

EUROPEAN SOCIAL REPORT 2022



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank for a changing world

EUROPEAN SOCIAL REPORT 2022

The European Social Report is a tool for understanding the social reality in the various European countries where the group operates and contributes to the discussions held within its European Group Committee.

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SCOPE OF THE EUROPEAN COMMITTEE: at the end of 2022, the scope covers 22 countries.

STAFF COVERED BY THE REPORT: The social reports covers paid employees with permanent and fixed-term contracts (PTC and FTC) on 31 December of the year in question. It doesn't include interns, work-study students, VIE, vacation replacement, third-party workers, service providers and CIFRE.

- **Headcount:** each employee counts for 1 unit.
- **Full-Time Equivalent:** each employee is included on the basis of his or her contractual work time (e.g.: 0.8 for an employee working 4 days out of 5).

COMPLETENESS RATE: each table of statistical data is completed with a rate of completeness; this rate shows the percentage (rounded to the nearest whole number) of the scope of the European committee used as a basis for calculating the indicator.

The following symbol is used: **100%**

This rate can be broken down by country; it is then known as the "significance rate".

PERIMETER:

Commercial, Personal Banking & Services (CPBS):

Commercial & Personal Banking: CPBF, BNL, CPBB, CPBL, Europe-Mediterranean Specialised Businesses: Personal Finance, Arval, Leasing Solutions, Personal Investors, New Digital Businesses

Investment and Protection Services: Insurance, Real Estate, Asset Management, Wealth Management, Principal Investments

Group Functions: Social activities, BNP Paribas Consulting & Transformation, Group Communication, General Direction, Company Engagement, Compliance, Collective Management, Finance & Strategy, Legal, Group Data Office, Group Strategic Sourcing, IMEX, General Inspection, ITG, STP, SPB, Corporate & Social Responsibility, Group Human Resources, Risk

Other activities: ALM Treasury, Other Group Functions subsidiaries, Cash Management & Trade Services, PACE, IPS other activities

Since 2022, PACE and IPS other activities have been assigned to the "Other activities" scope, the 2021 year has been restated to be consistent with this change of assignment.

PROFESSIONAL FIELD: the professional field refers to the Jobs Directory, the Group's worldwide reference system, divided into 4 categories: position, job, family, and professional field. The Jobs Directory provides an overview of the principal activities pursued within the Group independently of, firstly, hierarchical positions and, secondly, legal and organizational structures.

SENIOR MANAGEMENT POSITION: in 2011, the concept of Senior Management Positions has been created to enable the Senior Managers to do the following:

- provide leadership by giving meaning,
- play an active role in the reflection process in the light of major transformations,
- implement our corporate strategy effectively and efficiently.

A Senior Management Position is a position that is identified and approved by the Executive committee of the Operating Divisions, Business Lines, Group Functions of BNP Paribas as having a significant impact on the Group. This impact is related to the expected involvement of the incumbent of any given position:

- in defining and implementing the entity's strategy, and/or;
- in obtaining commercial/final results, and/or;
- in creating high-level expertise through the development of know-how, knowledge and skills, and/or;
- in managing a support function.

ABBREVIATIONS: **CPBF** Commercial & Personal Banking in France; **CPBB** Commercial & Personal Banking in Belgium; **CPBL** Commercial & Personal Banking in Luxembourg; **BNL** Italian Commercial & Personal Banking; **CIB** Corporate and Institutional Banking; **IPS** Investment and Protection Services

FULL-TIME EQUIVALENT PER OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS AND PER GENDER

2021					100%	2022					100%
MEN		WOMEN		TOTAL	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	MEN		WOMEN		TOTAL	
FTE	%	FTE	%			FTE	%	FTE	%		
9,286	39.6%	14,163	60.4%	23,450	CPBF	9,493	39.8%	14,334	60.2%	23,827	
5,583	51.6%	5,240	48.4%	10,823	BNL	4,960	50.8%	4,800	49.2%	9,760	
4,786	48.3%	5,125	51.7%	9,911	CPBB	4,915	48.6%	5,205	51.4%	10,120	
816	52.0%	754	48.0%	1,570	CPBL	812	51.7%	759	48.3%	1,571	
2,294	34.5%	4,355	65.5%	6,649	Europe-Mediterranean	2,314	34.9%	4,308	65.1%	6,622	
6,917	43.0%	9,170	57.0%	16,087	Personal Finance	7,040	43.5%	9,145	56.5%	16,184	
3,232	49.1%	3,350	50.9%	6,582	Arval	3,539	49.3%	3,643	50.7%	7,182	
1,583	47.8%	1,726	52.2%	3,310	Leasing Solutions	1,588	47.5%	1,757	52.5%	3,345	
656	60.9%	422	39.1%	1,078	Personal Investors	699	61.3%	442	38.7%	1,141	
277	53.5%	241	46.5%	518	New Digital Businesses	407	50.5%	399	49.5%	806	
2,733	46.8%	3,102	53.2%	5,834	Insurance	2,631	46.4%	3,037	53.6%	5,668	
2,317	53.3%	2,034	46.7%	4,351	Real Estate	2,382	52.1%	2,188	47.9%	4,570	
876	60.2%	579	39.8%	1,455	Asset Management	952	61.2%	604	38.8%	1,555	
663	48.5%	703	51.5%	1,366	Wealth Management	672	48.7%	708	51.3%	1,380	
29	66.5%	15	33.5%	44	Principal Investments	30	61.7%	19	38.3%	49	
10,854	57.1%	8,154	42.9%	19,007	CIB	11,341	57.3%	8,455	42.7%	19,796	
7,542	49.7%	7,638	50.3%	15,180	Group Functions	8,056	50.3%	7,949	49.7%	16,004	
608	53.1%	536	46.9%	1,145	Other activities	669	52.9%	595	47.1%	1,264	
61,052	47.6%	67,307	52.4%	128,359	TOTAL	62,498	47.8%	68,346	52.2%	130,845	

HEADCOUNT PER OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS AND PER GENDER

2021					100%	2022					100%
MEN		WOMEN		TOTAL	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	MEN		WOMEN		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
9,337	38.7%	14,776	61.3%	24,113	CPBF	9,543	39.0%	14,920	61.0%	24,463	
5,624	50.8%	5,438	49.2%	11,062	BNL	5,000	50.1%	4,977	49.9%	9,977	
4,898	46.5%	5,625	53.5%	10,523	CPBB	5,028	46.9%	5,690	53.1%	10,718	
837	49.3%	860	50.7%	1,697	CPBL	833	49.1%	863	50.9%	1,696	
2,311	34.6%	4,375	65.4%	6,686	Europe-Mediterranean	2,322	34.9%	4,326	65.1%	6,648	
6,988	42.0%	9,669	58.0%	16,657	Personal Finance	7,110	42.5%	9,630	57.5%	16,740	
3,254	48.1%	3,511	51.9%	6,765	Arval	3,565	48.4%	3,807	51.6%	7,372	
1,591	46.8%	1,805	53.2%	3,396	Leasing Solutions	1,595	46.5%	1,832	53.5%	3,427	
668	57.5%	494	42.5%	1,162	Personal Investors	713	58.0%	516	42.0%	1,229	
277	53.5%	241	46.5%	518	New Digital Businesses	409	50.5%	401	49.5%	810	
2,859	46.4%	3,297	53.6%	6,156	Insurance	2,760	46.0%	3,241	54.0%	6,001	
2,358	52.2%	2,159	47.8%	4,517	Real Estate	2,412	51.4%	2,285	48.6%	4,697	
880	59.6%	597	40.4%	1,477	Asset Management	957	60.5%	624	39.5%	1,581	
667	48.0%	723	52.0%	1,390	Wealth Management	673	48.2%	724	51.8%	1,397	
29	65.9%	15	34.1%	44	Principal Investments	30	61.2%	19	38.8%	49	
10,904	56.6%	8,364	43.4%	19,268	CIB	11,394	56.8%	8,662	43.2%	20,056	
7,597	49.1%	7,861	50.9%	15,458	Group Functions	8,103	49.8%	8,163	50.2%	16,266	
610	52.8%	546	47.2%	1,156	Other activities	671	52.6%	605	47.4%	1,276	
61,689	46.7%	70,356	53.3%	132,045	TOTAL	63,118	47.0%	71,285	53.0%	134,403	

FULL-TIME EQUIVALENT PER COUNTRY AND GENDER

2021					100%	2022					100%
MEN		WOMEN		TOTAL	COUNTRIES	MEN		WOMEN		TOTAL	
FTE	%	FTE	%			FTE	%	FTE	%		
3,203	56.7%	2,448	43.3%	5,651	Germany	3,359	56.5%	2,588	43.5%	5,947	
90	57.8%	66	42.2%	156	Austria	84	54.8%	69	45.2%	152	
6,272	49.9%	6,305	50.1%	12,578	Belgium	6,437	50.1%	6,410	49.9%	12,847	
168	20.3%	656	79.7%	824	Bulgaria	166	21.1%	620	78.9%	786	
159	53.1%	141	46.9%	300	Denmark	170	53.2%	149	46.8%	319	
2,069	48.7%	2,182	51.3%	4,251	Spain	2,193	49.5%	2,233	50.5%	4,427	
25	67.6%	12	32.4%	37	Finland	25	55.6%	20	44.4%	45	
24,805	45.2%	30,035	54.8%	54,840	France	25,676	45.6%	30,644	54.4%	56,320	
38	56.2%	30	43.8%	68	Greece	43	57.5%	32	42.5%	75	
184	39.0%	287	61.0%	471	Hungary	195	41.8%	271	58.2%	466	
279	54.8%	230	45.2%	510	Ireland	282	55.9%	223	44.1%	506	
8,633	50.7%	8,405	49.3%	17,038	Italy	8,104	50.3%	7,998	49.7%	16,102	
1,886	53.8%	1,621	46.2%	3,507	Luxembourg	1,905	53.3%	1,668	46.7%	3,573	
99	55.5%	79	44.5%	178	Norway	97	54.0%	83	46.0%	180	
654	66.7%	327	33.3%	982	Netherlands	817	64.5%	450	35.5%	1,268	
3,581	36.8%	6,153	63.2%	9,735	Poland	3,665	37.3%	6,167	62.7%	9,832	
3,336	46.4%	3,856	53.6%	7,192	Portugal	3,758	47.2%	4,201	52.8%	7,959	
395	51.1%	378	48.9%	773	Czech Republic	381	51.3%	362	48.7%	742	
285	31.6%	617	68.4%	902	Romania	297	32.5%	616	67.5%	913	
4,548	59.7%	3,072	40.3%	7,620	United Kingdom	4,422	59.0%	3,071	41.0%	7,493	
179	40.7%	261	59.3%	440	Slovakia	215	43.1%	283	56.9%	498	
162	52.4%	147	47.6%	309	Sweden	207	52.4%	188	47.6%	396	
61,052	47.6%	67,307	52.4%	128,359	TOTAL	62,498	47.8%	68,346	52.2%	130,845	

