

EUROPEAN SOCIAL REPORT 2014



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank for a changing world

2014 EUROPEAN SOCIAL REPORT

For the fifth consecutive year, BNP Paribas is publishing its European Social Report.

Over the years, these reports have enabled us to develop a tool providing a clearer understanding of employment and social relations in the various European countries where the Group is present, thereby contributing to the debate within the bank's European Group Committee.

We hope you enjoy reading this report and will find it both informative and instructive!

CONTENTS

INTRODUCTION	3
DEFINITIONS	5
1 – STAFF	
Full-Time Equivalent per core businesses / RBOE / Group Functions	6
Headcount per core businesses / RBOE / Group Functions	7
Full-Time Equivalent per country	8
Full-Time Equivalent per country and core businesses / RBOE / Group Functions	9
Headcount per country and gender	10
Full-Time Equivalent per contract, core businesses / RBOE / Group Functions and per gender	11
Full-Time Equivalent per contract, country and gender	12
Age pyramid - Headcount	13
Distribution of headcount per age and country	14
Group seniority pyramid - Headcount	15
Distribution of headcount per Group seniority and country	16
Average age per country and gender	17
Average Group seniority per country and gender	18
Full-Time Equivalent per professional field and country	19
2 – MOVEMENTS	
Recruitments of Permanent-Term Contracts per gender - Headcount	20
Variation of the FTC Headcount in FTE	20
Recruitments of Permanent-Term Contracts per country and gender - Headcount	21
Permanent-Term Contracts leavers per reason and gender - Headcount	22
Perimeter changes - Full-Time Equivalent	22
Turn-Over rate per reason and country - Headcount	23
3 – ABSENTEEISM, LEAVES AND WORK RELATED ACCIDENTS	
Absenteeism, leaves and work related accidents	24
4 – WORKING TIME	
Part-time workers per country and gender - Headcount	25
Distribution of part-time workers by length of working time (< or ≥ 80%) per country	26
Distribution of part-time workers per age and country	27
5 – DIVERSITY	
Percentage of women in Senior Management Positions per country	28
Senior employment maintenance - Average age of departure for people 55 years old and over per country	29
Number of nationalities per country	30
Number of disabled employees	31
6 – TRAINING	
Percentage of employees who attended a training course and average number of hours of training per employee	32
Number of training sessions attended within the framework of e-learning	33
7 – CAREER MANAGEMENT	
E-jobs Reporting	34
Appraisals declared by the employee	35
Mobility declared by the employee	36

SCOPE OF THE EUROPEAN COMMITTEE: all countries belonging to the European Economic Area, excluding countries with no majority-owned subsidiaries.

SCOPE: Austria and Finland are now integrated in the European Social Report scope since 2013. Croatia will be added in the European Social Report scope in 2015. Jersey, Guernsey and Isle of Man were deleted of the British data starting 2013.

STAFF COVERED BY THE REPORT: the social report covers salaried employees working under permanent-term contracts (PTC) or fixed-term contracts (FTC) present on December 31 of the year in question. It does not include sandwich courses, interns, VIE (Volunteers for International Experience), staff employed during holiday periods, temporary staff, casual workers, and outside assistants.

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

RATE OF COMPLETENESS: each table of statistical data is completed with a rate of completeness; this rate shows the percentage of the scope of the European committee used as a basis for calculating the indicator.

The following symbol is used: 96%

This rate may be used for individual countries; it is then known as the "significance rate."

GROUP FUNCTIONS: BNP Paribas Consulting, Collective Management, Corporate & Social Responsibility, Economic research, Financial Management, General Direction, General Inspection, Group Communication, Group Compliance, Group Development and Strategy, Group Finance, Group Human Resources, Group Legal, Group Risk Management, Group Tax Department, Information Technology & Processes, Public Affairs, Social Bodies.

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 POSITIONS: 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 as such by the Executive committee of the different Business areas, core Businesses, Business lines, Retail Banking operating Entities, and Functions of BNP Paribas as having a major 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.

THEORETICAL WORKING HOURS, the formula is as follows:

(52 weeks x the average of weekly hours officially agreed) - [average of annual leave (expressed in hours) + holidays (expressed in hours)].

ABBREVIATIONS: **CIB** Corporate and Investment Banking; **ESR** European Social Report; **FRB** French Retail Banking; **FTC** Fixed-Term Contract; **FTE** Full-Time Equivalent; **GRM** Group Risk Management; **NC** not communicated; **NS** non significant; **PTC** Permanent-Term Contract; **RB** Retail Banking; **RBOE** Retail Banking Operational Entities; **VIE** Volunteers for International Experience.



1 STAFF

FULL-TIME EQUIVALENT PER CORE BUSINESSES / RBOE / GROUP FUNCTIONS

2013					100%	2014					100%
Male		Female		Total	CORE BUSINESSES / RBOE / GROUP FUNCTIONS	Male		Female		Total	
FTEs	%	FTEs	%			FTEs	%	FTEs	%		
12,517	40.6%	18,295	59.4%	30,812	FRB	12,135	40.4%	17,908	59.6%	30,043	
7,766	57.5%	5,749	42.5%	13,515	BNL	7,689	57.2%	5,753	42.8%	13,441	
7,548	49.9%	7,576	50.1%	15,124	RB Belgium	6,896	49.2%	7,123	50.8%	14,020	
1,104	53.9%	945	46.1%	2,048	RB Luxembourg	1,061	54.1%	902	45.9%	1,963	
1,151	39.7%	1,752	60.3%	2,903	IRB	2,425	30.1%	5,636	69.9%	8,061	
5,589	40.1%	8,350	59.9%	13,939	Personal Finance	6,655	40.1%	9,952	59.9%	16,607	
1,940	49.8%	1,958	50.2%	3,898	Arval	2,005	49.2%	2,069	50.8%	4,074	
1,271	48.5%	1,348	51.5%	2,620	Leasing Solutions	1,273	48.1%	1,371	51.9%	2,644	
804	60.1%	533	39.9%	1,337	Personal Investors	1,117	60.6%	726	39.4%	1,844	
93	52.3%	85	47.7%	177	Retail Development & Innovation	90	52.6%	81	47.4%	170	
5,982	61.7%	3,710	38.3%	9,692	CIB	5,993	61.9%	3,683	38.1%	9,675	
8,670	50.3%	8,575	49.7%	17,245	Investment Solutions	8,841	50.2%	8,776	49.8%	17,617	
3,466	56.5%	2,669	43.5%	6,135	Group Functions	3,579	55.9%	2,824	44.1%	6,403	
279	53.8%	239	46.2%	518	Other Activities	283	55.6%	226	44.4%	509	
58,180	48.5%	61,785	51.5%	119,965	TOTAL	60,041	47.3%	67,030	52.7%	127,071	

HEADCOUNT PER CORE BUSINESSES / RBOE / GROUP FUNCTIONS

2013					100%	2014					100%
Male		Female		Total	CORE BUSINESSES / RBOE / GROUP FUNCTIONS	Male		Female		Total	
Headcount	%	Headcount	%			Headcount	%	Headcount	%		
12,590	39.6%	19,164	60.4%	31,754	FRB	12,207	39.4%	18,750	60.6%	30,957	
7,785	56.5%	5,996	43.5%	13,781	BNL	7,713	56.2%	6,009	43.8%	13,722	
7,695	47.9%	8,367	52.1%	16,062	RB Belgium	7,062	47.2%	7,896	52.8%	14,958	
1,118	50.6%	1,093	49.4%	2,211	RB Luxembourg	1,076	50.6%	1,049	49.4%	2,125	
1,164	39.8%	1,763	60.2%	2,927	IRB	2,459	30.2%	5,686	69.8%	8,145	
5,663	38.3%	9,111	61.7%	14,774	Personal Finance	6,781	38.0%	11,081	62.0%	17,862	
1,952	48.6%	2,065	51.4%	4,017	Arval	2,015	48.0%	2,184	52.0%	4,199	
1,282	46.9%	1,449	53.1%	2,731	Leasing Solutions	1,288	46.7%	1,469	53.3%	2,757	
811	57.6%	598	42.4%	1,409	Personal Investors	1,132	57.8%	826	42.2%	1,958	
93	52.0%	86	48.0%	179	Retail Development & Innovation	90	52.3%	82	47.7%	172	
6,013	61.1%	3,835	38.9%	9,848	CIB	6,027	61.3%	3,812	38.7%	9,839	
8,761	49.3%	9,015	50.7%	17,776	Investment Solutions	8,933	49.3%	9,201	50.7%	18,134	
3,488	55.8%	2,765	44.2%	6,253	Group Functions	3,606	55.1%	2,941	44.9%	6,547	
282	53.2%	248	46.8%	530	Other Activities	286	54.9%	235	45.1%	521	
58,697	47.2%	65,555	52.8%	124,252	TOTAL	60,675	46.0%	71,221	54.0%	131,896	

