

EUROPEAN SOCIAL REPORT 2020



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank for a changing world

EUROPEAN SOCIAL REPORT 2020

The European Social Report 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.

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

SCOPE: Jersey and Guernsey 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 apprentices, CIFRE, trainees, VIE, casual workers, temporary contracts, and service providers.

- **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: Group Tax Department, BNP Paribas Consulting & Transformation, Group Communication, Public Affairs, General Direction, Company Engagement, Compliance, Economic Research, Collective Management, Group Finance, Legal, Group Strategic Sourcing, Imex, General Inspection, Group IT, ITP, Corporate & Social Responsibility, Group Human Resources, Risk, Strategy & Development.

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 as such by the Executive committee of the different Business areas, Operating Divisions, Business Lines, Group 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.

ABBREVIATIONS: FRB French Retail Banking; BRB Belgian Retail Banking; LRB Luxembourg Retail Banking; BNL Italian Retail Banking; FTC Fixed-Term Contract, PTC Permanent-Term Contract; CIB Corporate and Institutional Banking; IFS International Financial Services; IRB International Retail Banking.

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

2019					100%	2020					100%
MALE		FEMALE		TOTAL	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	MALE		FEMALE		TOTAL	
FTE	%	FTE	%			FTE	%	FTE	%		
10,378	39.9%	15,641	60.1%	26,020	FRB	9,586	39.5%	14,673	60.5%	24,259	
6,319	53.1%	5,580	46.9%	11,899	BNL	5,868	52.1%	5,392	47.9%	11,260	
5,334	48.6%	5,645	51.4%	10,980	BRB	4,986	48.1%	5,373	51.9%	10,359	
899	52.8%	805	47.2%	1,705	LRB	848	51.9%	784	48.1%	1,632	
3,000	49.1%	3,115	50.9%	6,115	Arval	3,117	49.7%	3,150	50.3%	6,267	
160	51.3%	152	48.7%	312	Nickel	221	49.7%	224	50.3%	445	
1,561	49.3%	1,603	50.7%	3,164	Leasing Solutions	1,566	48.8%	1,641	51.2%	3,207	
862	61.2%	547	38.8%	1,408	Personal Investors	766	60.6%	498	39.4%	1,264	
49	47.2%	55	52.8%	104	PACE	54	46.2%	63	53.8%	117	
2,541	33.0%	5,148	67.0%	7,690	IRB	2,336	33.9%	4,556	66.1%	6,892	
7,466	42.8%	9,989	57.2%	17,455	Personal Finance	7,326	43.1%	9,685	56.9%	17,011	
2,557	47.3%	2,854	52.7%	5,411	Insurance	2,689	47.1%	3,025	52.9%	5,714	
4,258	53.2%	3,739	46.8%	7,997	Other IFS Businesses	4,006	53.0%	3,547	47.0%	7,553	
10,243	56.3%	7,960	43.7%	18,203	CIB	10,170	56.9%	7,701	43.1%	17,871	
6,960	49.3%	7,156	50.7%	14,116	Group Functions	7,444	49.5%	7,586	50.5%	15,030	
651	57.9%	473	42.1%	1,124	Other Activities	710	54.9%	584	45.1%	1,294	
63,239	47.3%	70,463	52.7%	133,702	TOTAL	61,695	47.4%	68,480	52.6%	130,175	