HEADCOUNT PER COUNTRY AND GENDER

2021					100%	2022					100%
MEN		WOMEN		TOTAL	COUNTRIES	MEN		WOMEN		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
3,250	54.5%	2,712	45.5%	5,962	Germany	3,403	54.4%	2,857	45.6%	6,260	
91	55.5%	73	44.5%	164	Austria	84	53.5%	73	46.5%	157	
6,416	48.3%	6,869	51.7%	13,285	Belgium	6,581	48.6%	6,968	51.4%	13,549	
172	20.7%	660	79.3%	832	Bulgaria	170	21.4%	623	78.6%	793	
165	52.9%	147	47.1%	312	Denmark	173	52.1%	159	47.9%	332	
2,082	47.7%	2,287	52.3%	4,369	Spain	2,208	48.6%	2,335	51.4%	4,543	
25	67.6%	12	32.4%	37	Finland	25	55.6%	20	44.4%	45	
24,936	44.5%	31,153	55.5%	56,089	France	25,797	44.9%	31,691	55.1%	57,488	
38	55.9%	30	44.1%	68	Greece	43	57.3%	32	42.7%	75	
186	38.1%	302	61.9%	488	Hungary	198	41.0%	285	59.0%	483	
280	54.3%	236	45.7%	516	Ireland	283	55.4%	228	44.6%	511	
8,722	49.7%	8,828	50.3%	17,550	Italy	8,193	49.4%	8,394	50.6%	16,587	
1,924	51.5%	1,811	48.5%	3,735	Luxembourg	1,950	51.2%	1,855	48.8%	3,805	
99	55.3%	80	44.7%	179	Norway	98	53.8%	84	46.2%	182	
673	64.2%	375	35.8%	1,048	Netherlands	842	62.7%	501	37.3%	1,343	
3,678	37.1%	6,242	62.9%	9,920	Poland	3,752	37.5%	6,264	62.5%	10,016	
3,337	46.4%	3,858	53.6%	7,195	Portugal	3,758	47.2%	4,205	52.8%	7,963	
402	50.0%	402	50.0%	804	Czech Republic	389	50.1%	387	49.9%	776	
292	31.7%	629	68.3%	921	Romania	299	32.6%	618	67.4%	917	
4,575	58.6%	3,235	41.4%	7,810	United Kingdom	4,445	57.9%	3,226	42.1%	7,671	
183	40.8%	265	59.2%	448	Slovakia	218	43.2%	287	56.8%	505	
163	52.1%	150	47.9%	313	Sweden	209	52.0%	193	48.0%	402	
61,689	46.7%	70,356	53.3%	132,045	TOTAL	63,118	47.0%	71,285	53.0%	134,403	

FULL-TIME EQUIVALENT PER OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS AND PER COUNTRY

COUNTRIES	2022																		100%
	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS																		
	CPBF	BNL	CPBB	CPBL	EUROPE-MED.	PERSONAL FINANCE	ARVAL	LEASING SOLUTIONS	PERSONAL INVESTORS	NEW DIGITAL BUSINESSES	INSURANCE	REAL ESTATE	ASSET MGMT.	WEALTH MGMT.	PRINCIPAL INVEST.	CIB	GROUP FUNCTIONS	OTHER ACT.	TOTAL
Germany			63			1,650	381	304	1,141		165	802	23	89		986	335	10	5,948
Austria						15	68	19			14		5			25	6		152
Belgium			9,995		1	443	415	140		21	87	87	304		5	376	835	138	12,847
Bulgaria						663					38					51	32	2	786
Denmark			20			198	36	2			6					31	27		319
Spain	14					1,417	855	104		38	115	121	6	21	1	932	799	3	4,427
Finland							36									9			45
France	23,759				225	4,958	1,978	1,337		728	3,400	1,830	783	681	43	5,518	10,060	1,022	56,320
Greece							40									34	1		75
Hungary						274	33				40					81	34	4	466
Ireland							36					33				401	35	1	506
Italy		9,760				2,506	1,112	471			500	181	51			645	871	6	16,102
Luxembourg				1,571			53	13			302	41	71	281		979	257	5	3,573
Norway						7	26	34			6		49			45	11	2	180
Netherlands			12			95	489	98			76	41	117	7		275	57	2	1,268
Poland					6,363	1,151	270	274			121	100				1,011	539	3	9,832
Portugal	54					579	83	36		19	440	4	1	301		5,191	1,201	49	7,959
Czech Republic						377	111				197					24	32	1	742
Romania						647	91	63			23					21	67	1	913
U.K.			31			1,011	684	445				1,331	136			3,073	766	16	7,493
Slovakia						124	331				32						11		498
Sweden					33	70	54	5			107		11			89	27		396
TOTAL	23,827	9,760	10,120	1,571	6,622	16,184	7,182	3,345	1,141	806	5,668	4,571	1,555	1,380	49	19,796	16,004	1,264	130,846

CPBF (France excluded): Factor (included International Trade Partner).

CPBB (Belgium excluded): BNP Paribas Factor, BNP Paribas Commercial Finance, BNP Factoring Support.

FULL-TIME EQUIVALENT PER OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS, PER COUNTRY AND GENDER

COUNTRIES	2022																	
	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS																	
	CPBF	BNL	CPBB	CPBL	EUROPE-MED.	PERSONAL FINANCE	ARVAL	LEASING SOLUTIONS	PERSONAL INVESTORS	NEW DIGITAL BUSINESSES	INSURANCE	REAL ESTATE	ASSET MGMT.	WEALTH MGMT.	PRINCIPAL INVEST.	CIB	GROUP FUNCTIONS	OTHER ACT.
M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.	M./W.
Germany			58%			52%	56%	52%	61%		55%	57%	80%	55%		61%	55%	NS
Austria						63%	54%	52%			59%					65%	NS	
Belgium			52%		NS	51%	57%	56%		52%	52%	56%	66%		NS	64%	52%	66%
Bulgaria						84%					60%					57%	53%	NS
Denmark			64%			52%	58%	NS			NS					74%	63%	
Spain	57%					54%	59%	59%		55%	58%	50%	NS	52%	NS	62%	51%	NS
Finland							61%									NS		
France	60%				60%	60%	51%	51%		51%	54%	50%	58%	55%	63%	59%	50%	50%
Greece							58%									59%	NS	
Hungary						59%	60%				55%					60%	74%	NS
Ireland							64%					61%				56%	54%	NS
Italy		51%				51%	55%	50%			50%	55%	51%			52%	52%	NS
Luxembourg				52%			54%	52%			56%	59%	54%	56%		57%	53%	NS
Norway					NS	62%	53%				NS		73%			62%	70%	NS
Netherlands			75%			55%	62%	52%			59%	75%	70%	NS		72%	75%	NS
Poland					66%	63%	55%	62%			52%	65%				50%	55%	NS
Portugal	52%					59%	54%	50%		58%	67%	NS	NS	53%		51%	53%	53%
Czech Rep.						50%	53%				53%					51%	51%	NS
Romania						70%	51%	75%			57%					71%	58%	NS
U.K.			51%			56%	53%	56%				52%	65%			67%	59%	81%
Slovakia						70%	51%				65%						69%	
Sweden					52%	54%	59%	NS			56%		73%			64%	61%	
TOTAL	60%	51%	51%	52%	65%	57%	51%	53%	61%	50%	54%	52%	61%	51%	62%	57%	50%	53%

% Majority of men

% Majority of women

NS Non significant

FULL-TIME EQUIVALENT PER CONTRACT, OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS AND PER GENDER

2021						100%	2022						100%
FTC			PTC			OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	FTC			PTC			
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	
121	158	279	9,165	14,005	23,171	CPBF	102	180	282	9,391	14,154	23,545	
54	60	114	5,529	5,180	10,709	BNL	57	78	135	4,903	4,723	9,626	
16	17	33	4,770	5,108	9,879	CPBB	7	15	22	4,908	5,190	10,098	
13	24	37	803	730	1,533	CPBL	18	18	36	794	741	1,535	
374	680	1,054	1,920	3,676	5,595	Europe-Mediterranean	423	758	1,181	1,891	3,549	5,441	
241	418	660	6,675	8,752	15,427	Personal Finance	294	433	727	6,746	8,712	15,458	
113	131	244	3,119	3,219	6,338	Arval	131	109	240	3,408	3,535	6,943	
39	60	99	1,545	1,666	3,211	Leasing Solutions	41	49	90	1,547	1,708	3,254	
6	5	11	650	417	1,066	Personal Investors	4	9	13	695	433	1,128	
3	1	4	274	240	514	New Digital Businesses	3	17	19	404	383	787	
58	71	129	2,675	3,030	5,705	Insurance	41	61	102	2,590	2,976	5,566	
44	53	97	2,273	1,981	4,254	Real Estate	34	59	93	2,348	2,129	4,477	
22	13	35	854	566	1,420	Asset Management	7	13	20	945	590	1,535	
5	5	10	658	698	1,356	Wealth Management	1	3	4	671	705	1,376	
2		2	27	15	42	Principal Investments	2		2	28	19	47	
254	288	542	10,600	7,866	18,465	CIB	301	299	600	11,041	8,155	19,196	
73	90	163	7,469	7,548	15,017	Group Functions	77	112	189	7,979	7,836	15,815	
1		1	607	536	1,144	Other activities	3	1	4	666	594	1,260	
1,439	2,075	3,514	59,612	65,232	124,845	TOTAL	1,545	2,216	3,760	60,954	66,131	127,085	