FULL-TIME EQUIVALENT PER COUNTRY

2013					100%	2014					100%
Male		Female		Total	COUNTRIES	Male		Female		Total	
FTEs	%	FTEs	%			FTEs	%	FTEs	%		
2,045	53.6%	1,774	46.4%	3,819	Germany	2,518	55.5%	2,016	44.5%	4,535	
45	54.4%	38	45.6%	83	Austria	108	49.3%	111	50.7%	219	
8,927	51.3%	8,463	48.7%	17,390	Belgium	8,371	50.9%	8,081	49.1%	16,452	
291	19.1%	1,229	80.9%	1,520	Bulgaria	236	22.4%	818	77.6%	1,055	
28	55.9%	22	44.1%	50	Denmark	87	49.4%	89	50.6%	175	
1,491	45.9%	1,754	54.1%	3,245	Spain	1,164	45.9%	1,373	54.1%	2,537	
19	47.2%	21	52.8%	40	Finland	19	43.2%	25	56.8%	44	
25,502	44.7%	31,507	55.3%	57,009	France	25,775	44.3%	32,381	55.7%	58,156	
47	58.0%	34	42.0%	81	Greece	25	54.3%	21	45.7%	46	
247	42.4%	336	57.6%	583	Hungary	250	41.5%	352	58.5%	602	
118	47.7%	129	52.3%	247	Ireland	140	52.2%	128	47.8%	268	
10,146	55.8%	8,048	44.2%	18,195	Italy	10,029	55.5%	8,055	44.5%	18,084	
2,181	55.4%	1,758	44.6%	3,939	Luxembourg	2,049	55.3%	1,657	44.7%	3,705	
58	53.0%	52	47.0%	110	Norway	59	54.4%	50	45.6%	109	
643	66.5%	324	33.5%	968	Netherlands	642	65.5%	338	34.5%	980	
1,272	39.3%	1,964	60.7%	3,236	Poland	2,936	30.7%	6,631	69.3%	9,567	
731	43.4%	952	56.6%	1,683	Portugal	833	43.6%	1,077	56.4%	1,910	
284	48.1%	306	51.9%	589	Czech Republic	289	47.3%	322	52.7%	610	
234	26.3%	655	73.7%	889	Romania	242	26.2%	682	73.8%	924	
3,705	62.9%	2,189	37.1%	5,894	United Kingdom	4,103	61.3%	2,587	38.7%	6,689	
100	40.9%	145	59.1%	245	Slovakia	103	41.4%	147	58.6%	250	
66	43.8%	85	56.2%	151	Sweden	65	42.1%	89	57.9%	154	
58,180	48.5%	61,785	51.5%	119,965	TOTAL	60,041	47.3%	67,030	52.7%	127,071	

FULL-TIME EQUIVALENT PER COUNTRY AND CORE BUSINESSES / RBOE / GROUP FUNCTIONS

COUNTRIES	2014														100%
	CORE BUSINESSES / RBOE / GROUP FUNCTIONS														Total
	FRB	BNL	RB Belgium	RB Luxembourg	IRB	Personal Finance	Arval	Leasing Solutions	Personal Investors	Retail Development & Innovation	CIB	Investment Solutions	Group Functions	Other Activities	
Germany	4		64			1,128	164	246	1,277		527	1,094	29	1	4,535
Austria							29	21	119		22	28			219
Belgium			13,870			251	213	122			702	554	715	24	16,452
Bulgaria						941					63	44	6		1,055
Denmark			16			119	12				21	7			175
Spain	16					1,024	375	62	31		353	663	13		2,537
Finland							12				2	30			44
France	29,973				290	7,024	1,315	1,217	416	170	3,957	8,012	5,300	484	58,156
Greece							14				8	24			46
Hungary						376	34	17			83	82	10		602
Ireland							19				123	123	4		268
Italy	9	13,441				2,008	841	361			347	1,071	6		18,084
Luxembourg				1,963			21	11			113	1,575	23		3,705
Norway						12					51	44	2		109
Netherlands			15		56	27	185	62			128	502	6		980
Poland			17		7,716	1,003	111	115			52	547	5		9,567
Portugal	41					574	52	29			268	943	3		1,910
Czech Republic						422	82				24	82			610
Romania						779	48	33			21	43			924
United Kingdom			37			757	495	350			2,777	1,994	280		6,689
Slovakia						162	54					34			250
Sweden											34	119	1		154
TOTAL	30,043	13,441	14,020	1,963	8,061	16,607	4,074	2,644	1,844	170	9,675	17,617	6,403	509	127,071

FRB (France excluded): Factor (included International Trade Partner)
 RB Belgium (Belgium excluded): Fortis Commercial Finance

HEADCOUNT PER COUNTRY AND GENDER

2013					100%	2014					100%
Male		Female		Total	COUNTRIES	Male		Female		Total	
Headcount	%	Headcount	%			Headcount	%	Headcount	%		
2,096	51.0%	2,016	49.0%	4,112	Germany	2,579	52.7%	2,315	47.3%	4,894	
48	53.9%	41	46.1%	89	Austria	111	46.4%	128	53.6%	239	
9,094	49.4%	9,310	50.6%	18,404	Belgium	8,563	49.0%	8,930	51.0%	17,493	
296	17.7%	1,378	82.3%	1,674	Bulgaria	257	18.9%	1,101	81.1%	1,358	
28	54.9%	23	45.1%	51	Denmark	87	48.1%	94	51.9%	181	
1,499	45.0%	1,829	55.0%	3,328	Spain	1,187	44.6%	1,476	55.4%	2,663	
19	47.5%	21	52.5%	40	Finland	19	43.2%	25	56.8%	44	
25,641	43.8%	32,841	56.2%	58,482	France	25,930	43.4%	33,787	56.6%	59,717	
47	58.0%	34	42.0%	81	Greece	25	54.3%	21	45.7%	46	
258	42.0%	357	58.0%	615	Hungary	261	40.7%	380	59.3%	641	
118	46.6%	135	53.4%	253	Ireland	140	51.1%	134	48.9%	274	
10,189	54.5%	8,515	45.5%	18,704	Italy	10,076	54.3%	8,478	45.7%	18,554	
2,205	52.5%	1,998	47.5%	4,203	Luxembourg	2,072	52.3%	1,890	47.7%	3,962	
59	52.7%	53	47.3%	112	Norway	59	54.1%	50	45.9%	109	
655	63.2%	382	36.8%	1,037	Netherlands	653	62.4%	393	37.6%	1,046	
1,293	39.4%	1,990	60.6%	3,283	Poland	2,995	30.2%	6,921	69.8%	9,916	
733	42.9%	974	57.1%	1,707	Portugal	833	43.6%	1,078	56.4%	1,911	
284	47.4%	315	52.6%	599	Czech Republic	290	46.5%	333	53.5%	623	
245	24.1%	770	75.9%	1,015	Romania	253	26.4%	705	73.6%	958	
3,720	61.4%	2,339	38.6%	6,059	United Kingdom	4,113	60.0%	2,742	40.0%	6,855	
102	41.1%	146	58.9%	248	Slovakia	107	42.0%	148	58.0%	255	
68	43.6%	88	56.4%	156	Sweden	65	41.4%	92	58.6%	157	
58,697	47.2%	65,555	52.8%	124,252	TOTAL	60,675	46.0%	71,221	54.0%	131,896	

FULL-TIME EQUIVALENT PER CONTRACT, CORE BUSINESSES / RBOE / GROUP FUNCTIONS AND PER GENDER

2013						100%	2014						100%
FTC			PTC			CORE BUSINESSES / RBOE / GROUP FUNCTIONS	FTC			PTC			
Male	Female	Total	Male	Female	Total		Male	Female	Total	Male	Female	Total	
67	124	190	12,451	18,172	30,622	FRB	65	144	209	12,069	17,764	29,833	
46	75	121	7,720	5,674	13,394	BNL	23	37	60	7,665	5,715	13,381	
53	68	121	7,495	7,508	15,003	RB Belgium	70	81	151	6,827	7,042	13,869	
20	41	61	1,084	904	1,988	RB Luxembourg	15	25	40	1,046	877	1,923	
264	432	695	888	1,320	2,208	IRB	465	1,009	1,474	1,960	4,627	6,587	
268	578	846	5,321	7,773	13,093	Personal Finance	401	1,025	1,426	6,254	8,928	15,181	
72	71	143	1,868	1,887	3,755	Arval	86	107	193	1,919	1,962	3,881	
41	55	96	1,230	1,294	2,524	Leasing Solutions	58	88	146	1,215	1,283	2,498	
18	13	31	786	520	1,306	Personal Investors	54	23	77	1,063	703	1,766	
0	0	0	93	85	177	Retail Development & Innovation	1	1	2	89	80	168	
89	96	185	5,893	3,615	9,508	CIB	91	92	183	5,902	3,590	9,492	
340	392	732	8,330	8,183	16,513	Investment Solutions	422	458	880	8,419	8,318	16,737	
7	17	24	3,459	2,652	6,111	Group Functions	16	30	46	3,563	2,795	6,357	
0	2	2	279	237	516	Other Activities	0	1	1	283	225	508	
1,285	1,962	3,246	56,895	59,823	116,718	TOTAL	1,768	3,121	4,888	58,274	63,909	122,183	