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

2019					OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	2020				
MALE		FEMALE		TOTAL		MALE		FEMALE		TOTAL
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	
10,438	39.0%	16,319	61.0%	26,757	FRB	9,643	38.6%	15,321	61.4%	24,964
6,351	52.3%	5,790	47.7%	12,141	BNL	5,913	51.4%	5,601	48.6%	11,514
5,460	46.8%	6,201	53.2%	11,661	BRB	5,105	46.4%	5,903	53.6%	11,008
923	49.7%	936	50.3%	1,859	LRB	871	49.0%	906	51.0%	1,777
3,019	47.9%	3,279	52.1%	6,298	Arval	3,140	48.7%	3,311	51.3%	6,451
160	51.3%	152	48.7%	312	Nickel	221	49.7%	224	50.3%	445
1,569	48.2%	1,686	51.8%	3,255	Leasing Solutions	1,577	47.7%	1,730	52.3%	3,307
877	57.9%	637	42.1%	1,514	Personal Investors	781	57.1%	587	42.9%	1,368
49	46.7%	56	53.3%	105	PACE	54	45.8%	64	54.2%	118
2,779	33.8%	5,438	66.2%	8,217	IRB	2,509	34.5%	4,760	65.5%	7,269
7,561	41.8%	10,544	58.2%	18,105	Personal Finance	7,402	42.0%	10,202	58.0%	17,604
2,595	46.5%	2,980	53.5%	5,575	Insurance	2,837	46.7%	3,240	53.3%	6,077
4,314	52.2%	3,949	47.8%	8,263	Other IFS Businesses	4,041	52.2%	3,693	47.8%	7,734
10,291	55.7%	8,180	44.3%	18,471	CIB	10,222	56.4%	7,907	43.6%	18,129
7,011	48.6%	7,404	51.4%	14,415	Group Functions	7,505	48.9%	7,833	51.1%	15,338
655	57.3%	488	42.7%	1,143	Other Activities	713	54.3%	600	45.7%	1,313
64,052	46.4%	74,039	53.6%	138,091	TOTAL	62,534	46.5%	71,882	53.5%	134,416

FULL-TIME EQUIVALENT PER COUNTRY AND GENDER

2019					100%	2020					100%
MALE		FEMALE		TOTAL	COUNTRIES	MALE		FEMALE		TOTAL	
FTE	%	FTE	%			FTE	%	FTE	%		
3,379	56.8%	2,566	43.2%	5,945	Germany	3,249	56.4%	2,509	43.6%	5,758	
146	51.1%	139	48.9%	285	Austria	158	52.5%	143	47.5%	300	
6,778	49.9%	6,808	50.1%	13,586	Belgium	6,482	49.6%	6,577	50.4%	13,059	
189	20.6%	730	79.4%	919	Bulgaria	174	20.1%	690	79.9%	864	
144	51.1%	138	48.9%	283	Denmark	164	53.2%	144	46.8%	307	
1,887	48.7%	1,989	51.3%	3,876	Spain	1,978	48.8%	2,079	51.2%	4,056	
19	59.4%	13	40.6%	32	Finland	22	61.1%	14	38.9%	36	
25,760	44.9%	31,669	55.1%	57,429	France	25,057	44.9%	30,695	55.1%	55,752	
34	50.4%	33	49.6%	67	Greece	35	52.6%	32	47.4%	67	
208	38.4%	333	61.6%	541	Hungary	198	38.2%	321	61.8%	519	
308	55.1%	251	44.9%	559	Ireland	301	55.5%	241	44.5%	541	
9,527	51.8%	8,854	48.2%	18,381	Italy	9,079	51.2%	8,664	48.8%	17,743	
1,981	54.1%	1,679	45.9%	3,660	Luxembourg	1,928	53.8%	1,654	46.2%	3,582	
92	55.4%	74	44.6%	165	Norway	95	56.1%	74	43.9%	169	
655	67.8%	311	32.2%	966	Netherlands	670	67.5%	323	32.5%	993	
3,873	35.8%	6,949	64.2%	10,822	Poland	3,614	36.6%	6,267	63.4%	9,881	
2,754	46.1%	3,219	53.9%	5,973	Portugal	3,058	46.1%	3,572	53.9%	6,629	
389	46.9%	440	53.1%	829	Czech Republic	394	49.3%	405	50.7%	798	
305	29.6%	727	70.4%	1,032	Romania	283	30.8%	636	69.2%	919	
4,536	58.9%	3,160	41.1%	7,696	United Kingdom	4,448	59.2%	3,062	40.8%	7,510	
142	37.4%	238	62.6%	380	Slovakia	156	39.5%	238	60.5%	394	
133	48.3%	142	51.7%	275	Sweden	154	52.0%	142	48.0%	297	
63,239	47.3%	70,463	52.7%	133,702	TOTAL	61,695	47.4%	68,480	52.6%	130,175	