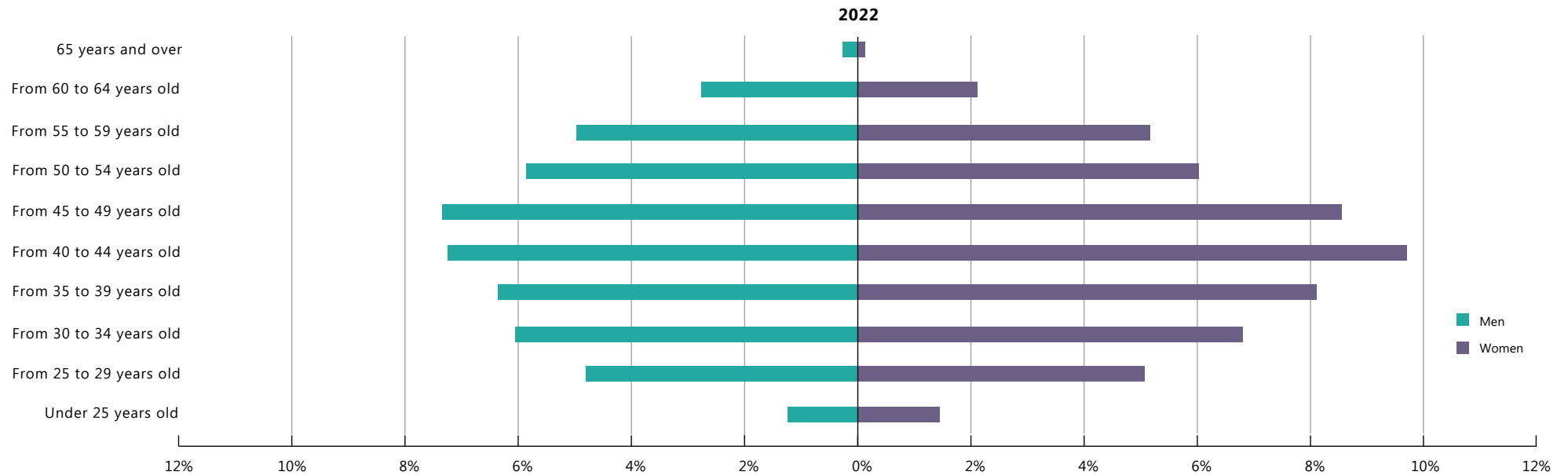
FULL-TIME EQUIVALENT PER CONTRACT, COUNTRY AND GENDER

2021						100%	2022						100%
FTC			PTC			COUNTRIES	FTC			PTC			
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	
50	47	97	3,153	2,401	5,554	Germany	48	61	109	3,311	2,527	5,837	
0	0	0	90	66	156	Austria	2	1	3	82	68	149	
35	34	68	6,238	6,271	12,509	Belgium	15	23	38	6,422	6,387	12,809	
10	38	48	158	618	776	Bulgaria	16	39	55	150	581	731	
0	1	1	159	140	299	Denmark	1	3	4	169	146	315	
79	103	182	1,991	2,079	4,069	Spain	28	48	75	2,166	2,186	4,351	
3	1	4	22	11	33	Finland	1	1	2	24	19	43	
234	323	557	24,571	29,712	54,283	France	214	404	618	25,463	30,240	55,703	
0	0	0	38	30	68	Greece	2	1	3	41	31	72	
3	6	9	181	281	462	Hungary	6	4	10	189	267	456	
7	12	19	272	218	491	Ireland	12	11	23	270	212	483	
204	266	470	8,429	8,139	16,568	Italy	237	253	489	7,868	7,745	15,613	
37	47	84	1,849	1,574	3,423	Luxembourg	35	52	87	1,870	1,616	3,486	
2	4	6	97	75	172	Norway	1	2	3	96	81	177	
68	47	114	587	281	867	Netherlands	98	53	151	719	397	1,117	
583	996	1,579	2,998	5,157	8,155	Poland	709	1,099	1,808	2,956	5,068	8,024	
30	51	81	3,306	3,805	7,111	Portugal	43	59	102	3,715	4,142	7,857	
10	19	29	385	359	744	Czech Republic	12	18	30	369	343	712	
3	5	8	282	612	894	Romania	4	7	11	293	609	902	
72	59	131	4,476	3,013	7,489	United Kingdom	51	60	110	4,371	3,011	7,383	
3	10	13	176	251	426	Slovakia	4	10	14	211	273	484	
7	6	13	155	141	296	Sweden	7	7	14	200	181	382	
1,439	2,075	3,514	59,612	65,232	124,845	TOTAL	1,545	2,216	3,760	60,954	66,131	127,085	

AGE PYRAMID PER GENDER - HEADCOUNT

2021 99%			AGE RANGE	2022 98%		
BREAKDOWN				BREAKDOWN		
MEN	WOMEN	GLOBAL		MEN	WOMEN	GLOBAL
67.1%	32.9%	0.4%	65 years old and over	65.4%	34.6%	0.4%
57.0%	43.0%	4.8%	From 60 to 64 years old	56.7%	43.3%	4.9%
49.5%	50.5%	10.4%	From 55 to 59 years old	49.0%	51.0%	10.1%
49.2%	50.8%	11.4%	From 50 to 54 years old	49.3%	50.7%	11.9%
47.0%	53.0%	15.6%	From 45 to 49 years old	46.2%	53.8%	15.9%
42.8%	57.2%	17.3%	From 40 to 44 years old	42.7%	57.3%	16.9%
42.9%	57.1%	15.2%	From 35 to 39 years old	43.9%	56.1%	14.5%
46.0%	54.0%	13.0%	From 30 to 34 years old	47.1%	52.9%	12.8%
47.7%	52.3%	9.6%	From 25 to 29 years old	48.6%	51.4%	9.9%
45.2%	54.8%	2.3%	Under 25 years old	46.4%	53.6%	2.7%

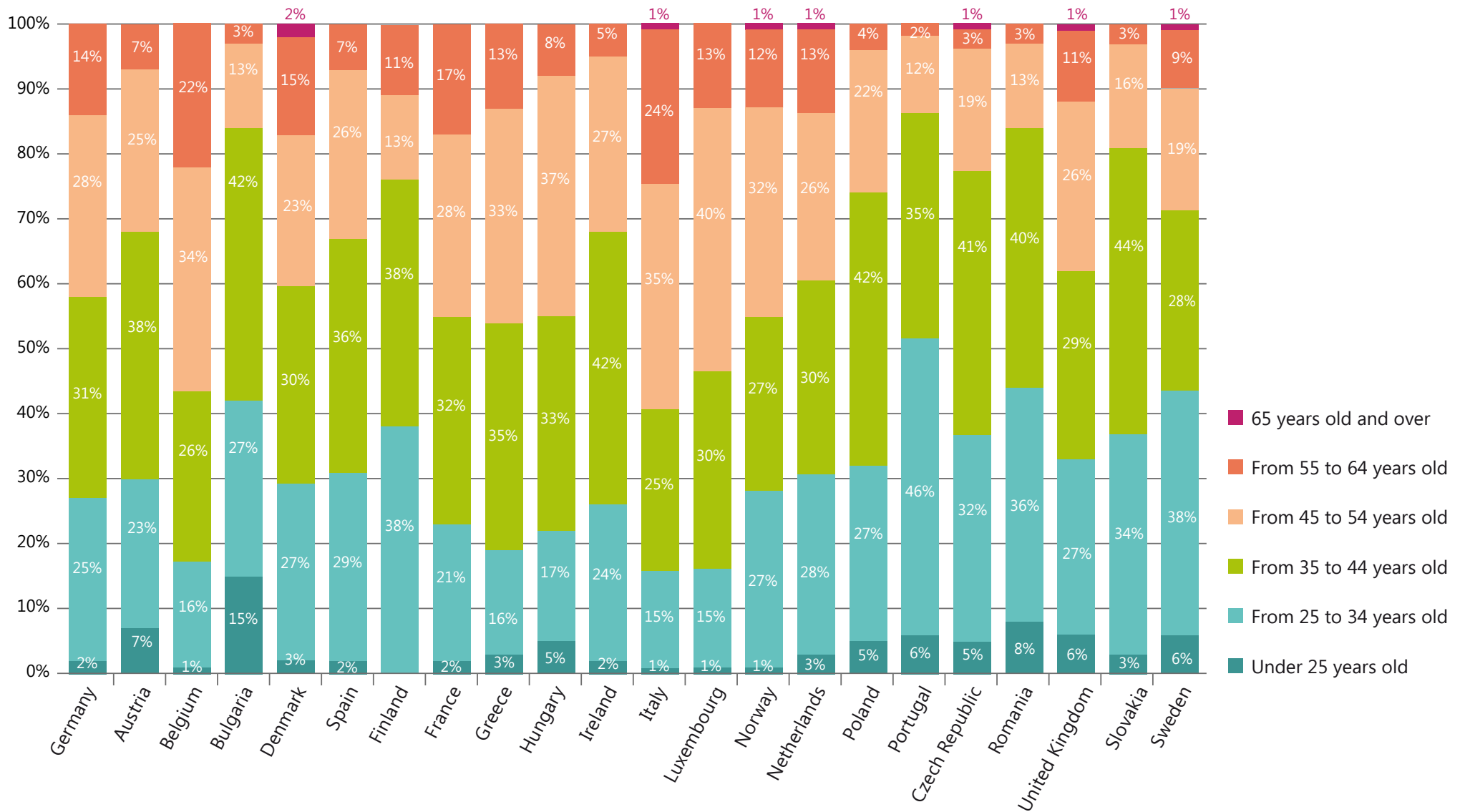
Percentages per gender are calculated on the basis of the total headcount of each line.
 Percentages of the (global) column are calculated on the basis of the total headcount.



BREAKDOWN OF HEADCOUNT PER AGE AND COUNTRY

2022

98%



AVERAGE AGE PER COUNTRY AND GENDER - HEADCOUNT

2021			99%	2022			98%
MEN	WOMEN	GLOBAL		COUNTRIES	MEN	WOMEN	GLOBAL
42.9	42.1	42.5		Germany	42.9	42.3	42.6
40.1	38.9	39.6		Austria	41.5	38.3	40.1
46.0	45.6	45.8		Belgium	46.0	46.0	46.0
37.1	35.0	35.4		Bulgaria	36.4	35.9	36.0
42.2	42.2	42.2		Denmark	43.1	41.8	42.5
40.3	40.5	40.4		Spain	40.3	40.9	40.6
36.3	44.1	38.8		Finland	37.5	41.4	39.2
44.1	43.6	43.8		France	43.9	43.5	43.7
43.6	43.4	43.5		Greece	43.3	43.7	43.5
41.5	41.9	41.8		Hungary	42.1	43.0	42.7
41.0	39.5	40.3		Ireland	41.2	40.0	40.7
48.6	45.7	47.1		Italy	48.2	45.6	46.9
44.6	44.5	44.6		Luxembourg	44.8	44.7	44.7
42.3	43.0	42.6		Norway	42.9	43.5	43.2
42.8	40.7	42.0		Netherlands	42.8	40.7	42.1
38.5	39.1	38.9		Poland	38.8	39.7	39.3
35.2	35.5	35.4		Portugal	35.6	35.9	35.7
37.8	37.4	37.6		Czech Republic	38.3	38.4	38.3
36.5	36.8	36.7		Romania	37.1	36.9	37.0
41.7	40.3	41.1		United Kingdom	41.7	40.1	41.1
37.8	37.3	37.5		Slovakia	38.0	37.9	37.9
38.7	40.8	39.7		Sweden	38.2	39.6	38.9
43.6	42.7	43.1		AVERAGE AGE	43.4	42.7	43.1