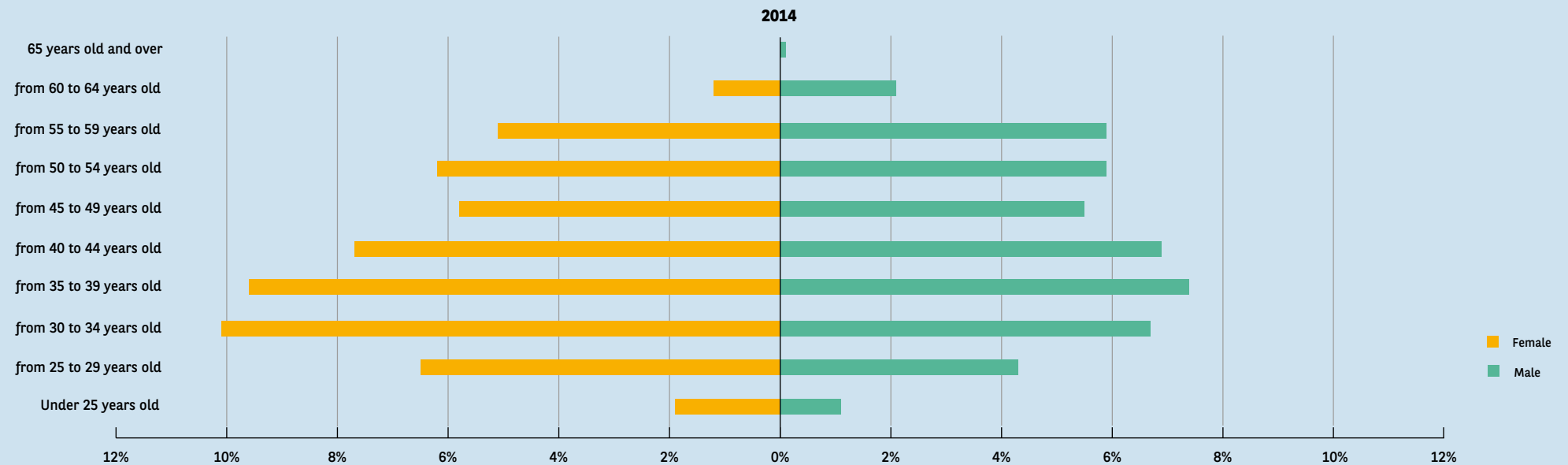
FULL-TIME EQUIVALENT PER CONTRACT, COUNTRY AND GENDER

2013						100%	2014						100%
FTC			PTC			COUNTRIES	FTC			PTC			
Male	Female	Total	Male	Female	Total		Male	Female	Total	Male	Female	Total	
58	82	139	1,988	1,692	3,679	Germany	109	93	201	2,410	1,924	4,333	
1	0	1	44	38	82	Austria	7	3	10	101	108	209	
77	81	158	8,850	8,382	17,232	Belgium	117	98	215	8,255	7,983	16,238	
2	5	7	289	1,224	1,513	Bulgaria	1	4	5	235	814	1,050	
1	1	2	27	21	48	Denmark	4	8	12	83	81	163	
92	99	191	1,398	1,655	3,053	Spain	63	71	134	1,101	1,302	2,403	
1	5	6	18	16	34	Finland	2	3	5	17	22	39	
284	542	826	25,218	30,965	56,183	France	326	653	979	25,449	31,728	57,177	
1	1	2	46	33	79	Greece	0	1	1	25	20	45	
8	5	12	240	332	571	Hungary	8	3	11	242	349	591	
5	17	22	113	112	225	Ireland	9	8	17	131	121	252	
177	263	440	9,970	7,785	17,755	Italy	193	266	460	9,836	7,788	17,624	
93	102	195	2,088	1,657	3,745	Luxembourg	78	75	153	1,971	1,582	3,553	
4	3	7	54	49	103	Norway	2	3	5	57	47	104	
64	50	114	579	275	853	Netherlands	54	55	108	588	284	872	
298	480	779	973	1,483	2,457	Poland	635	1,400	2,035	2,302	5,231	7,532	
16	40	56	715	912	1,627	Portugal	34	57	91	799	1,020	1,819	
33	53	86	251	253	503	Czech Republic	38	66	104	251	256	506	
18	83	101	216	572	788	Romania	32	181	213	210	501	712	
34	31	65	3,671	2,159	5,830	United Kingdom	45	51	96	4,058	2,535	6,593	
13	14	27	87	131	218	Slovakia	6	17	23	97	130	227	
5	6	11	61	79	140	Sweden	6	5	11	59	84	142	
1,285	1,962	3,246	56,895	59,823	116,718	TOTAL	1,768	3,121	4,888	58,274	63,909	122,183	

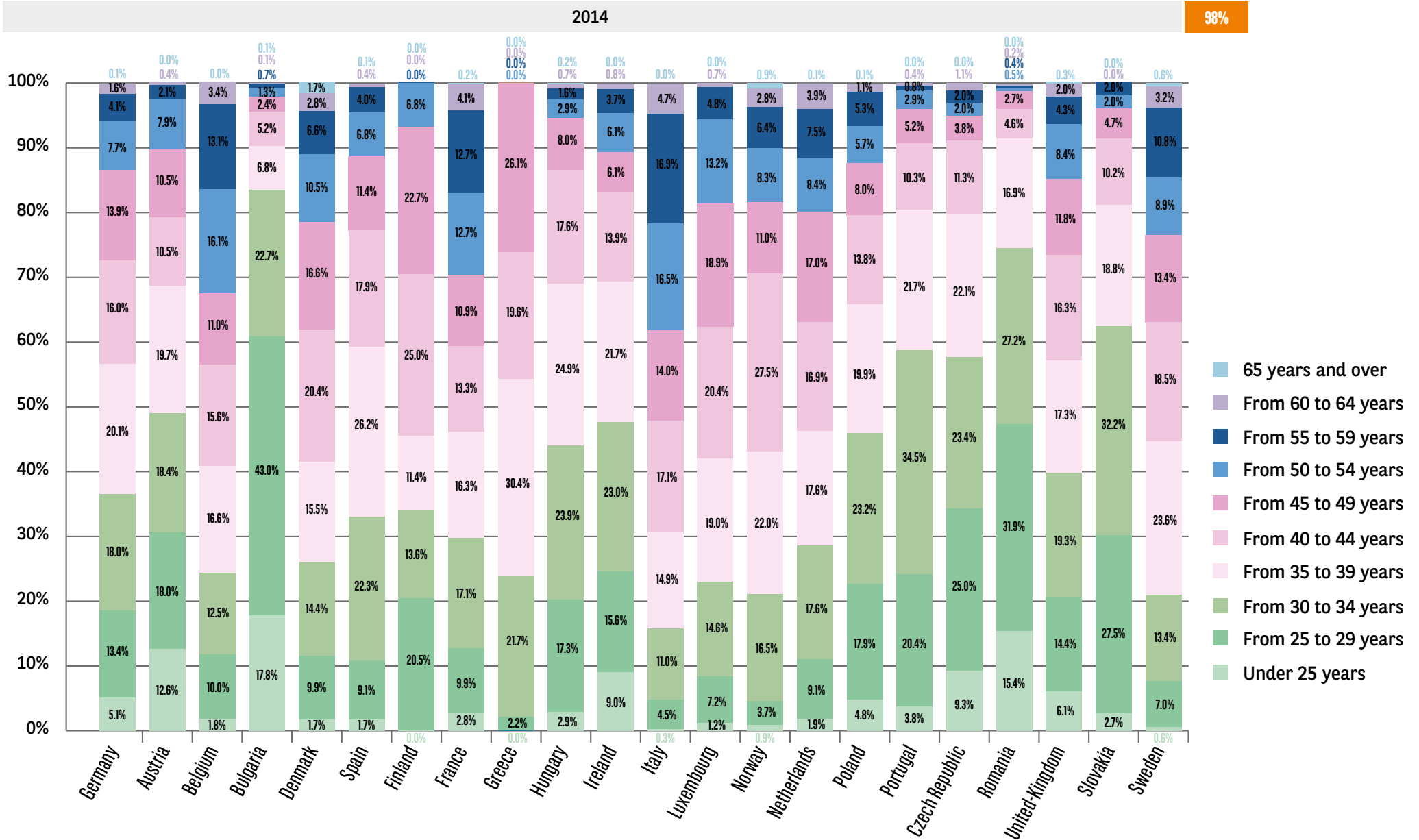
AGE PYRAMID - HEADCOUNT

2013 97%			AGE BRACKETS	2014 97%		
DISTRIBUTION				DISTRIBUTION		
Male	Female	Global		Male	Female	Global
36.6%	63.4%	2.5%	Under 25 years old	36.5%	63.5%	2.9%
39.6%	60.4%	11.2%	From 25 to 29 years old	39.9%	60.1%	10.8%
40.7%	59.3%	17.2%	From 30 to 34 years old	39.9%	60.1%	16.7%
45.2%	54.8%	17.0%	From 35 to 39 years old	43.4%	56.6%	17.0%
49.3%	50.7%	13.6%	From 40 to 44 years old	47.5%	52.5%	14.6%
50.0%	50.0%	11.2%	From 45 to 49 years old	48.7%	51.3%	11.3%
51.2%	48.8%	12.5%	From 50 to 54 years old	48.8%	51.2%	12.1%
55.4%	44.6%	11.7%	From 55 to 59 years old	53.6%	46.4%	11.0%
64.1%	35.9%	3.0%	From 60 to 64 years old	63.8%	36.2%	3.3%
67.1%	32.9%	0.1%	65 years old and over	73.7%	26.3%	0.1%

