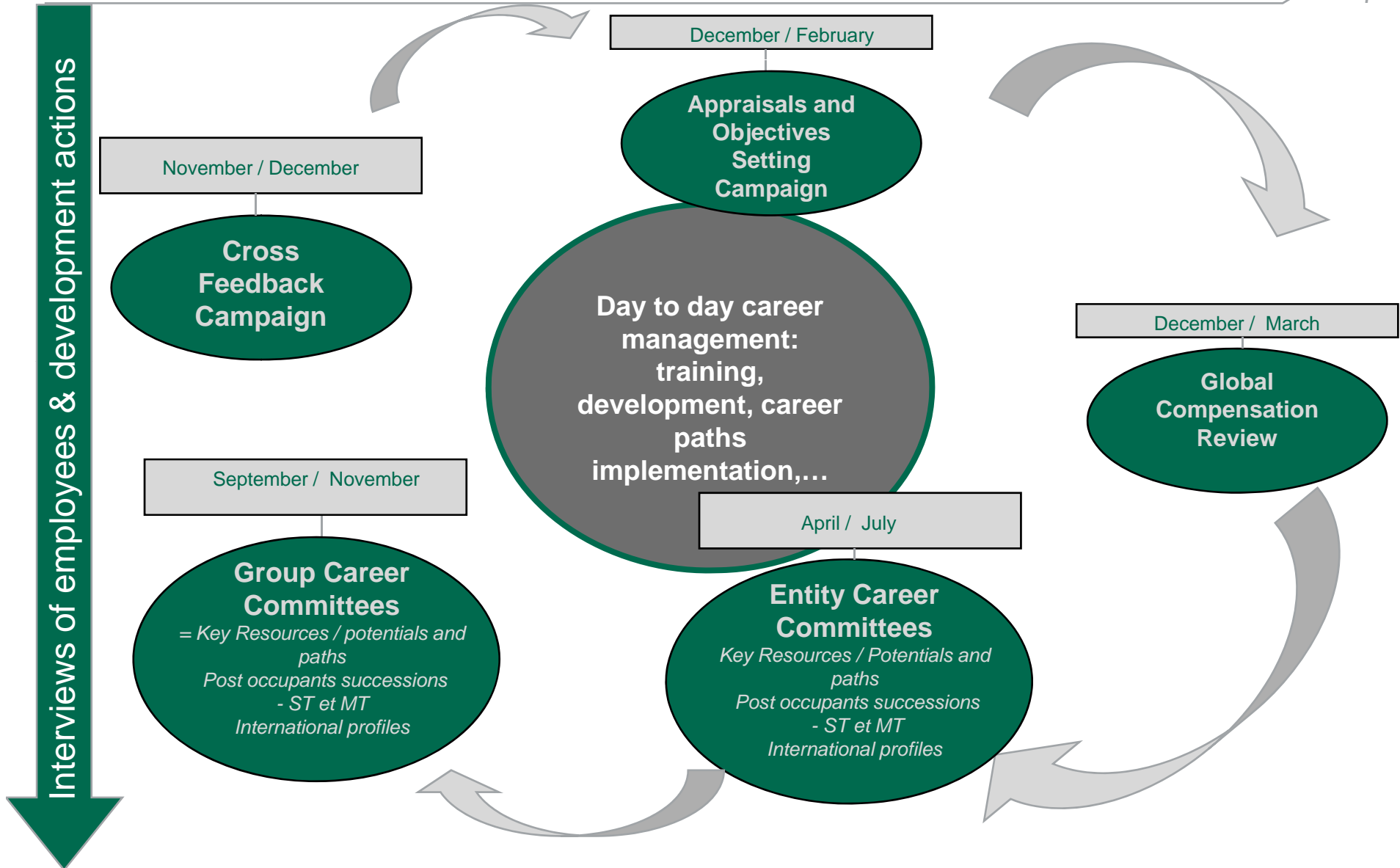
Before the crisis, Talent Management was managed on a short term basis.

- No particular need to develop people (as we could buy needed competencies on the market)
- No particular need for proactive career management (as we did not have to think to the second step)
- No particular need for HR marketing (as we used variable compensation as a retention lever)
- No particular need to implement a real managerial culture (the expertise was more valorized than any management skill)

Now, facing new constraints (as the French and English compensation regulation, as the image in the media,...) we have to manage our people differently.

- Need to develop people (to improve our internal labor market)
- Need for proactive career management (to use it as a retention lever)
- Need for HR marketing (to use our HR offer as a retention and recognition factor)
- Need to implement a real managerial culture to convey the cultural change we are facing

# Key Talent Management processes



# Talent Management 2010 News

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## Appraisals and objectives setting

→ **Cross feedback:** the purpose of this exercise is to collect qualitative feedbacks on the work done by the employees with other departments during the year, in order to help the manager assessing the cross-functional work/cross-selling part of his/her employee(s)

→ This year appraisal process has been launched after training on feedback and objectives setting for all managers and an important communication from General Management

**Appraisals:** 98% of the staff has been appraised worldwide on the new IT tool

**Objectives setting:** 95% of the staff have had objectives set worldwide on the new IT tool

## Career Committees

→ Link with the Group: the recent centralization of talent detection and management at the Crédit Agricole SA Group level is a great opportunity to provide our talents with different career paths / development propositions.

It is also a good impetus to explain and make our people adhere to the change approach we set.

→ Reviewed People: the second major change in our approach is that we go more deeply in the organization to find our talents. Indeed, we used to review only our top management and their possible successors.

The process is now run at each level of the organization, to be more proactive in the way we manage people, their skills development regarding their envisaged paths,...

# Career Committees

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- **What kind of talent are we looking for?**
  - Junior and senior experts, key at the region level, the business line/support function level and/or at the Bank level
  - Potential future key experts
  - Junior and senior managers, key at the region level, the business line/support function level and/or at the Bank level
  - Potential future key managers
  - Top executives, key at the Group level
  
- **What are our criteria to assess the potential of the employees within Crédit Agricole CIB?**
  - Emotional maturity
  - Eagerness to learn
  - Breakthrough thinking
  - Interpersonal and social understanding
  - Achievement
  - Leadership

# International talents

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Before the crisis, we were used to review especially French profiles.

It is now important for us to make people with different views working together: the perspectives of the Bank can be enlarged, which could help to avoid situations such as the one we lived recently.

From now, our objective is to identify as « key resources » more people coming from the international network, to follow their career and to give them the same prospects within the Bank as the French employees.



# No criteria of age and diploma

Regarding the talent management, we were especially interested by one type of profile.

In fact, we mostly followed the top executives' career, which means career paths of men who came from prestigious school and often in the middle age.

As we explained it before, it appears relevant for the bank to find some « key resources » within other hierarchy levels, and among a population who is not coming from the same schools.

We want to make our managers stop thinking that all the talents are « created » by some schools and to make them believe in everyone's potential.



# Representation of women

The CIB industry is historically a male environment.

Regarding our diversity approach, we first communicate on the necessary representation of women in the « key resources » list.

Then, the Talent Management team has to check if this representation has been respected, and tries to balance if necessary.



# Conclusion

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In the Corporate and Investment Bank, we can find very standardized profiles.

The crisis is a real opportunity to bet on different profiles, in terms on nationality, age, diploma, or gender.

In Crédit Agricole CIB, we think that is one of the best way to make a real change in the Bank.