GROUP SENIORITY PYRAMID PER GENDER - HEADCOUNT

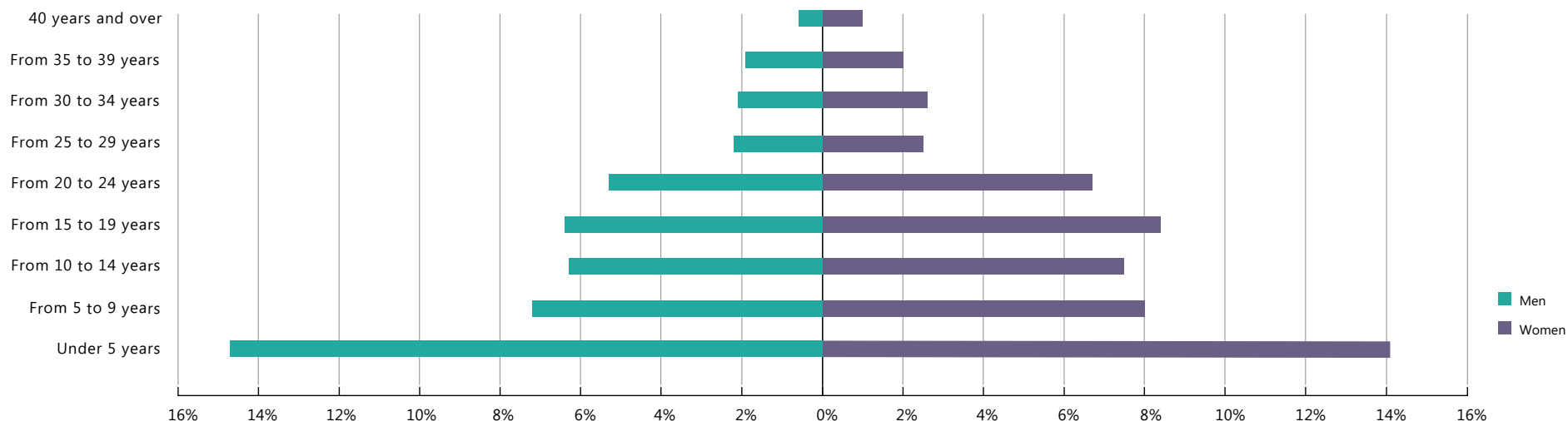
2021			SENIORITY RANGE	2022		
BREAKDOWN				BREAKDOWN		
MEN	WOMEN	GLOBAL		MEN	WOMEN	GLOBAL
44.1%	55.9%	1.4%	40 years and over	39.4%	60.6%	1.6%
46.8%	53.2%	4.3%	From 35 to 39 years	47.8%	52.2%	3.9%
44.8%	55.2%	5.5%	From 30 to 34 years	45.1%	54.9%	4.8%
47.1%	52.9%	4.4%	From 25 to 29 years	46.6%	53.4%	4.8%
43.7%	56.3%	11.6%	From 20 to 24 years	43.1%	56.9%	12.3%
42.9%	57.1%	14.0%	From 15 to 19 years	43.5%	56.5%	14.8%
45.4%	54.6%	16.9%	From 10 to 14 years	45.7%	54.3%	13.8%
47.4%	52.6%	14.6%	From 5 to 9 years	47.6%	52.4%	15.2%
50.5%	49.5%	27.3%	Under 5 years	51.1%	48.9%	28.8%

Percentages per gender are calculated on the basis of the total headcount of each seniority range.

Percentages of the global column are calculated on the basis of the global headcount.

When third-party companies are acquired by BNP Paribas, the seniority used is that of the employee's arrival in the original company.

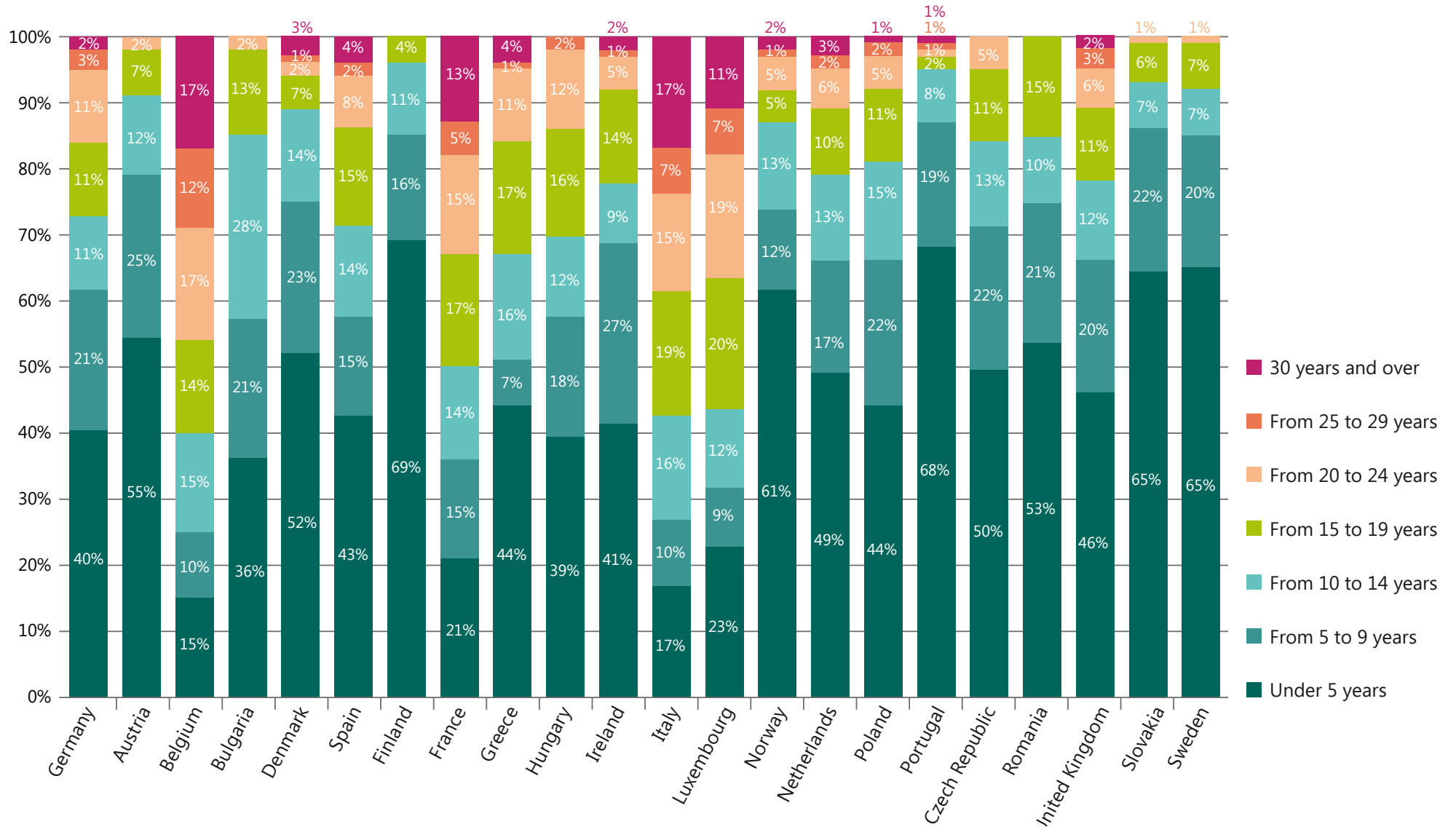
2022



BREAKDOWN OF HEADCOUNT PER GROUP SENIORITY AND COUNTRY

2022

98%



AVERAGE GROUP SENIORITY PER COUNTRY AND GENDER

2021			99%	2022			98%
MEN	WOMEN	GLOBAL		COUNTRIES	MEN	WOMEN	GLOBAL
9.6	10.4	10.0		Germany	9.6	10.3	9.9
5.1	6.4	5.7		Austria	5.6	6.1	5.8
17.9	18.8	18.3		Belgium	17.8	19.1	18.5
9.5	7.9	8.2		Bulgaria	9.3	8.5	8.7
6.3	8.1	7.2		Denmark	6.4	8.1	7.2
9.3	10.8	10.1		Spain	9.0	10.7	9.9
4.1	5.2	4.5		Finland	4.7	4.8	4.7
15.1	16.8	16.0		France	14.6	16.4	15.6
10.7	11.7	11.1		Greece	10.5	11.3	10.8
9.9	10.2	10.1		Hungary	9.5	10.4	10.0
7.9	8.9	8.3		Ireland	8.0	9.2	8.5
18.6	17.5	18.0		Italy	18.0	17.2	17.6
14.9	17.0	15.9		Luxembourg	14.8	16.9	15.8
6.6	7.7	7.1		Norway	6.9	7.9	7.4
9.4	8.8	9.2		Netherlands	8.6	8.6	8.6
7.6	8.4	8.1		Poland	7.6	8.6	8.2
4.8	5.0	4.9		Portugal	4.7	5.0	4.9
6.7	7.0	6.9		Czech Republic	6.9	7.7	7.3
6.1	6.6	6.4		Romania	6.2	6.8	6.6
8.7	8.5	8.6		United Kingdom	8.8	8.2	8.5
4.3	4.8	4.6		Slovakia	4.5	5.0	4.8
5.1	5.5	5.3		Sweden	5.0	5.1	5.0
13.6	14.4	14.0		AVERAGE SENIORITY	13.2	14.2	13.7

When third-party companies are acquired by BNP Paribas, the seniority used is that of the employee's arrival in the original company.