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



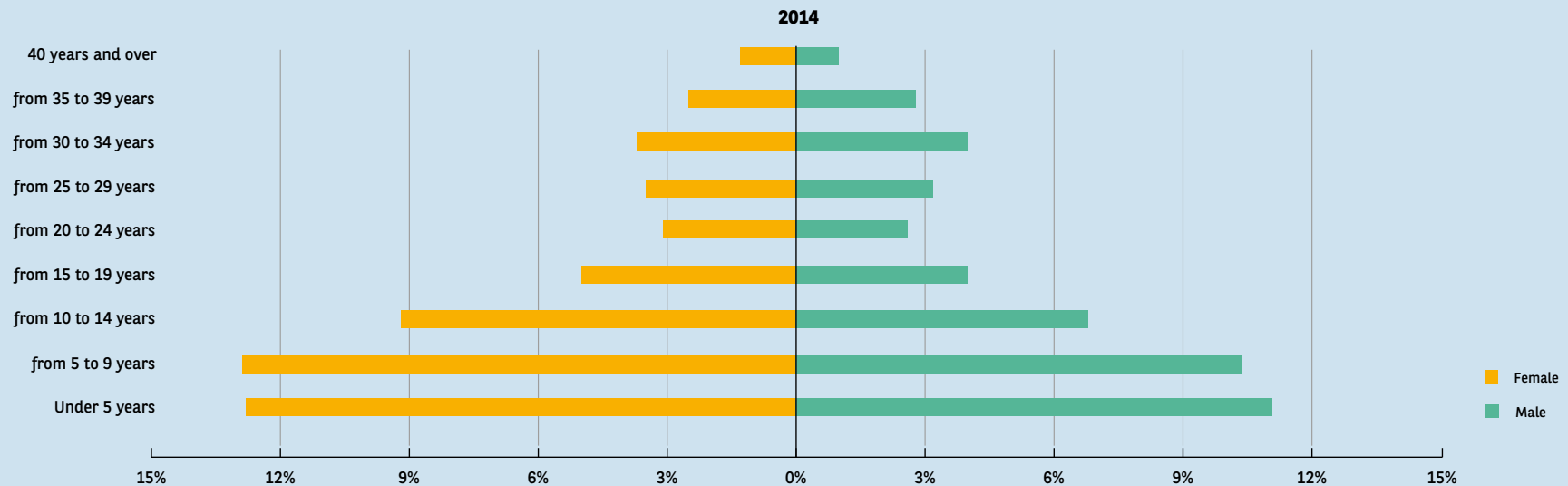
DISTRIBUTION OF HEADCOUNT PER AGE AND COUNTRY



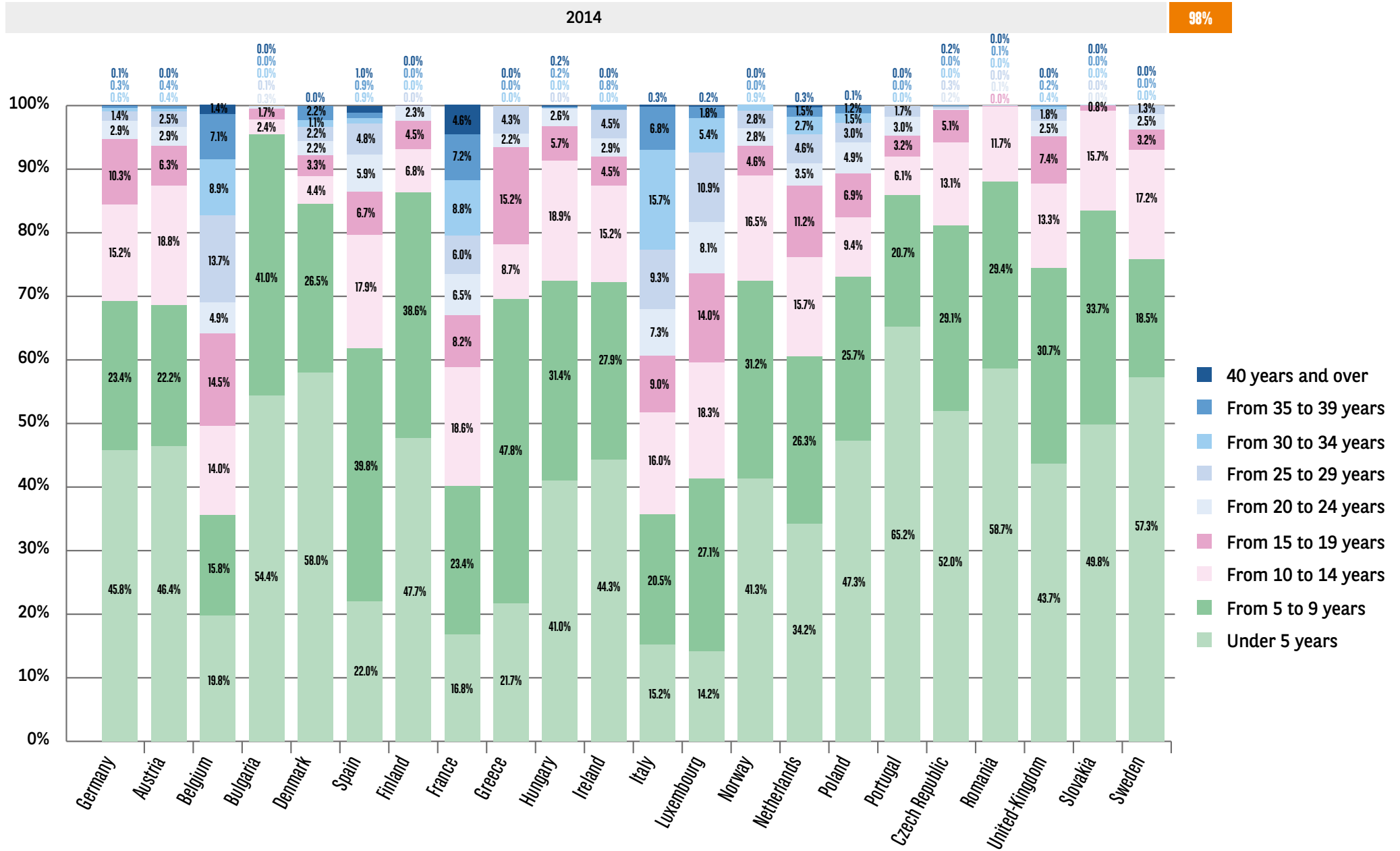
GROUP SENIORITY PYRAMID - HEADCOUNT

2013			SENIORITY BRACKETS	2014		
97%				98%		
DISTRIBUTION				DISTRIBUTION		
Male	Female	Global		Male	Female	Global
47.4%	52.6%	22.1%	Under 5 years	46.6%	53.4%	23.9%
45.3%	54.7%	24.2%	From 5 to 9 years	44.5%	55.5%	23.3%
43.1%	56.9%	16.2%	From 10 to 14 years	42.5%	57.5%	16.0%
47.8%	52.2%	7.3%	From 15 to 19 years	44.9%	55.1%	9.0%
47.4%	52.6%	6.1%	From 20 to 24 years	45.1%	54.9%	5.7%
51.5%	48.5%	6.9%	From 25 to 29 years	47.3%	52.7%	6.7%
53.5%	46.5%	8.8%	From 30 to 34 years	51.9%	48.1%	7.7%
51.1%	48.9%	5.9%	From 35 to 39 years	52.9%	47.1%	5.4%
44.6%	55.4%	2.5%	40 years and over	43.4%	56.6%	2.3%

Percentages per gender are calculated on the basis of the total of each line. 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 for the purpose of the audit is that of the employee's arrival in the original company.



DISTRIBUTION OF HEADCOUNT PER GROUP SENIORITY AND COUNTRY



AVERAGE AGE PER COUNTRY AND GENDER

2013			97%	2014			98%
Male	Female	Global		COUNTRIES	Male	Female	Global
39.9	37.5	38.7		Germany	39.9	38.1	39.1
36.5	38.2	37.3		Austria	35.7	36.0	35.9
44.6	42.1	43.3		Belgium	44.5	42.3	43.4
32.5	31.0	31.2		Bulgaria	32.4	29.7	30.2
42.6	40.8	41.8		Denmark	39.2	39.4	39.3
39.6	37.9	38.7		Spain	40.0	38.2	39.0
38.9	39.5	39.2		Finland	39.3	39.8	39.6
43.6	41.7	42.5		France	43.4	41.8	42.5
36.6	35.4	36.1		Greece	39.0	40.4	39.6
36.6	36.1	36.3		Hungary	37.1	36.6	36.8
37.1	36.2	36.6		Ireland	36.7	36.7	36.7
47.3	42.5	45.1		Italy	48.0	43.2	45.8
41.7	40.8	41.3		Luxembourg	42.2	41.4	41.9
42.2	41.7	42.0		Norway	42.2	42.3	42.2
42.1	39.9	41.3		Netherlands	42.5	40.3	41.7
35.1	35.2	35.2		Poland	36.9	37.8	37.5
35.9	34.6	35.1		Portugal	35.4	34.5	34.9
33.6	33.0	33.3		Czech Republic	35.0	33.9	34.4
31.4	30.6	30.8		Romania	31.7	30.6	30.9
39.6	38.7	39.2		United Kingdom	39.2	38.3	38.8
35.7	32.2	33.7		Slovakia	36.4	33.1	34.5
40.9	43.2	42.2		Sweden	42.3	43.2	42.9
43.3	40.7	41.9		AVERAGE AGE	43.1	40.8	41.9