HEADCOUNT PER COUNTRY AND GENDER

2019					COUNTRIES	2020				
MALE		FEMALE		TOTAL		MALE		FEMALE		TOTAL
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	
3,421	54.8%	2,822	45.2%	6,243	Germany	3,284	54.3%	2,767	45.7%	6,051
149	48.7%	157	51.3%	306	Austria	163	50.2%	162	49.8%	325
6,925	48.2%	7,436	51.8%	14,361	Belgium	6,625	48.0%	7,179	52%	13,804
194	20.9%	733	79.1%	927	Bulgaria	178	20.5%	692	79.5%	870
150	50.0%	150	50.0%	300	Denmark	170	53.0%	151	47.0%	321
1,904	47.5%	2,105	52.5%	4,009	Spain	1,991	47.6%	2,188	52.4%	4,179
19	59.4%	13	40.6%	32	Finland	22	61.1%	14	38.9%	36
25,901	44.0%	32,911	56.0%	58,812	France	25,181	44.2%	31,850	55.8%	57,031
34	50.0%	34	50.0%	68	Greece	35	52.2%	32	47.8%	67
210	37.4%	351	62.6%	561	Hungary	200	37.2%	337	62.8%	537
309	54.4%	259	45.6%	568	Ireland	301	54.9%	247	45.1%	548
9,587	50.8%	9,281	49.2%	18,868	Italy	9,204	50.2%	9,126	49.8%	18,330
2,031	51.7%	1,901	48.3%	3,932	Luxembourg	1,977	51.5%	1,861	48.5%	3,838
92	55.4%	74	44.6%	166	Norway	95	55.9%	75	44.1%	170
667	65.0%	359	35.0%	1,026	Netherlands	687	65.0%	370	35.0%	1,057
4,160	36.4%	7,278	63.6%	11,438	Poland	3,883	37.2%	6,555	62.8%	10,438
2,755	46.1%	3,222	53.9%	5,977	Portugal	3,058	46.1%	3,574	53.9%	6,632
394	45.9%	465	54.1%	859	Czech Republic	400	48.3%	428	51.7%	828
308	29.3%	742	70.7%	1,050	Romania	291	30.8%	653	69.2%	944
4,563	57.6%	3,359	42.4%	7,922	United Kingdom	4,475	58.1%	3,233	41.9%	7,708
145	37.4%	243	62.6%	388	Slovakia	159	39.5%	244	60.5%	403
134	48.2%	144	51.8%	278	Sweden	155	51.8%	144	48.2%	299
64,052	46.4%	74,039	53.6%	138,091	TOTAL	62,534	46.5%	71,882	53.5%	134,416

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

COUNTRIES	2020																100%
	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS																
	FRB	BNL	BRB	LRB	ARVAL	NICKEL	LEASING SOLUTIONS	PERSONAL INVESTORS	PACE	IRB	PERSONAL FINANCE	INSURANCE	OTHER IFS BUSINESSES	CIB	GROUP FUNCTIONS	OTHER ACTIVITIES	TOTAL
Germany	3		73		340		299	1,135			1,596	157	915	878	352	10	5,758
Austria					64		20	128			20	25	5	19	20		300
Belgium			10,218		400		135				465	89	394	391	851	115	13,059
Bulgaria											745	38		44	35	2	864
Denmark			22		33		2				199	5		26	21		307
Spain	19				725	29	95	1			1,423	109	242	781	629	4	4,056
Finland					29									7			36
France	24,173				1,825	416	1,336	1	117	296	5,462	3,059	3,506	5,365	9,094	1,102	55,752
Greece					30						6			30	1		67
Hungary					30					1	300	40	22	75	48	4	519
Ireland					30								37	427	44	4	541
Italy	14	11,260			1,066		419				2,487	714	240	600	938	6	17,743
Luxembourg			1	1,632	44		14					295	368	974	250	4	3,582
Norway					15		26				8	6	47	51	14	2	169
Netherlands			12		283		90				79	82	122	252	69	4	993
Poland					216		226			6,595	1,150	110	93	941	548	2	9,881
Portugal	51				71		31				632	373	139	4,170	1,145	17	6,629
Czech Republic					99						456	165	19	20	38	1	798
Romania					64		52				710	23		18	52	1	919
United Kingdom			34		651		461				1,067	292	1,396	2,748	846	16	7,510
Slovakia					210						140	34			10		394
Sweden					43		2				67	99	8	53	25		297
TOTAL	24,259	11,260	10,359	1,632	6,267	445	3,207	1,264	117	6,892	17,011	5,714	7,553	17,871	15,030	1,294	130,175

FRB (France excluded): Factor (included International Trade Partner)