FULL-TIME EQUIVALENT PER PROFESSIONAL FIELD, COUNTRY AND GENDER

2021										98%	2022										97%
SALES			OPERATIONS PROCESSING			FUNCTIONS & TOP MANAGEMENT			SIGNIFICANCE RATE	COUNTRIES	SALES			OPERATIONS PROCESSING			FUNCTIONS & TOP MANAGEMENT			SIGNIFICANCE RATE	
TOTAL	M.	W.	TOTAL	M.	W.	TOTAL	M.	W.			TOTAL	M.	W.	TOTAL	M.	W.	TOTAL	M.	W.		
43%	61%	39%	17%	44%	56%	40%	58%	42%	94%	Germany	43%	61%	39%	17%	46%	54%	40%	57%	43%	94%	
50%	66%	34%	18%	65%	35%	32%	44%	56%	94%	Austria	54%	64%	36%	18%	55%	45%	27%	40%	60%	96%	
59%	46%	54%	6%	48%	52%	35%	56%	44%	99%	Belgium	57%	46%	54%	6%	48%	52%	37%	57%	43%	96%	
73%	14%	86%	3%	38%	62%	23%	37%	63%	100%	Bulgaria	72%	14%	86%	4%	39%	61%	25%	37%	63%	100%	
52%	51%	49%	8%	33%	67%	40%	60%	40%	100%	Denmark	51%	47%	53%	8%	34%	66%	42%	65%	35%	98%	
41%	45%	55%	13%	39%	61%	46%	55%	45%	98%	Spain	39%	45%	55%	13%	38%	62%	48%	56%	44%	98%	
49%	67%	33%	30%	91%	9%	22%	38%	63%	100%	Finland	53%	58%	42%	29%	69%	31%	18%	25%	75%	100%	
51%	42%	58%	9%	33%	67%	40%	51%	49%	98%	France	50%	43%	57%	9%	33%	67%	41%	51%	49%	97%	
31%	52%	48%	34%	61%	39%	35%	55%	45%	100%	Greece	35%	54%	46%	33%	63%	38%	32%	55%	45%	99%	
42%	35%	65%	10%	30%	70%	48%	45%	55%	100%	Hungary	42%	37%	63%	11%	36%	64%	47%	47%	53%	99%	
12%	65%	35%	37%	48%	52%	51%	57%	43%	100%	Ireland	12%	64%	36%	37%	46%	54%	51%	60%	40%	99%	
57%	49%	51%	12%	49%	51%	31%	54%	46%	99%	Italy	59%	49%	51%	10%	45%	55%	31%	54%	46%	99%	
31%	53%	47%	24%	45%	55%	44%	59%	41%	99%	Luxembourg	31%	51%	49%	25%	46%	54%	45%	59%	41%	100%	
49%	60%	40%	12%	67%	33%	39%	47%	53%	100%	Norway	47%	59%	41%	12%	68%	32%	41%	43%	57%	99%	
42%	69%	31%	18%	61%	39%	39%	66%	34%	99%	Netherlands	44%	68%	32%	16%	63%	37%	40%	67%	33%	84%	
56%	32%	68%	15%	34%	66%	28%	46%	54%	98%	Poland	52%	31%	69%	16%	36%	64%	31%	47%	53%	99%	
12%	47%	53%	42%	44%	56%	45%	48%	52%	100%	Portugal	11%	47%	53%	38%	45%	55%	51%	49%	51%	100%	
44%	46%	54%	12%	41%	59%	44%	59%	41%	100%	Czech Republic	38%	49%	51%	17%	37%	63%	45%	58%	42%	100%	
55%	23%	77%	9%	31%	69%	36%	45%	55%	100%	Romania	52%	22%	78%	9%	25%	75%	39%	47%	53%	99%	
43%	60%	40%	11%	49%	51%	46%	60%	40%	91%	United Kingdom	45%	61%	39%	11%	46%	54%	44%	59%	41%	91%	
31%	35%	65%	36%	41%	59%	33%	46%	54%	98%	Slovakia	32%	35%	65%	38%	45%	55%	30%	47%	53%	97%	
50%	62%	38%	16%	38%	62%	35%	42%	58%	98%	Sweden	49%	61%	39%	14%	40%	60%	37%	47%	53%	95%	
49%	45%	55%	13%	41%	59%	38%	53%	47%	98%	TOTAL	48%	45%	55%	13%	41%	59%	39%	53%	47%	97%	



RECRUITMENTS OF PERMANENT-TERM CONTRACTS PER GENDER - HEADCOUNT

2021			100%	2022			100%
HEADCOUNT			RECRUITMENTS	HEADCOUNT			
MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL	
4,132	3,446	7,578	PTC	6,402	5,708	12,110	
804	1,121	1,925	Contract transformation from FTC to PTC	1,355	1,571	2,926	
4,936	4,567	9,503	TOTAL	7,757	7,279	15,036	

2021			100%	2022			100%
BREAKDOWN			RECRUITMENTS	BREAKDOWN			
MEN	WOMEN	GLOBAL		MEN	WOMEN	GLOBAL	
54.5%	45.5%	79.7%	PTC	52.9%	47.1%	80.5%	
41.8%	58.2%	20.3%	Contract transformation from FTC to PTC	46.3%	53.7%	19.5%	
51.9%	48.1%	100.0%	TOTAL	51.6%	48.4%	100.0%	

Percentages per gender are calculated on the basis of the total headcount of each line.
Percentages of the "global" column are calculated on the basis of the total headcount.

VARIATION OF FIXED-TERM CONTRACTS - FULL-TIME EQUIVALENT

2021	100%	2022	100%
-623		246	

The variation of the FTC headcount is the difference between the FTC headcount at 12/31/Y and those at 12/31/Y-1.

RECRUITMENTS OF PERMANENT-TERM CONTRACTS PER COUNTRY AND GENDER - HEADCOUNT

2021			100%	2022			100%
PTC		RECRUITMENTS	COUNTRIES	PTC		RECRUITMENTS	
MEN	WOMEN			MEN	WOMEN		
58.1%	41.9%	468	Germany	55.5%	44.5%	934	
53.6%	46.4%	69	Austria	50.0%	50.0%	26	
58.7%	41.3%	572	Belgium	56.3%	43.7%	902	
20.2%	79.8%	129	Bulgaria	22.7%	77.3%	163	
46.3%	53.7%	54	Denmark	63.0%	37.0%	46	
54.2%	45.8%	548	Spain	56.5%	43.5%	767	
71.4%	28.6%	7	Finland	38.5%	61.5%	13	
52.5%	47.5%	2,987	France	51.0%	49.0%	5,355	
75.0%	25.0%	8	Greece	55.6%	44.4%	9	
34.3%	65.7%	67	Hungary	40.4%	59.6%	89	
53.8%	46.2%	26	Ireland	54.3%	45.7%	81	
62.6%	37.4%	380	Italy	60.4%	39.6%	848	
55.7%	44.3%	203	Luxembourg	54.9%	45.1%	315	
57.6%	42.4%	33	Norway	46.4%	53.6%	28	
63.9%	36.1%	36	Netherlands	60.7%	39.3%	135	
40.2%	59.8%	929	Poland	42.5%	57.5%	1,123	
49.8%	50.2%	1,450	Portugal	50.7%	49.3%	2,160	
57.3%	42.7%	124	Czech Republic	53.7%	46.3%	134	
36.0%	64.0%	150	Romania	36.3%	63.7%	193	
57.4%	42.6%	1,095	United Kingdom	53.6%	46.4%	1,425	
48.0%	52.0%	102	Slovakia	46.5%	53.5%	159	
54.5%	45.5%	66	Sweden	51.1%	48.9%	131	
51.9%	48.1%	9,503	TOTAL	51.6%	48.4%	15,036	

Including contract transformations from FTC to PTC.

Percentages per gender are calculated on the basis of the total headcount of each country.

PERMANENT-TERM CONTRACTS LEAVERS PER REASON AND GENDER - HEADCOUNT

2021			DEPARTURES PER REASON	2022		
HEADCOUNT				HEADCOUNT		
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	
1,106	911	2,017	Retirement/Early Retirement	775	801	1,576
2,913	2,743	5,656	Resignation	3,467	3,263	6,730
449	470	919	Dismissal	401	477	878
507	564	1,071	Mutual Agreed departures	536	629	1,165
706	822	1,528	Others*	1,265	1,171	2,436
5,681	5,510	11,191	TOTAL	6,444	6,341	12,785

2021			DEPARTURES PER REASON	2022		
BREAKDOWN				BREAKDOWN		
MEN	WOMEN	GLOBAL	MEN	WOMEN	GLOBAL	
54.8%	45.2%	18.0%	Retirement/Early Retirement	49.2%	50.8%	12.3%
51.5%	48.5%	50.5%	Resignation	51.5%	48.5%	52.6%
48.9%	51.1%	8.2%	Dismissal	45.7%	54.3%	6.9%
47.3%	52.7%	9.6%	Mutual Agreed departures	46.0%	54.0%	9.1%
46.2%	53.8%	13.7%	Others*	51.9%	48.1%	19.1%
50.8%	49.2%	100.0%	TOTAL	50.4%	49.6%	100.0%

Percentages per gender are calculated on the basis of the total headcount of each line.

Percentages of the "global" column are calculated on the basis of the total headcount.

*Others: assisted departure plans, deaths, end of trial period, unspecified reason for leaving.

SCOPE VARIATIONS - FULL-TIME EQUIVALENT

2020 / 2021		SCOPE VARIATIONS	2021 / 2022	
FTEs	RATE		FTEs	RATE
-78	-0.1%		264	0.2%

DEPARTURE RATE PER REASON AND COUNTRY - HEADCOUNT

COUNTRIES	2022						TOTAL	DEPARTURES
	DEPARTURES PER REASON							
	RETIREMENT/ EARLY RETIREMENT	RESIGNATION	DISMISSAL	MUTUAL AGREED DEPARTURES	OTHERS*			
Germany	0.2%	5.4%	0.5%	0.9%	4.2%	11.2%	654	
Austria		9.1%	1.2%	4.3%	12.2%	26.8%	44	
Belgium	2.8%	3.1%	1.0%	0.2%	0.6%	7.8%	1,032	
Bulgaria		18.4%	0.1%	0.1%	5.0%	23.6%	185	
Denmark		9.0%		0.3%	2.9%	12.3%	38	
Spain		6.2%	2.7%		1.1%	10.1%	423	
Finland		12.1%			3.0%	15.2%	5	
France	1.9%	3.5%	0.8%	1.0%	0.9%	8.1%	4,503	
Greece		4.4%	1.5%			5.9%	4	
Hungary		1.3%		0.6%	17.1%	19.0%	91	
Ireland	0.2%	13.9%			2.8%	16.9%	84	
Italy	0.6%	3.1%	0.1%	0.8%	1.0%	5.7%	966	
Luxembourg	0.5%	3.9%	0.5%	0.5%	0.9%	6.4%	232	
Norway		9.2%	0.6%	0.6%	3.5%	13.9%	24	
Netherlands	0.1%	6.3%	0.1%	0.9%	6.7%	14.0%	130	
Poland		7.7%	0.5%	2.9%	4.8%	16.0%	1,327	
Portugal		13.0%	0.2%	0.1%	4.0%	17.3%	1,231	
Czech Republic	0.3%	11.5%	2.2%	1.8%	4.9%	20.7%	160	
Romania	0.1%	15.8%		3.9%	2.2%	22.0%	201	
United Kingdom	0.1%	11.6%	0.3%	0.3%	4.8%	17.0%	1,302	
Slovakia		13.9%	0.2%	3.5%	4.6%	22.2%	96	
Sweden	0.3%	15.7%		0.3%	1.7%	18.0%	54	
TOTAL	1.2%	5.2%	0.7%	0.9%	1.9%	10.0%	12,786	

Percentages are calculated on the basis of the Permanent-Term Contract headcounts of the country during the previous year.

*Others: assisted departure plans, deaths, end of trial period, unspecified reason for leaving.