AVERAGE GROUP SENIORITY PER COUNTRY AND GENDER

2013			97%	2014			98%
Male	Female	Global		COUNTRIES	Male	Female	Global
7.3	7.4	7.3		Germany	7.4	7.9	7.6
3.7	5.0	4.3		Austria	6.7	8.2	7.5
17.6	16.3	17.0		Belgium	17.5	16.5	17.0
4.7	3.7	3.9		Bulgaria	5.4	4.3	4.5
7.0	10.1	8.4		Denmark	5.7	6.5	6.1
10.5	9.5	10.0		Spain	11.1	9.8	10.4
4.8	5.5	5.2		Finland	5.4	6.2	5.9
16.9	16.8	16.9		France	16.4	16.6	16.5
6.8	8.3	7.5		Greece	8.4	10.4	9.3
6.6	7.2	7.0		Hungary	6.9	7.6	7.3
7.7	8.1	7.9		Ireland	7.1	8.5	7.8
18.7	15.2	17.1		Italy	19.1	15.6	17.5
13.5	14.4	13.9		Luxembourg	14.1	15.1	14.6
7.7	8.0	7.8		Norway	7.7	8.6	8.1
10.3	9.5	10.0		Netherlands	10.7	10.1	10.5
5.6	5.8	5.7		Poland	6.6	8.8	8.1
7.0	6.5	6.7		Portugal	5.7	5.4	5.5
5.5	5.2	5.4		Czech Republic	6.3	5.4	5.8
4.9	4.8	4.8		Romania	4.7	3.9	4.1
7.7	7.6	7.7		United Kingdom	7.7	7.1	7.5
5.8	4.6	5.1		Slovakia	6.1	5.2	5.6
6.8	5.4	6.0		Sweden	7.2	5.4	6.1
15.4	14.5	14.9		AVERAGE GROUP SENIORITY	14.9	14.1	14.5

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

FULL-TIME EQUIVALENT PER PROFESSIONAL FIELD AND COUNTRY

2013					95%	2014					88%
DISTRIBUTION					COUNTRIES	DISTRIBUTION					
Sales	Operations Processing	Support Functions and Top Management	Total	Significance rate		Sales	Operations Processing	Support Functions and Top Management	Total	Significance rate	
33.4%	36.0%	30.6%	2,231	58%	Germany	41.9%	26.9%	31.2%	2,364	52%	
31.1%	14.8%	54.1%	83	100%	Austria	37.5%	20.2%	42.3%	100	46%	
54.3%	8.4%	37.3%	17,250	99%	Belgium	55.1%	11.2%	33.7%	16,302	99%	
74.2%	12.7%	13.1%	1,520	100%	Bulgaria	25.7%	33.1%	41.2%	1,053	100%	
45.3%	21.6%	33.1%	50	100%	Denmark	45.6%	22.8%	31.6%	56	32%	
26.7%	42.9%	30.4%	3,079	95%	Spain	36.4%	26.4%	37.1%	2,426	96%	
30.2%	22.6%	47.2%	40	100%	Finland	38.6%	20.5%	40.9%	44	100%	
53.2%	12.6%	34.2%	54,701	96%	France	52.6%	12.8%	34.6%	53,911	93%	
13.2%	57.9%	28.9%	76	94%	Greece	23.9%	50.0%	26.1%	46	100%	
49.6%	11.6%	38.8%	551	94%	Hungary	47.5%	10.6%	41.9%	574	95%	
13.6%	45.3%	41.1%	222	90%	Ireland	10.2%	31.1%	58.6%	239	89%	
58.9%	17.4%	23.7%	17,796	98%	Italy	59.4%	13.4%	27.2%	17,588	97%	
31.3%	28.0%	40.7%	3,832	97%	Luxembourg	30.8%	26.9%	42.2%	3,665	99%	
42.8%	16.2%	41.0%	110	100%	Norway	46.3%	13.9%	39.8%	108	99%	
53.3%	14.6%	32.1%	824	85%	Netherlands	50.6%	16.3%	33.1%	894	91%	
56.7%	17.3%	26.0%	3,179	98%	Poland	53.4%	20.9%	25.7%	3,345	35%	
24.3%	56.2%	19.5%	1,654	98%	Portugal	19.3%	59.2%	21.5%	1,908	100%	
30.4%	37.5%	32.1%	560	95%	Czech Republic	48.9%	21.4%	29.7%	598	98%	
63.3%	18.4%	18.2%	859	97%	Romania	41.1%	19.2%	39.7%	884	96%	
39.2%	19.0%	41.8%	5,205	88%	United Kingdom	43.0%	18.1%	38.9%	5,889	88%	
29.7%	37.3%	33.0%	245	100%	Slovakia	58.8%	12.2%	29.0%	250	100%	
43.7%	10.1%	46.1%	150	99%	Sweden	44.9%	10.9%	44.2%	153	99%	
51.5%	15.9%	32.6%	114,216	95%	TOTAL	51.5%	15.0%	33.5%	112,396	88%	

Percentages are calculated on the basis of employees in the "total" column for each country.

%: significance rate of 30% to 50%.

%: non-significant data.



2 MOVEMENTS

RECRUITMENTS OF PERMANENT-TERM CONTRACTS PER GENDER - HEADCOUNT

2013			100%	2014			100%
HEADCOUNT			RECRUITMENTS	HEADCOUNT			
Male	Female	Total		Male	Female	Total	
1,998	2,078	4,076	PTC	2,546	2,452	4,998	
416	643	1,059	Conversions from FTC to PTC	478	512	990	
2,414	2,721	5,135	TOTAL	3,024	2,964	5,988	

2013			RECRUITMENTS	2014		
DISTRIBUTION				DISTRIBUTION		
Male	Female	Global	Male	Female	Global	
49.0%	51.0%	79.4%	PTC	50.9%	49.1%	83.5%
39.3%	60.7%	20.6%	Conversions from FTC to PTC	48.3%	51.7%	16.5%
47.0%	53.0%	100.0%	TOTAL	50.5%	49.5%	100.0%

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

VARIATION OF THE FTC HEADCOUNT IN FTE

2013	100%	2014	100%
160		1,642	

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

2013			100%	2014			100%
PTC		Recruitments	COUNTRIES	PTC		Recruitments	
Male	Female			Male	Female		
52.4%	47.6%	597	Germany	58.0%	42.0%	521	
36.0%	64.0%	25	Austria	56.3%	43.8%	16	
56.9%	43.1%	411	Belgium	54.0%	46.0%	639	
21.5%	78.5%	525	Bulgaria	18.7%	81.3%	428	
50.0%	50.0%	4	Denmark	100.0%	0.0%	2	
50.4%	49.6%	119	Spain	59.7%	40.3%	144	
33.3%	66.7%	3	Finland	0.0%	100.0%	3	
45.9%	54.1%	1,585	France	50.4%	49.6%	2,267	
100.0%	0.0%	2	Greece	0.0%	100.0%	1	
49.3%	50.7%	67	Hungary	42.9%	57.1%	91	
45.8%	54.2%	24	Ireland	61.4%	38.6%	44	
49.5%	50.5%	422	Italy	53.3%	46.7%	274	
56.0%	44.0%	75	Luxembourg	72.7%	27.3%	66	
33.3%	66.7%	3	Norway	80.0%	20.0%	10	
70.8%	29.2%	24	Netherlands	69.0%	31.0%	29	
36.4%	63.6%	269	Poland	37.9%	62.1%	169	
49.3%	50.7%	207	Portugal	48.3%	51.7%	296	
54.2%	45.8%	48	Czech Republic	43.8%	56.3%	32	
35.3%	64.7%	68	Romania	35.6%	64.4%	73	
60.3%	39.7%	624	United Kingdom	59.7%	40.3%	853	
38.9%	61.1%	18	Slovakia	61.5%	38.5%	13	
40.0%	60.0%	15	Sweden	35.3%	64.7%	17	
47.0%	53.0%	5,135	TOTAL	50.5%	49.5%	5,988	

Including conversions from FTC to PTC.

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

PERMANENT-TERM CONTRACTS LEAVERS PER REASON AND GENDER - HEADCOUNT

2013			100%	2014			100%
HEADCOUNT			DEPARTURES PER REASON	HEADCOUNT			
Male	Female	Total		Male	Female	Total	
1,561	1,344	2,905	Retirements and Early Retirements	1,108	1,121	2,229	
1,396	1,384	2,780	Resignations	1,496	1,632	3,128	
576	681	1,257	Redundancies	597	745	1,342	
175	248	423	Amicable termination	185	220	405	
816	744	1,560	Others*	433	372	805	
4,524	4,401	8,925	TOTAL	3,819	4,090	7,909	

2013			DEPARTURES PER REASON	2014		
DISTRIBUTION				DISTRIBUTION		
Male	Female	Global	Male	Female	Global	
53.7%	46.3%	32.5%	Retirements and Early retirements	49.7%	50.3%	28.2%
50.2%	49.8%	31.1%	Resignations	47.8%	52.2%	39.5%
45.8%	54.2%	14.1%	Redundancies	44.5%	55.5%	17.0%
41.4%	58.6%	4.7%	Amicable termination	45.7%	54.3%	5.1%
52.3%	47.7%	17.5%	Others*	53.8%	46.2%	10.2%
50.7%	49.3%	100.0%	TOTAL	48.3%	51.7%	100.0%

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

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

*Others: subsidized departures, deaths, departures during probationary period, departures without given reasons.