3 | ABSENTEEISM, LEAVES & WORK RELATED ACCIDENTS

ABSENTEEISM, LEAVES AND WORK RELATED ACCIDENTS PER COUNTRY

COUNTRIES	2022		
	RATE OF ABSENTEEISM AND LEAVES		
	ILLNESS	DUE TO WORK RELATED ACCIDENTS	MATERNITY/PATERNITY/PARENTAL LEAVE*
Germany	5.6%	0.0%	3.9%
Austria	1.5%	0.0%	0.6%
Belgium	8.8%	0.0%	0.7%
Bulgaria	5.7%	0.0%	12.7%
Denmark	3.2%	0.0%	3.5%
Spain	2.2%	0.0%	1.2%
Finland	3.1%	0.0%	3.1%
France	5.0%	0.1%	1.9%
Greece	0.4%	0.0%	0.3%
Hungary	7.0%	0.0%	7.5%
Ireland	2.3%	0.0%	3.0%
Italy	3.8%	0.0%	1.9%
Luxembourg	2.6%	0.0%	1.1%
Norway	6.5%	0.0%	2.3%
Netherlands	4.6%	0.0%	0.5%
Poland	4.8%	0.0%	5.5%
Portugal	1.6%	0.0%	1.2%
Czech Republic	2.7%	0.0%	15.3%
Romania	1.6%	0.0%	0.9%
United Kingdom	1.3%	0.0%	1.7%
Slovakia	1.9%	0.0%	5.2%
Sweden	3.0%	0.0%	7.3%
TOTAL	4.6%	0.0%	2.2%

93%

% Significance rate of 30% to 50%.

% Non-significant data.

*the maternity/paternity/parental absence rate includes maternity and paternity leave, parental leave as well as adoption leave.

PART-TIME EMPLOYEES PER COUNTRY AND GENDER - HEADCOUNT

2021							99%	2022							98%
MEN		WOMEN		TOTAL		SIGNIFICANCE RATE	COUNTRIES	MEN		WOMEN		TOTAL		SIGNIFICANCE RATE	
HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%		
163	5.3%	864	33.4%	1,027	18.1%	95%	Germany	171	5.3%	896	32.9%	1,067	17.9%	95%	
1	1.1%	19	27.9%	20	12.7%	96%	Austria	1	1.2%	14	20.3%	15	9.9%	96%	
525	8.3%	2,362	34.8%	2,887	22.0%	99%	Belgium	539	8.5%	2,295	33.9%	2,834	21.7%	97%	
4	2.3%	13	2.0%	17	2.0%	100%	Bulgaria	5	2.9%	11	1.8%	16	2.0%	100%	
8	4.8%	23	15.6%	31	9.9%	100%	Denmark	5	2.9%	28	17.6%	33	9.9%	100%	
59	2.9%	492	21.8%	551	12.8%	99%	Spain	63	2.9%	479	20.8%	542	12.1%	99%	
				0	0.0%	100%	Finland					0	0.0%	100%	
395	1.6%	4,927	15.9%	5,322	9.5%	100%	France	376	1.5%	4,633	14.8%	5,009	8.8%	99%	
		1	3.3%	1	1.5%	100%	Greece			1	3.1%	1	1.3%	100%	
4	2.2%	57	18.9%	61	12.5%	100%	Hungary	3	1.5%	52	18.2%	55	11.4%	100%	
3	1.1%	21	8.9%	24	4.7%	100%	Ireland	3	1.1%	18	7.9%	21	4.1%	100%	
133	1.5%	1,629	18.6%	1,762	10.1%	99%	Italy	116	1.4%	1,523	18.3%	1,639	9.9%	99%	
149	7.8%	725	40.1%	874	23.5%	100%	Luxembourg	152	7.8%	717	38.7%	869	22.8%	100%	
		2	2.5%	2	1.1%	100%	Norway	2	2.0%	3	3.6%	5	2.7%	100%	
95	14.2%	191	50.9%	286	27.4%	100%	Netherlands	104	14.0%	198	48.6%	302	26.2%	86%	
38	1.0%	71	1.1%	109	1.1%	100%	Poland	29	0.8%	84	1.3%	113	1.1%	100%	
4	0.1%	9	0.2%	13	0.2%	100%	Portugal	1	0.0%	13	0.3%	14	0.2%	100%	
11	2.7%	79	19.7%	90	11.2%	100%	Czech Republic	11	2.8%	80	20.7%	91	11.7%	100%	
4	1.4%	5	0.8%	9	1.0%	100%	Romania	3	1.0%	9	1.5%	12	1.3%	100%	
76	1.7%	554	17.9%	630	8.4%	95%	United Kingdom	71	1.7%	529	17.2%	600	8.2%	95%	
		12	4.5%	12	2.7%	100%	Slovakia	1	0.5%	11	3.8%	12	2.4%	100%	
3	1.8%	11	7.3%	14	4.5%	100%	Sweden	4	1.9%	14	7.3%	18	4.5%	100%	
1,675	2.8%	12,067	17.3%	13,742	10.5%	99%	TOTAL	1,660	2.7%	11,608	16.5%	13,268	10.0%	98%	

Percentages per gender are calculated on the basis of the total headcount by gender of each country (full-time and part-time).
Percentages of the total column are based on the total headcount of each country (full-time and part-time).
2021 data reviewed according to the new methodology applied for calculating part-time work in 2022.

BREAKDOWN OF PART-TIME EMPLOYEES BY LENGTH OF WORKING TIME (< OR ≥ 80%) PER COUNTRY AND GENDER - HEADCOUNT

2021								99%	2022								98%
WORKING PART-TIME						TOTAL HEADCOUNT	SIGNIFICANCE RATE	COUNTRIES	WORKING PART-TIME						TOTAL HEADCOUNT	SIGNIFICANCE RATE	
< 80%			≥ 80%						< 80%			≥ 80%					
M.	W.	GLOBAL	M.	W.	GLOBAL	M.	W.	GLOBAL	M.	W.	GLOBAL	M.	W.	GLOBAL			
8.0%	59.3%	67.3%	7.9%	24.8%	32.7%	1,027	95%	Germany	7.3%	59.8%	67.1%	8.7%	24.2%	32.9%	1,067	95%	
5.0%	85.0%	90.0%		10.0%	10.0%	20	96%	Austria		80.0%	80.0%	6.7%	13.3%	20.0%	15	96%	
4.0%	15.3%	19.3%	14.2%	66.5%	80.7%	2,887	99%	Belgium	4.1%	16.4%	20.5%	14.9%	64.6%	79.5%	2,834	97%	
23.5%	52.9%	76.5%		23.5%	23.5%	17	100%	Bulgaria	31.3%	43.8%	75.0%		25.0%	25.0%	16	100%	
25.8%	25.8%	51.6%		48.4%	48.4%	31	100%	Denmark	12.1%	36.4%	48.5%	3.0%	48.5%	51.5%	33	100%	
4.7%	47.5%	52.3%	6.0%	41.7%	47.7%	551	99%	Spain	5.2%	48.7%	53.9%	6.5%	39.7%	46.1%	542	99%	
						0	100%	Finland							0	100%	
3.1%	15.2%	18.3%	4.4%	77.4%	81.7%	5,322	100%	France	3.2%	15.5%	18.8%	4.3%	77.0%	81.2%	5,009	99%	
	100.0%	100.0%				1	100%	Greece					100.0%	100.0%	1	100%	
4.9%	73.8%	78.7%	1.6%	19.7%	21.3%	61	100%	Hungary	5.5%	76.4%	81.8%		18.2%	18.2%	55	100%	
	29.2%	29.2%	12.5%	58.3%	70.8%	24	100%	Ireland		23.8%	23.8%	14.3%	61.9%	76.2%	21	100%	
3.6%	38.6%	42.2%	4.0%	53.9%	57.8%	1,762	99%	Italy	3.4%	38.5%	41.9%	3.7%	54.4%	58.1%	1,639	99%	
3.1%	27.0%	30.1%	14.0%	55.9%	69.9%	874	100%	Luxembourg	3.3%	26.5%	29.8%	14.2%	56.0%	70.2%	869	100%	
	50.0%	50.0%		50.0%	50.0%	2	100%	Norway	20.0%	40.0%	60.0%	20.0%	20.0%	40.0%	5	100%	
1.7%	27.6%	29.4%	31.5%	39.2%	70.6%	286	100%	Netherlands	2.0%	23.8%	25.8%	32.5%	41.7%	74.2%	302	86%	
29.4%	37.6%	67.0%	5.5%	27.5%	33.0%	109	100%	Poland	19.5%	31.0%	50.4%	6.2%	43.4%	49.6%	113	100%	
23.1%	23.1%	46.2%	7.7%	46.2%	53.8%	13	100%	Portugal	7.1%	57.1%	64.3%		35.7%	35.7%	14	100%	
7.8%	70.0%	77.8%	4.4%	17.8%	22.2%	90	100%	Czech Rep.	7.7%	69.2%	76.9%	4.4%	18.7%	23.1%	91	100%	
44.4%	55.6%	100.0%				9	100%	Romania	25.0%	75.0%	100.0%				12	100%	
6.3%	47.6%	54.0%	5.7%	40.3%	46.0%	630	95%	U.K.	6.0%	46.5%	52.5%	5.8%	41.7%	47.5%	600	95%	
	58.3%	58.3%		41.7%	41.7%	12	100%	Slovakia	8.3%	50.0%	58.3%		41.7%	41.7%	12	100%	
14.3%	28.6%	42.9%	7.1%	50.0%	57.1%	14	100%	Sweden	16.7%	27.8%	44.4%	5.6%	50.0%	55.6%	18	100%	
4.3%	26.4%	30.7%	7.9%	61.4%	69.3%	13,742	99%	TOTAL	4.2%	26.8%	31.1%	8.3%	60.6%	68.9%	13,268	98%	

Percentages are based on the total part-time headcount of each country.
2021 data reviewed according to the new methodology applied for calculating part-time work in 2022.

BREAKDOWN OF PART-TIME EMPLOYEES PER AGE GROUP AND COUNTRY - HEADCOUNT

COUNTRIES	2022										98%
	AGE GROUP									TOTAL PART-TIME HEADCOUNT	
	UNDER 25 YEARS OLD	FROM 25 TO 29 YEARS OLD	FROM 30 TO 34 YEARS OLD	FROM 35 TO 39 YEARS OLD	FROM 40 TO 44 YEARS OLD	FROM 45 TO 49 YEARS OLD	FROM 50 TO 54 YEARS OLD	FROM 55 TO 59 YEARS OLD	60 YEARS OLD AND OVER		
Germany	0.8%	3.6%	8.2%	15.0%	24.7%	17.4%	14.4%	10.7%	5.4%	1,066	
Austria	6.7%		6.7%	40.0%	13.3%	20.0%	6.7%	6.7%		15	
Belgium	0.1%	0.9%	5.2%	11.1%	16.5%	21.5%	14.0%	20.3%	10.4%	2,834	
Bulgaria	50.0%	6.3%	6.3%	6.3%	6.3%	6.3%	6.3%	6.3%	6.3%	16	
Denmark	9.1%	21.2%	3.0%	18.2%	3.0%	12.1%	9.1%	6.1%	18.2%	33	
Spain	0.7%	4.1%	9.0%	23.1%	35.1%	21.6%	4.4%	1.7%	0.4%	542	
Finland											
France	0.4%	1.8%	7.5%	15.4%	23.9%	17.6%	11.4%	14.5%	7.5%	5,009	
Greece				100.0%						1	
Hungary	5.5%	3.6%	10.9%	20.0%	23.6%	23.6%	9.1%	1.8%	1.8%	55	
Ireland			4.8%	4.8%	33.3%	28.6%	9.5%	19.0%		21	
Italy	0.7%	2.1%	2.4%	8.4%	22.2%	30.4%	18.8%	9.8%	5.2%	1,639	
Luxembourg	0.2%	0.3%	3.0%	13.7%	21.7%	23.6%	23.6%	13.8%		869	
Norway		20.0%		20.0%		20.0%	20.0%		20.0%	5	
Netherlands	1.3%	5.6%	13.0%	18.3%	20.9%	16.6%	10.3%	10.0%	4.0%	301	
Poland	17.7%	2.7%	17.7%	27.4%	18.6%	8.0%	4.4%		3.5%	113	
Portugal	7.1%	7.1%	21.4%	21.4%	35.7%		7.1%			14	
Czech Republic	7.7%	5.5%	13.2%	18.7%	35.2%	15.4%	1.1%	2.2%	1.1%	91	
Romania	66.7%	8.3%	16.7%	8.3%						12	
United Kingdom	1.8%	3.8%	9.7%	14.3%	16.8%	16.7%	13.5%	10.3%	13.0%	600	
Slovakia	8.3%	8.3%	8.3%	50.0%	8.3%	16.7%				12	
Sweden	16.7%	16.7%	5.6%		16.7%	16.7%	16.7%		11.1%	18	
TOTAL OF PART-TIME EMPLOYEES	0.9%	2.1%	6.6%	14.0%	22.0%	20.4%	13.5%	13.6%	6.9%	13,266	

Percentages are calculated on the basis of the part-time headcount in each country.

Percentages of the total of part-time workers line are based on the total part-time headcount.

2021 data reviewed according to the new methodology applied for calculating part-time work in 2022.

PERCENTAGE OF WOMEN IN SENIOR MANAGEMENT POSITIONS PER COUNTRY

2021	100%	COUNTRIES	2022	100%
% OF WOMEN IN SENIOR MANAGEMENT POSITIONS			% OF WOMEN IN SENIOR MANAGEMENT POSITIONS	
24.0%		Germany	28.9%	
33.3%		Austria	33.3%	
28.7%		Belgium	30.5%	
0.0%		Bulgaria	0.0%	
0.0%		Denmark	0.0%	
41.7%		Spain	57.1%	
50.0%		Finland	50.0%	
37.0%		France	39.9%	
0.0%		Greece	50.0%	
0.0%		Hungary	0.0%	
0.0%		Ireland	0.0%	
27.4%		Italy	24.3%	
32.2%		Luxembourg	31.0%	
50.0%		Norway	50.0%	
7.1%		Netherlands	7.7%	
26.2%		Poland	31.0%	
22.6%		Portugal	31.0%	
0.0%		Czech Republic	0.0%	
50.0%		Romania	50.0%	
25.8%		United Kingdom	28.2%	
25.0%		Slovakia	40.0%	
0.0%		Sweden	16.7%	
33.2%		TOTAL	36.3%	

In bold, statistically significant data (more than 5 Senior Management Positions).

SENIOR EMPLOYMENT RETENTION - AVERAGE AGE OF DEPARTURE OF EMPLOYEES AGED 55 YEARS OLD AND OVER PER COUNTRY

2021			98%	2022			98%
AVERAGE AGE	DEPARTURE	SIGNIFICANCE RATE	COUNTRIES	AVERAGE AGE	DEPARTURE	SIGNIFICANCE RATE	
60.9	69	95%	Germany	60.6	79	98%	
59.8	11	100%	Austria	60.1	2	98%	
62.8	548	94%	Belgium	62.7	420	97%	
61.8	4	100%	Bulgaria	59.9	3	100%	
58.7	11	100%	Denmark	63.3	5	100%	
59.9	30	99%	Spain	59.3	37	99%	
		100%	Finland			100%	
61.8	1,310	99%	France	61.7	1,368	97%	
		65%	Greece			100%	
61.3	5	100%	Hungary	62.4	3	100%	
61.5	4	100%	Ireland	60.0	1	99%	
62.5	639	100%	Italy	62.6	555	99%	
58.9	189	100%	Luxembourg	59.3	33	100%	
60.9	1	100%	Norway	60.3	2	100%	
62.7	17	99%	Netherlands	60.6	29	98%	
58.6	57	100%	Poland	59.8	41	99%	
61.5	10	99%	Portugal	60.3	9	99%	
61.1	4	100%	Czech Republic	63.0	4	99%	
61.9	2	100%	Romania	60.0	3	100%	
60.2	152	97%	United Kingdom	60.2	146	98%	
58.1	2	100%	Slovakia	58.9	6	96%	
60.0	8	100%	Sweden	61.6	4	99%	
61.7	3,073	98%	TOTAL	61.9	2,750	98%	

NUMBER OF NATIONALITIES PER COUNTRY

2021			98%	2022			98%
NUMBER OF NATIONALITIES	% OF EMPLOYEES WITH ANOTHER NATIONALITY THAN THE COUNTRY	SIGNIFICANCE RATE	COUNTRIES	NUMBER OF NATIONALITIES	% OF EMPLOYEES WITH ANOTHER NATIONALITY THAN THE COUNTRY	SIGNIFICANCE RATE	
64	12.0%	95%	Germany	76	13.2%	95%	
19	27.7%	95%	Austria	20	27.8%	96%	
56	5.3%	99%	Belgium	59	5.9%	97%	
4	0.8%	100%	Bulgaria	4	0.5%	100%	
9	9.4%	99%	Denmark	16	13.6%	98%	
48	10.3%	99%	Spain	45	10.6%	99%	
4	8.1%	100%	Finland	5	8.9%	100%	
115	5.6%	99%	France	113	6.3%	99%	
3	4.4%	100%	Greece	3	4.0%	100%	
10	2.7%	100%	Hungary	8	2.1%	99%	
25	14.9%	100%	Ireland	34	18.8%	100%	
40	0.9%	99%	Italy	45	0.9%	99%	
46	80.8%	100%	Luxembourg	50	82.0%	100%	
21	21.7%	98%	Norway	20	21.0%	97%	
22	6.2%	99%	Netherlands	35	8.8%	86%	
50	3.1%	99%	Poland	57	3.7%	100%	
74	14.0%	100%	Portugal	82	14.4%	100%	
15	8.7%	100%	Czech Republic	16	9.2%	100%	
5	2.1%	100%	Romania	6	2.0%	100%	
88	25.2%	95%	United Kingdom	90	26.7%	95%	
15	9.1%	98%	Slovakia	16	9.4%	97%	
20	14.7%	100%	Sweden	19	14.4%	99%	
152	9.0%	98%	TOTAL	153	9.8%	98%	

Percentages are based on the total headcount of each country.

NUMBER OF EMPLOYEES WITH A DISABILITY PER COUNTRY

2021		90%	2022		93%
NUMBER OF EMPLOYEES	SIGNIFICANCE RATE		COUNTRIES	NUMBER OF EMPLOYEES	SIGNIFICANCE RATE
176	89%		Germany	175	91%
0	37%		Austria	0	45%
68	87%		Belgium	76	84%
24	87%		Bulgaria	34	87%
1	71%		Denmark	1	70%
40	89%		Spain	41	89%
0	81%		Finland	0	80%
2,850 ¹	98%		France	2,876 ²	99%
0	46%		Greece	0	91%
1	65%		Hungary	2	64%
0	100%		Ireland	0	100%
829	95%		Italy	742	95%
11	97%		Luxembourg	10	97%
0	30%		Norway	0	29%
0	46%		Netherlands	0	64%
80	88%		Poland	118	88%
48	92%		Portugal	75	92%
8	59%		Czech Republic	6	53%
6	67%		Romania	6	53%
39	45%		United Kingdom	35	90%
9	30%		Slovakia	9	92%
0	34%		Sweden	0	29%

The disability census is carried out according to the country's legal standards which are not harmonised at European level.

% : significance rate of 30% to 50%.

% : non-significant data.

1- For France, the final results issued in June 2022 are 2,850 (2,804 reported last year).

2- The data communicated for France in 2022 are not definitive.

PERCENTAGE OF EMPLOYEES TRAINED AND AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE, PER COUNTRY

2021			98%	2022			98%
% OF EMPLOYEES TRAINED	AVERAGE NUMBER OF TRAINING HOURS	SIGNIFICANCE RATE	COUNTRIES	% OF EMPLOYEES TRAINED	AVERAGE NUMBER OF TRAINING HOURS	SIGNIFICANCE RATE	
99.4%	16	95%	Germany	99.5%	19	95%	
99.0%	11	96%	Austria	78.6%	6	96%	
99.6%	15	98%	Belgium	99.4%	16	96%	
98.9%	15	100%	Bulgaria	99.2%	15	100%	
99.4%	10	100%	Denmark	99.4%	9	100%	
99.4%	15	99%	Spain	99.4%	19	99%	
100.0%	6	100%	Finland	100.0%	6	100%	
98.0%	26	98%	France	98.2%	25	99%	
100.0%	7	100%	Greece	100.0%	11	100%	
99.0%	7	100%	Hungary	99.6%	6	100%	
99.2%	12	100%	Ireland	98.6%	11	100%	
99.1%	31	99%	Italy	98.6%	46	99%	
97.2%	18	100%	Luxembourg	97.2%	16	100%	
99.4%	12	100%	Norway	98.4%	7	100%	
98.7%	29	99%	Netherlands	98.1%	9	86%	
98.0%	27	100%	Poland	98.6%	25	99%	
99.8%	27	100%	Portugal	99.7%	21	100%	
99.0%	7	100%	Czech Republic	99.9%	6	100%	
99.4%	25	98%	Romania	99.6%	20	100%	
96.3%	14	93%	United Kingdom	95.2%	19	95%	
99.8%	6	100%	Slovakia	99.2%	5	100%	
98.5%	12	99%	Sweden	98.0%	7	100%	
98.5%	23	98%	AVERAGE	98.4%	24	98%	