PERIMETER CHANGES - FULL-TIME EQUIVALENT

2012 / 2013		100%	2013 / 2014		100%
FTEs	Rate	Perimeter changes	FTEs	Rate	
21	0.0%			9,171	7.2%

TURN-OVER RATE PER REASON AND COUNTRY - HEADCOUNT

COUNTRIES	2014					100%
	DEPARTURES PER REASON					Departures
	Retirements and Early Retirements	Resignations	Redundancies	Others*	Total	
Germany	0.3%	5.7%	1.1%	0.9%	8.0%	316
Austria	0.0%	2.3%	2.3%	5.7%	10.2%	9
Belgium	1.3%	1.9%	0.9%	0.1%	4.2%	766
Bulgaria	0.0%	16.2%	24.4%	0.9%	41.5%	677
Denmark	0.0%	4.1%	0.0%	2.0%	6.1%	3
Spain	0.0%	1.8%	2.6%	0.1%	4.5%	144
Finland	0.0%	2.9%	0.0%	0.0%	2.9%	1
France	2.9%	1.4%	0.9%	0.6%	5.9%	3,389
Greece	0.0%	0.0%	1.3%	0.0%	1.3%	1
Hungary	0.3%	4.7%	5.3%	5.0%	15.3%	92
Ireland	0.4%	7.4%	1.7%	1.3%	10.8%	25
Italy	1.4%	0.7%	0.3%	0.4%	2.7%	504
Luxembourg	0.3%	1.8%	0.6%	0.3%	3.1%	124
Norway	1.0%	5.8%	0.0%	5.8%	12.6%	13
Netherlands	0.2%	1.2%	2.1%	3.1%	6.5%	60
Poland	0.3%	6.9%	7.1%	0.6%	14.8%	371
Portugal	0.1%	0.4%	0.4%	4.3%	5.2%	87
Czech Republic	0.2%	7.0%	4.0%	3.3%	14.6%	83
Romania	0.0%	27.9%	2.2%	0.6%	30.7%	304
United Kingdom	0.1%	10.5%	1.3%	1.9%	15.0%	901
Slovakia	0.0%	3.0%	0.0%	7.3%	10.3%	24
Sweden	0.7%	4.9%	0.0%	4.9%	10.5%	15
TOTAL	1.8%	2.6%	1.4%	0.7%	6.5%	7,909

Percentages are calculated on the basis of the active workforce employed on Permanent-Term Contracts during the previous year.

*Others: subsidized departures, deaths, departures during probationary period, departures without given reasons.



3

ABSENTEEISM, LEAVES AND WORK RELATED ACCIDENTS

ABSENTEEISM, LEAVES AND WORK RELATED ACCIDENTS

2013				86%	2014				83%
Rate of absenteeism and leaves					Rate of absenteeism and leaves				
Illness	due to work related accidents	Maternity and paternity	Other authorised		Illness	due to work related accidents	Maternity and paternity	Other authorised	
2.5%	0.0%	0.5%	0.1%	Germany	2.1%	0.0%	2.0%	0.2%	
	not communicated			Austria		not communicated			
2.6%	0.1%	0.5%	0.2%	Belgium	2.7%	0.1%	0.5%	0.2%	
	not communicated			Bulgaria	4.1%	0.0%	not communicated		
	not communicated			Denmark		not communicated			
1.9%	0.1%	1.2%	0.8%	Spain	3.7%	0.0%	1.3%	0.7%	
	not communicated			Finland		not communicated			
2.4%	0.1%	2.2%	0.7%	France	3.0%	0.1%	2.3%	0.8%	
	not communicated			Greece		not communicated			
	not communicated			Hungary	1.6%	0.0%	1.2%	0.2%	
	not communicated			Ireland		not communicated			
2.4%	0.0%	1.9%	0.5%	Italy	3.1%	0.0%	2.2%	0.5%	
2.9%	not communicated	0.7%	0.7%	Luxembourg	2.4%	not communicated	1.2%	0.3%	
	not communicated			Norway		not communicated			
	not communicated			Netherlands	1.5%	0.0%	0.6%	0.0%	
5.3%	0.1%	3.5%	1.2%	Poland	3.8%	0.0%	4.3%	1.0%	
0.5%	0.0%	0.0%	0.7%	Portugal	0.2%	0.0%	0.0%	0.5%	
	not communicated			Czech Republic	10.7%	0.0%	11.0%	not communicated	
0.8%	not communicated	1.4%	0.2%	Romania	0.9%	0.0%	1.5%	0.2%	
1.2%	non significant	1.4%	0.2%	United Kingdom	1.1%	0.0%	1.2%	0.2%	
1.8%	0.0%	0.1%	0.0%	Slovakia	2.0%	0.0%	3.7%	1.1%	
	not communicated			Sweden		not communicated			
2.0%	0.0%	1.7%	0.6%	TOTAL	2.9%	0.0%	2.2%	0.6%	
88%	81%	88%	88%	Significance rate	85%	81%	84%	84%	

%: significance rate of 30% to 50%.

%: non-significant data.

4

WORKING TIME

PART-TIME WORKERS PER COUNTRY AND GENDER - HEADCOUNT

2013							88%	2014							86%
Male		Female		Total		Significance rate	COUNTRIES	Male		Female		Total		Significance rate	
Headcount	%	Headcount	%	Headcount	%			Headcount	%	Headcount	%	Headcount	%		
15	2.4%	125	23.8%	140	12.3%	28%	Germany	14	2.0%	138	23.9%	152	11.8%	26%	
5	10.4%	10	24.4%	15	16.9%	100%	Austria	3	5.5%	8	16.3%	11	10.6%	44%	
710	7.8%	3,392	36.5%	4,102	22.4%	100%	Belgium	834	9.8%	3,471	39.0%	4,305	24.7%	100%	
non significant							8%	Bulgaria	72	28.0%	542	49.2%	614	45.2%	100%
1	3.6%	8	34.8%	9	17.6%	100%	Denmark	1	2.9%	8	34.8%	9	15.8%	31%	
6	0.8%	84	11.4%	90	6.0%	45%	Spain	7	0.9%	93	12.2%	100	6.4%	59%	
-	0.0%	-	0.0%	0	0.0%	98%	Finland	-	0.0%	-	0.0%	0	0.0%	100%	
445	1.8%	5,502	17.4%	5,947	10.6%	96%	France	466	1.9%	5,555	17.9%	6,021	10.9%	92%	
-	0.0%	-	0.0%	0	0.0%	57%	Greece	-	0.0%	-	0.0%	0	0.0%	100%	
22	9.0%	50	14.6%	72	12.3%	95%	Hungary	23	9.3%	65	17.8%	88	14.3%	96%	
-	0.0%	15	11.7%	15	6.6%	90%	Ireland	-	0.0%	14	11.3%	14	5.7%	89%	
84	0.9%	1,240	17.3%	1,324	8.2%	86%	Italy	157	1.6%	1,733	20.9%	1,890	10.4%	98%	
86	4.0%	796	40.8%	882	21.5%	98%	Luxembourg	81	3.9%	781	41.7%	862	21.9%	99%	
1	1.7%	5	9.4%	6	5.4%	100%	Norway	-	0.0%	3	6.0%	3	2.8%	100%	
62	10.7%	206	60.1%	268	29.0%	89%	Netherlands	65	11.2%	197	56.4%	262	28.1%	89%	
56	4.4%	87	4.5%	143	4.4%	98%	Poland	49	3.6%	94	4.6%	143	4.2%	34%	
-	0.0%	3	0.5%	3	0.3%	61%	Portugal	1	0.1%	5	0.5%	6	0.3%	100%	
2	2.3%	3	3.8%	5	3.0%	28%	Czech Republic	6	2.1%	39	12.0%	45	7.4%	98%	
non significant							12%	Romania	6	11.3%	11	12.2%	17	11.9%	15%
41	1.2%	435	19.1%	476	8.2%	91%	United Kingdom	29	0.8%	374	15.9%	403	6.7%	88%	
1	2.4%	2	4.4%	3	3.4%	35%	Slovakia	5	4.7%	6	4.1%	11	4.3%	100%	
3	4.4%	14	15.9%	17	10.9%	100%	Sweden	2	3.1%	12	13.0%	14	8.9%	100%	
1,547	2.9%	11,959	20.9%	13,506	12.3%	88%	TOTAL	1,821	3.4%	13,149	22.0%	14,970	13.2%	86%	

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).

%: significance rate of 30% to 50%.

%: non-significant data.