PERCENTAGE OF TRAINING HOURS AND PERCENTAGE OF TRAINING SESSIONS PER METHOD AND COUNTRY

2021						98%	2022						98%
HOURS OF TRAINING			NUMBER OF TRAINING SESSIONS			COUNTRIES	HOURS OF TRAINING			NUMBER OF TRAINING SESSIONS			
FACE-TO-FACE ¹	DISTANCE ²	OTHERS ³	FACE-TO-FACE ¹	DISTANCE ²	OTHERS ³		FACE-TO-FACE ¹	DISTANCE ²	OTHERS ³	FACE-TO-FACE ¹	DISTANCE ²	OTHERS ³	
43.0%	57.0%		5.8%	94.2%		Germany	49.7%	50.1%	0.2%	7.1%	92.9%		
44.6%	55.4%		7.4%	92.6%		Austria	21.4%	78.6%		2.7%	97.3%		
44.5%	55.5%		8.4%	91.6%		Belgium	52.2%	47.5%	0.3%	15.2%	84.7%		
4.6%	95.4%		0.4%	99.6%		Bulgaria	1.5%	98.5%		0.2%	99.8%		
36.3%	63.7%		1.7%	98.3%		Denmark	6.9%	93.1%		1.6%	98.4%		
44.0%	55.9%	0.1%	11.3%	88.7%		Spain	45.5%	54.4%	0.1%	13.0%	87.0%		
11.4%	88.6%		1.0%	99.0%		Finland	3.8%	96.2%		1.4%	98.6%		
21.2%	78.6%	0.2%	2.3%	97.6%	0.1%	France	24.3%	75.0%	0.7%	2.9%	97.0%	0.1%	
17.1%	82.9%		1.6%	98.4%		Greece	44.0%	55.9%	0.1%	17.1%	82.9%	0.1%	
18.5%	81.1%	0.4%	1.6%	98.3%		Hungary	13.4%	86.4%	0.2%	2.0%	97.9%	0.1%	
28.0%	72.0%		5.9%	94.1%		Ireland	23.4%	76.0%	0.5%	5.9%	94.0%	0.1%	
39.8%	60.2%		4.6%	95.3%		Italy	25.4%	74.5%		3.7%	96.3%		
48.7%	50.5%	0.8%	9.5%	89.4%	1.0%	Luxembourg	50.6%	48.4%	1.0%	9.3%	89.6%	1.1%	
36.0%	63.4%	0.6%	2.1%	97.6%	0.3%	Norway	20.3%	79.6%	0.1%	4.5%	95.5%		
75.4%	24.6%		4.5%	95.4%	0.1%	Netherlands	24.4%	75.4%	0.3%	3.1%	96.8%		
29.4%	70.6%	0.1%	5.9%	94.1%		Poland	31.7%	68.1%	0.1%	6.3%	93.6%		
65.3%	34.7%		11.6%	88.3%		Portugal	52.7%	47.3%	0.1%	10.1%	89.9%		
14.4%	85.6%		0.6%	99.4%		Czech Republic	12.3%	87.6%		0.8%	99.2%		
38.3%	61.7%	0.1%	4.5%	95.4%	0.1%	Romania	18.2%	81.8%		4.8%	95.2%		
37.6%	62.2%	0.2%	8.5%	91.4%		United Kingdom	54.7%	45.0%	0.3%	11.7%	88.2%		
6.4%	93.6%		0.3%	99.7%		Slovakia	2.6%	97.3%	0.1%	0.5%	99.4%		
47.6%	52.4%		2.0%	98.0%		Sweden	28.0%	71.9%	0.1%	2.3%	97.6%		
32.6%	67.3%	0.1%	4.3%	95.6%	0.1%	TOTAL	31.4%	68.2%	0.4%	4.9%	95.1%	0.0%	

Source: My Development
Percentages are calculated on the basis of the total number of training hours or total number of training sessions completed per nature and country.

- 1- Face-to-face (sessions/events organised within companies, inter-companies or internally).
2- Distance (E-learning, Virtual Classes, Webcast and Digital, videos, serious games, MOOC, SPOOC, podcasts...).

- 3- The "Other" category includes the experience-based training method (On the job Training, mentoring, tutoring, reverse mentoring, peer-to-peer training) and the event-based method (co-development workshops, conferences, discussion workshops, ...)

PERCENTAGE OF EMPLOYEES WHO COMPLETED A MANAGEMENT TRAINING COURSE PER COUNTRY AND GENDER

2021					98%	2022					98%
% OF EMPLOYEES WHO COMPLETED A MANAGEMENT TRAINING COURSE		% HOURS OF MANAGEMENT TRAINING FOLLOWED		SIGNIFICANCE RATE	COUNTRIES	% OF EMPLOYEES WHO COMPLETED A MANAGEMENT TRAINING COURSE		% HOURS OF MANAGEMENT TRAINING FOLLOWED		SIGNIFICANCE RATE	
MEN	WOMEN	MEN	WOMEN			MEN	WOMEN	MEN	WOMEN		
55.5%	44.5%	55.7%	44.3%	95%	Germany	57.6%	42.4%	54.9%	45.1%	95%	
42.9%	57.1%	45.6%	54.4%	96%	Austria	0.0%	100.0%	0.0%	100.0%	96%	
56.1%	43.9%	50.8%	49.2%	98%	Belgium	52.3%	47.7%	50.7%	49.3%	96%	
29.6%	70.4%	28.3%	71.7%	100%	Bulgaria	31.7%	68.3%	40.2%	59.8%	100%	
40.0%	60.0%	38.7%	61.3%	100%	Denmark	40.0%	60.0%	36.1%	63.9%	100%	
55.1%	44.9%	56.5%	43.5%	99%	Spain	48.7%	51.3%	49.2%	50.8%	99%	
50.0%	50.0%	50.0%	50.0%	100%	Finland					100%	
43.1%	56.9%	47.7%	52.3%	98%	France	49.3%	50.7%	47.5%	52.5%	99%	
66.7%	33.3%	98.5%	1.5%	100%	Greece	54.5%	45.5%	38.0%	62.0%	100%	
52.9%	47.1%	44.6%	55.4%	100%	Hungary	52.9%	47.1%	62.7%	37.3%	100%	
48.3%	51.7%	36.7%	63.3%	100%	Ireland	56.8%	43.2%	58.1%	41.9%	100%	
58.3%	41.7%	58.1%	41.9%	99%	Italy	47.0%	53.0%	53.1%	46.9%	99%	
57.9%	42.1%	52.5%	47.5%	100%	Luxembourg	57.3%	42.7%	58.0%	42.0%	100%	
55.6%	44.4%	60.3%	39.7%	100%	Norway	63.6%	36.4%	95.1%	4.9%	100%	
72.4%	27.6%	48.9%	51.1%	99%	Netherlands	64.1%	35.9%	53.6%	46.4%	86%	
41.7%	58.3%	49.9%	50.1%	100%	Poland	31.8%	68.2%	26.5%	73.5%	99%	
46.3%	53.7%	48.1%	51.9%	100%	Portugal	48.8%	51.2%	44.9%	55.1%	100%	
63.1%	36.9%	57.7%	42.3%	100%	Czech Republic	57.1%	42.9%	45.6%	54.4%	100%	
54.3%	45.7%	53.0%	47.0%	98%	Romania	26.5%	73.5%	45.8%	54.2%	100%	
65.7%	34.3%	66.2%	33.8%	93%	United Kingdom	62.0%	38.0%	58.1%	41.9%	95%	
100.0%		100.0%		100%	Slovakia	16.7%	83.3%	3.9%	96.1%	100%	
48.8%	51.2%	48.5%	51.5%	99%	Sweden	66.7%	33.3%	74.8%	25.2%	100%	
47.9%	52.1%	50.6%	49.4%	98%	TOTAL	50.1%	49.9%	47.5%	52.5%	98%	

Source: My Development

NUMBER OF FILLED POSITIONS VIA TALEO PER COUNTRY

2021		98%	COUNTRIES	2022		98%
NUMBER OF POSITIONS PUBLISHED	INTERNALLY FILLED POSITION	NUMBER OF POSITIONS PUBLISHED		INTERNALLY FILLED POSITION		
454	5		Germany	1,724	267	
			Austria	2		
1,401	3,321		Belgium	1,501	1,073	
57	7		Bulgaria	71	2	
11			Denmark	38		
417	51		Spain	627	65	
			Finland	1		
7,139	3,038		France	8,257	3,671	
			Greece			
16			Hungary	44	1	
61	3		Ireland	101		
429	210		Italy	409	164	
297	197		Luxembourg	337	165	
13	4		Norway	10		
56	12		Netherlands	114	21	
314	70		Poland	305	99	
2,216	1,701		Portugal	3,243	2,980	
63			Czech Republic	64		
53	10		Romania	72	12	
1,696	362		United Kingdom	2,026	439	
			Slovakia			
66			Sweden	67		
14,759	8,991		TOTAL	19,013	8,959	

NUMBER OF MOBILITIES AND MOBILITY RATE PER COUNTRY AND GENDER

2021						99%	2022						99%
NUMBER OF MOBILITIES			MOBILITY RATE			COUNTRIES	NUMBER OF MOBILITIES			MOBILITY RATE			
MEN	WOMEN	TOTAL	MEN	WOMEN	GLOBAL		MEN	WOMEN	TOTAL	MEN	WOMEN	GLOBAL	
340	335	675	12%	14%	13%	Germany	233	208	441	8%	8%	8%	
12	12	24	9%	9%	9%	Austria	10	9	19	13%	14%	13%	
942	1,038	1,980	15%	15%	15%	Belgium	801	786	1,587	13%	12%	12%	
7	15	22	4%	2%	3%	Bulgaria	7	9	16	5%	2%	2%	
14	11	25	9%	8%	8%	Denmark	17	8	25	11%	6%	8%	
231	262	493	13%	13%	13%	Spain	188	200	388	10%	9%	10%	
1	4	5	5%	36%	17%	Finland	3	0	3	14%	0%	9%	
4,118	5,347	9,465	17%	18%	17%	France	4,282	6,189	10,471	18%	21%	20%	
4	5	9	12%	17%	15%	Greece	3	11	14	8%	37%	21%	
6	16	22	3%	5%	4%	Hungary	11	23	34	6%	9%	8%	
14	8	22	5%	4%	4%	Ireland	37	22	59	14%	10%	12%	
1,210	1,243	2,453	14%	15%	14%	Italy	1,120	1,162	2,282	14%	14%	14%	
203	250	453	11%	14%	13%	Luxembourg	286	269	555	16%	16%	16%	
16	10	26	18%	15%	17%	Norway	10	5	15	10%	7%	9%	
53	26	79	9%	9%	9%	Netherlands	85	57	142	15%	18%	16%	
224	336	560	8%	7%	8%	Poland	196	278	474	7%	6%	6%	
500	555	1,055	17%	17%	17%	Portugal	566	616	1,182	18%	18%	18%	
32	12	44	9%	3%	6%	Czech Republic	35	27	62	10%	8%	9%	
10	26	36	4%	4%	4%	Romania	36	47	83	14%	8%	10%	
336	306	642	9%	11%	9%	United Kingdom	593	654	1,247	14%	23%	18%	
26	12	38	18%	5%	10%	Slovakia	28	24	52	17%	10%	13%	
20	16	36	14%	13%	14%	Sweden	28	16	44	19%	12%	15%	
8,319	9,845	18,164	14%	15%	15%	TOTAL	8,575	10,620	19,195	15%	16%	16%	





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