DISTRIBUTION OF PART-TIME WORKERS BY LENGTH OF WORKING TIME (< OR ≥ 80%) PER COUNTRY - HEADCOUNT

2013				88%	2014				86%
WORKING PART-TIME				COUNTRIES	WORKING PART-TIME				
< 80 %	≥ 80 %	Headcount	Significance rate		< 80 %	≥ 80 %	Headcount	Significance rate	
75.0%	25.0%	140	28%	Germany	77.0%	23.0%	152	26%	
73.3%	26.7%	15	100%	Austria	72.7%	27.3%	11	44%	
20.6%	79.4%	4,102	100%	Belgium	18.3%	81.7%	4,305	100%	
non significant			8%	Bulgaria	62.2%	37.8%	614	100%	
0.0%	100.0%	9	100%	Denmark	0.0%	100.0%	9	31%	
34.4%	65.6%	90	45%	Spain	36.0%	64.0%	100	59%	
non significant			98%	Finland	0.0%	0.0%	0	100%	
19.6%	80.4%	5,947	96%	France	19.2%	80.8%	6,021	92%	
non significant			57%	Greece	0.0%	0.0%	0	100%	
73.6%	26.4%	72	95%	Hungary	79.5%	20.5%	88	96%	
80.0%	20.0%	15	90%	Ireland	71.4%	28.6%	14	89%	
49.2%	50.8%	1,324	86%	Italy	47.8%	52.2%	1,890	98%	
44.0%	56.0%	882	98%	Luxembourg	43.3%	56.7%	862	99%	
50.0%	50.0%	6	100%	Norway	0.0%	100.0%	3	100%	
42.5%	57.5%	268	89%	Netherlands	41.6%	58.4%	262	89%	
58.0%	42.0%	143	98%	Poland	58.7%	41.3%	143	34%	
0.0%	100.0%	3	61%	Portugal	16.7%	83.3%	6	100%	
80.0%	20.0%	5	28%	Czech Republic	84.4%	15.6%	45	98%	
non significant			12%	Romania	100.0%	0.0%	17	15%	
61.1%	38.9%	445	91%	United Kingdom	58.1%	41.9%	403	88%	
100.0%	0.0%	3	35%	Slovakia	72.7%	27.3%	11	100%	
29.4%	70.6%	17	100%	Sweden	28.6%	71.4%	14	100%	
27.8%	72.2%	13,506	88%	TOTAL	29.0%	71.0%	14,970	86%	

Percentages are based on the total part-time headcount of each country.

%: significance rate of 30% to 50%.

%: non-significant data.

DISTRIBUTION OF PART-TIME WORKERS PER AGE AND COUNTRY - HEADCOUNT

COUNTRIES	2014									86%
	AGE BRACKETS									Total headcount of part-time workers
	Under 25 years	From 25 to 29 years	From 30 to 34 years	From 35 to 39 years	From 40 to 44 years	From 45 to 49 years	From 50 to 54 years	From 55 to 59 years	60 years and over	
Germany		1.3%	6.6%	22.4%	28.3%	22.4%	11.2%	5.3%	2.6%	152
Austria	9.1%	18.2%	18.2%	27.3%	18.2%		9.1%			11
Belgium	0.0%	1.7%	8.5%	17.7%	14.9%	10.8%	20.8%	21.6%	4.0%	4,305
Bulgaria	19.2%	46.3%	22.0%	6.7%	3.4%	1.3%	0.5%	0.7%		614
Denmark			11.1%		33.3%	11.1%	22.2%	11.1%	11.1%	9
Spain		1.0%	12.0%	45.0%	32.0%	8.0%	2.0%			100
Finland										
France	0.8%	2.2%	14.0%	19.6%	15.3%	13.2%	14.5%	16.2%	4.2%	6,021
Greece										
Hungary	3.4%	4.5%	15.9%	34.1%	26.1%	13.6%		2.3%		88
Ireland			14.3%	42.9%			28.6%	7.1%	7.1%	14
Italy	0.8%	3.3%	6.8%	19.4%	26.9%	17.1%	16.0%	9.5%	0.2%	1,890
Luxembourg		0.8%	8.7%	23.3%	26.2%	24.4%	12.9%	3.4%	0.3%	862
Norway			33.3%		66.7%					3
Netherlands	0.4%	3.4%	15.6%	21.8%	19.8%	18.3%	10.3%	7.6%	2.7%	262
Poland	2.1%	18.9%	30.1%	18.2%	15.4%	2.8%	4.2%	4.2%	4.2%	143
Portugal			16.7%	33.3%	33.3%			16.7%		6
Czech Republic	13.3%	4.4%	26.7%	37.8%	13.3%	2.2%	2.2%			45
Romania		11.8%	17.6%	23.5%	47.1%					17
United Kingdom	1.0%	5.2%	16.9%	25.3%	20.8%	11.7%	10.4%	5.0%	3.7%	403
Slovakia	9.1%	18.2%	18.2%	27.3%	27.3%					11
Sweden			7.1%	35.7%	28.6%	7.1%			21.4%	14
TOTAL OF PART-TIME WORKERS	1.4%	4.2%	11.7%	19.3%	17.4%	13.1%	15.3%	14.5%	3.1%	14,970

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.



5

DIVERSITY

PERCENTAGE OF WOMEN IN SENIOR MANAGEMENT POSITIONS PER COUNTRY

2013	100%		2014	100%
% of women in Senior Management Positions		COUNTRIES	% of women in Senior Management Positions	
12.2%		Germany	10.2%	
0.0%		Austria	0.0%	
17.5%		Belgium	24.0%	
0.0%		Bulgaria	33.3%	
not communicated		Denmark	0.0%	
8.7%		Spain	9.1%	
not communicated		Finland	No SMP	
27.9%		France	28.6%	
not communicated		Greece	No SMP	
0.0%		Hungary	0.0%	
25.0%		Ireland	25.0%	
13.4%		Italy	19.4%	
24.2%		Luxembourg	25.7%	
50.0%		Norway	50.0%	
0.0%		Netherlands	8.3%	
17.6%		Poland	18.5%	
0.0%		Portugal	0.0%	
0.0%		Czech Republic	0.0%	
33.3%		Romania	33.3%	
8.4%		United Kingdom	11.9%	
0.0%		Slovakia	No SMP	
0.0%		Sweden	0.0%	
22.9%		TOTAL	24.9%	

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

SENIOR EMPLOYMENT MAINTENANCE - AVERAGE AGE OF DEPARTURE FOR PEOPLE 55 YEARS OLD AND OVER PER COUNTRY

2013			82%	2014			76%
Average age	Departures	Significance rate	COUNTRIES	Average age	Departures	Significance rate	
60.3	12	40%	Germany	62.4	13	33%	
61.0	3	100%	Austria	-	0	100%	
60.4	568	99%	Belgium	61.1	258	100%	
non significant		2%	Bulgaria	65.0	2	16%	
59.9	5	100%	Denmark	-	0	100%	
57.9	33	39%	Spain	60.1	2	53%	
58.0	1	100%	Finland	-	0	100%	
60.5	2,212	90%	France	60.7	1,921	88%	
57.9	2	100%	Greece	-	0	100%	
60.6	6	45%	Hungary	63.1	2	89%	
59.0	2	90%	Ireland	59.3	2	89%	
58.8	535	74%	Italy	59.7	275	72%	
58.7	45	99%	Luxembourg	59.1	20	97%	
64.5	2	100%	Norway	59.8	2	100%	
59.7	7	82%	Netherlands	59.9	11	79%	
58.6	18	99%	Poland	59.0	5	52%	
61.3	11	74%	Portugal	63.2	4	89%	
non significant		18%	Czech Republic	58.4	3	64%	
non significant		9%	Romania	non significant		3%	
59.9	87	88%	United Kingdom	60.2	65	88%	
non significant		58%	Slovakia	-	0	68%	
66.4	2	100%	Sweden	66.4	2	100%	
60.2	3,553	82%	TOTAL	60.6	2,587	76%	

%: significance rate of 30% to 50%.

%: non-significant data.

NUMBER OF NATIONALITIES PER COUNTRY

2013			76%	2014			73%
Number of nationalities	% of staff concerned without local nationality	Significance rate	COUNTRIES	Number of nationalities	% of staff concerned without local nationality	Significance rate	
33	16.1%	27%	Germany	39	16.6%	27%	
10	22.7%	100%	Austria	11	22.6%	46%	
58	4.8%	99%	Belgium	57	4.8%	99%	
3	1.5%	9%	Bulgaria	4	3.0%	13%	
2	4.5%	44%	Denmark	3	9.5%	12%	
23	4.7%	46%	Spain	28	5.5%	61%	
1	0.0%	73%	Finland	2	3.1%	73%	
105	3.4%	96%	France	104	3.5%	92%	
3	4.3%	57%	Greece	3	4.3%	100%	
5	3.6%	38%	Hungary	5	2.7%	37%	
13	14.5%	75%	Ireland	12	12.2%	67%	
14	1.9%	13%	Italy	14	1.5%	24%	
32	72.6%	97%	Luxembourg	35	73.8%	99%	
13	26.9%	97%	Norway	7	16.7%	39%	
19	6.5%	87%	Netherlands	16	5.6%	87%	
9	0.6%	98%	Poland	11	1.0%	35%	
22	8.5%	61%	Portugal	26	9.7%	70%	
5	5.4%	28%	Czech Republic	6	8.3%	30%	
5	3.8%	12%	Romania	3	1.9%	12%	
75	34.4%	80%	United Kingdom	67	34.9%	71%	
3	1.5%	35%	Slovakia	4	2.0%	100%	
13	17.1%	89%	Sweden	13	17.4%	80%	
126	8.5%	76%	ESR PERIMETER	124	8.3%	73%	

Percentages are based on the total headcount of each country.

%: significance rate of 30% to 50%.

%: non-significant data.

NUMBER OF DISABLED EMPLOYEES

2013		89%	2014		85%
Number of persons	Significance rate	COUNTRIES	Number of persons	Significance rate	
47	77%	Germany	36	47%	
not communicated	not communicated	Austria	not communicated	not communicated	
66	97%	Belgium	69	93%	
not communicated	not communicated	Bulgaria	19	89%	
not communicated	not communicated	Denmark	not communicated	not communicated	
18	74%	Spain	22	87%	
not communicated	not communicated	Finland	not communicated	not communicated	
1,365	97%	France	1,477	95%	
not communicated	not communicated	Greece	not communicated	not communicated	
9	62%	Hungary	0	62%	
not communicated	not communicated	Ireland	not communicated	not communicated	
660	94%	Italy	679	83%	
59	100%	Luxembourg	53	100%	
not communicated	not communicated	Norway	not communicated	not communicated	
1	69%	Netherlands	2	45%	
18	82%	Poland	27	44%	
9	81%	Portugal	9	75%	
1	70%	Czech Republic	5	69%	
2	100%	Romania	3	92%	
9	22%	United Kingdom	6	78%	
5	100%	Slovakia	5	78%	
not communicated	not communicated	Sweden	not communicated	not communicated	

The survey of disabled employees is carried out using the legal standards in force in the country; these standards are not harmonized at a pan-European level.

%: significance rate of 30% to 50%.

%: non-significant data.



6

TRAINING

PERCENTAGE OF EMPLOYEES WHO ATTENDED A TRAINING COURSE AND AVERAGE NUMBER OF HOURS OF TRAINING PER EMPLOYEE

2013			94%	2014			84%
% of employees who attended a training course	Average number of training hours	Significance rate	COUNTRIES	% of employees who attended a training course	Average number of training hours	Significance rate	
50.0%	35	70%	Germany	44.5%	10	41%	
not communicated	not communicated	not communicated	Austria	not communicated	not communicated	not communicated	
100.0%	16	97%	Belgium	100.0%	18	99%	
87.0%	30	93%	Bulgaria	98.7%	15	90%	
not communicated	not communicated	not communicated	Denmark	77.2%	5	31%	
89.0%	32	74%	Spain	100.0%	38	83%	
not communicated	not communicated	not communicated	Finland	not communicated	not communicated	not communicated	
93.0%	30	100%	France	91.4%	25	93%	
not communicated	not communicated	not communicated	Greece	not communicated	not communicated	not communicated	
not communicated	not communicated	not communicated	Hungary	not communicated	not communicated	not communicated	
not communicated	not communicated	not communicated	Ireland	not communicated	not communicated	not communicated	
95.0%	36	94%	Italy	100.0%	38	82%	
97.0%	24	100%	Luxembourg	100.0%	22	100%	
not communicated	not communicated	not communicated	Norway	86.2%	4	100%	
9.0%	42	72%	Netherlands	not communicated	not communicated	not communicated	
100.0%	44	82%	Poland	81.0%	26	42%	
97.0%	71	81%	Portugal	100.0%	32	98%	
48.0%	not communicated	70%	Czech Republic	53.8%	8	68%	
90.0%	27	100%	Romania	92.2%	13	89%	
59.0%	21	81%	United Kingdom	99.6%	11	87%	
91.0%	37	100%	Slovakia	94.0%	52	98%	
not communicated	not communicated	not communicated	Sweden	97.5%	5	100%	

%: significance rate of 30% to 50%.

%: non-significant data.

NUMBER OF TRAINING SESSIONS ATTENDED WITHIN THE FRAMEWORK OF E-LEARNING

COUNTRIES	2014							79%
	TRAINING SESSIONS							Total
	Culture and knowledge of the Group and its entities	Business lines technical training	Business support functions technical training	Risks	Individual competencies	Management	Miscellaneous	
Germany	0%	24%	2%	70%	3%	1%	1%	2,540
Austria	0%	21%	0%	79%	0%	0%	0%	266
Belgium	4%	13%	18%	58%	5%	1%	0%	137,388
Bulgaria	2%	17%	1%	76%	1%	3%	0%	625
Denmark	6%	2%	1%	91%	0%	0%	0%	156
Spain	17%	9%	2%	63%	0%	9%	0%	6,037
Finland	3%	0%	1%	96%	0%	0%	0%	104
France	2%	11%	11%	70%	4%	1%	0%	94,065
Greece	0%	30%	3%	67%	0%	0%	0%	61
Hungary	1%	15%	11%	74%	0%	0%	0%	849
Ireland	12%	10%	0%	74%	3%	0%	1%	1,745
Italy	4%	53%	4%	32%	4%	0%	2%	218,462
Luxembourg	1%	6%	0%	86%	5%	1%	0%	33,202
Norway	10%	18%	1%	69%	1%	0%	0%	404
Netherlands	1%	6%	0%	90%	2%	1%	0%	2,307
Poland	26%	24%	12%	36%	2%	0%	0%	16,651
Portugal	11%	17%	1%	70%	0%	0%	0%	15,923
Czech Republic	2%	45%	6%	47%	0%	0%	0%	89
Romania	0%	5%	4%	90%	0%	1%	0%	827
United Kingdom	2%	11%	2%	78%	1%	0%	6%	29,826
Slovakia	0%	0%	0%	100%	0%	0%	0%	8
Sweden	7%	8%	1%	85%	0%	0%	0%	489

Percentages are calculated on the basis of the total number of training sessions followed per country within the framework of e-learning.
Source: My Dev.

7

CAREER MANAGEMENT

E-JOBS REPORTING

2013			97%*	2014				99%*
Number of current vacancies validated	Number of validated positions	Number of filled positions	COUNTRIES	Deployment year of E-jobs	Number of current vacancies validated	Number of validated positions	Number of filled positions	
94	118	21	Germany	Before 2010	178	233	28	
	not communicated		Austria	Before 2010	4	4	1	
92	102	46	Belgium	2011	79	85	52	
	not communicated		Bulgaria	2012		not communicated		
2	2	1	Denmark	2013	5	5	5	
27	28	10	Spain	Before 2010	41	41	6	
	not communicated		Finland	2013		not communicated		
3,109	3,486	1,859	France	Before 2010	3,960	4,521	2,368	
1	1	0	Greece	2010	0	0	0	
18	18	7	Hungary	2012	2	2	2	
0	0	0	Ireland	-	3	3	1	
210	272	83	Italy	2012	72	72	45	
164	175	110	Luxembourg	2010	285	308	178	
3	3	2	Norway	2011	7	7	5	
34	34	20	Netherlands	2012	38	38	20	
	not communicated		Poland	-	3	3	2	
172	215	138	Portugal	2011	252	316	155	
1	1	1	Czech Republic	2012	2	2	2	
7	8	2	Romania	2012	1	1	1	
152	163	81	United Kingdom	2010	177	186	115	
	not communicated		Slovakia	-		not communicated		
2	2	0	Sweden	2013	4	4	3	

* based on the deployment of E-jobs by country.



APPRAISALS DECLARED BY THE EMPLOYEE

COUNTRIES	2014		
	Number of respondents	Appraisal in the year before the GPS	Significance rate
Germany	2,758	92%	56%
Austria	77	92%	32%
Belgium	15,077	97%	86%
Bulgaria	1,155	92%	85%
Denmark	27	67%	15%
Spain	1,931	94%	73%
Finland	29	90%	66%
France	35,630	83%	60%
Greece	44	89%	96%
Hungary	497	97%	78%
Ireland	196	96%	72%
Italy	13,752	96%	74%
Luxembourg	2,774	90%	70%
Norway	62	94%	57%
Netherlands	708	96%	68%
Poland	2,464	92%	25%
Portugal	1,311	96%	69%
Czech Republic	454	94%	73%
Romania	601	95%	63%
United Kingdom	3,627	94%	53%
Slovakia	187	89%	73%
Sweden	125	86%	80%

%: significance rate of 30% to 50%.

%: non-significant data.

Source: GPS 2014

MOBILITY DECLARED BY THE EMPLOYEE

COUNTRIES	2014		
	MOBILITY RATE		
	Group entries since more one year	Current position held for less than one year and seniority in the Group higher than one year	Mobility rate
Germany	2,558	220	9%
Austria	70	4	6%
Belgium	14,912	1,689	11%
Bulgaria	986	119	12%
Denmark	27	3	11%
Spain	1,909	128	7%
Finland	27	0	0%
France	35,243	6,081	17%
Greece	43	4	9%
Hungary	471	40	8%
Ireland	187	22	12%
Italy	13,658	1,800	13%
Luxembourg	2,753	291	11%
Norway	60	4	7%
Netherlands	680	61	9%
Poland	2,259	224	10%
Portugal	1,228	155	13%
Czech Republic	433	31	7%
Romania	579	46	8%
United Kingdom	3,419	436	13%
Slovakia	176	20	11%
Sweden	114	13	11%

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