BRB (Belgium excluded): Fortis Commercial Finance, BNP Factoring Support, BNP Paribas Factor, BNP Paribas Commercial Finance

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

2020																																		
COUNTRIES	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS																																	
	FRB		BNL		BRB		LRB		ARVAL		NICKEL		LEASING SOLUTIONS		PERSONAL INVESTORS		PACE		IRB		PERSONAL FINANCE		INSURANCE		OTHER IFS BUSINESSES		CIB		GROUP FUNCTIONS		OTHER ACTIVITIES			
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.		
Germany	ns			57%				56%					52%	62%							51%		56%		58%		62%		54%		80%			
Austria								61%					54%	50%	50%						52%			51%	ns	62%			51%					
Belgium					52%			55%					56%								50%	50%		55%	65%		65%		52%		65%			
Bulgaria																						84%		57%			57%		51%		ns			
Denmark					63%			78%					ns									51%	ns			77%		62%						
Spain		51%							59%		55%	60%		ns								55%		54%		52%	62%		51%		ns			
Finland								66%																			ns							
France		60%						50%	50%	50%	50%		51%	ns			54%	59%				59%		54%	50%	50%	57%		51%	53%				
Greece								50%	50%												ns					57%		ns						
Hungary								51%										ns				63%		57%	55%		63%		73%		ns			
Ireland								64%																	62%		54%		55%			ns		
Italy		100%	52%						55%				52%									50%	50%	52%		50%	50%	51%		51%		ns		
Luxembourg					ns		52%			56%				57%										54%		55%		58%		51%		ns		
Norway								84%					54%								ns		ns		74%		63%		64%		ns			
Netherlands				84%				69%					56%									58%		59%		74%		71%		72%		ns		
Poland									51%					58%								67%		62%	54%		64%		51%		53%	ns		
Portugal		51%							58%					52%										62%		70%		57%		51%		56%	53%	
Cz. Republic								59%															54%	53%			58%		56%	51%		ns		
Romania								50%	50%					76%									71%		65%			67%		65%		ns		
U.K.				57%					54%					52%									58%		50%	50%	55%		67%		61%		88%	
Slovakia									51%																					62%				
Sweden								68%						ns									54%		58%	ns		62%		55%				
TOTAL		60%	52%			52%	52%		50%	50%	50%	50%		51%	61%				54%		66%		57%		53%	53%		57%		50%	50%	55%		

%: Majority of male
 %: Majority of female
 ns: not significant

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

2019						100%	2020						100%
FTC			PTC			OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	FTC			PTC			
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
262	445	707	10,116	15,196	25,312	FRB	76	157	233	9,510	14,516	24,026	
84	106	190	6,234	5,474	11,709	BNL	77	102	179	5,791	5,290	11,081	
28	31	59	5,306	5,614	10,921	BRB	18	30	48	4,968	5,343	10,311	
9	13	22	890	792	1,683	LRB	12	26	38	836	758	1,594	
131	159	290	2,869	2,956	5,825	Arval	112	135	247	3,005	3,014	6,019	
10	5	15	150	147	297	Nickel	0	2	2	221	222	443	
72	66	137	1,490	1,537	3,027	Leasing Solutions	42	63	105	1,524	1,578	3,102	
8	10	18	854	537	1,390	Personal Investors	6	7	13	760	491	1,251	
0	1	1	49	54	103	PACE	0	0	0	54	63	117	
503	1,085	1,588	2,038	4,063	6,102	IRB	396	786	1,183	1,940	3,769	5,709	
516	766	1,282	6,950	9,223	16,173	Personal Finance	418	638	1,056	6,908	9,047	15,955	
56	90	146	2,501	2,764	5,265	Insurance	49	83	131	2,640	2,942	5,582	
97	122	220	4,161	3,617	7,778	Other IFS Businesses	75	97	171	3,932	3,450	7,381	
301	328	630	9,942	7,631	17,574	CIB	276	265	541	9,894	7,436	17,330	
69	104	173	6,891	7,052	13,943	Group Functions	83	98	181	7,362	7,488	14,850	
3	3	6	648	470	1,118	Other Activities	3	5	8	707	579	1,286	
2,148	3,334	5,483	61,090	67,128	128,219	TOTAL	1,643	2,494	4,137	60,053	65,986	126,039	

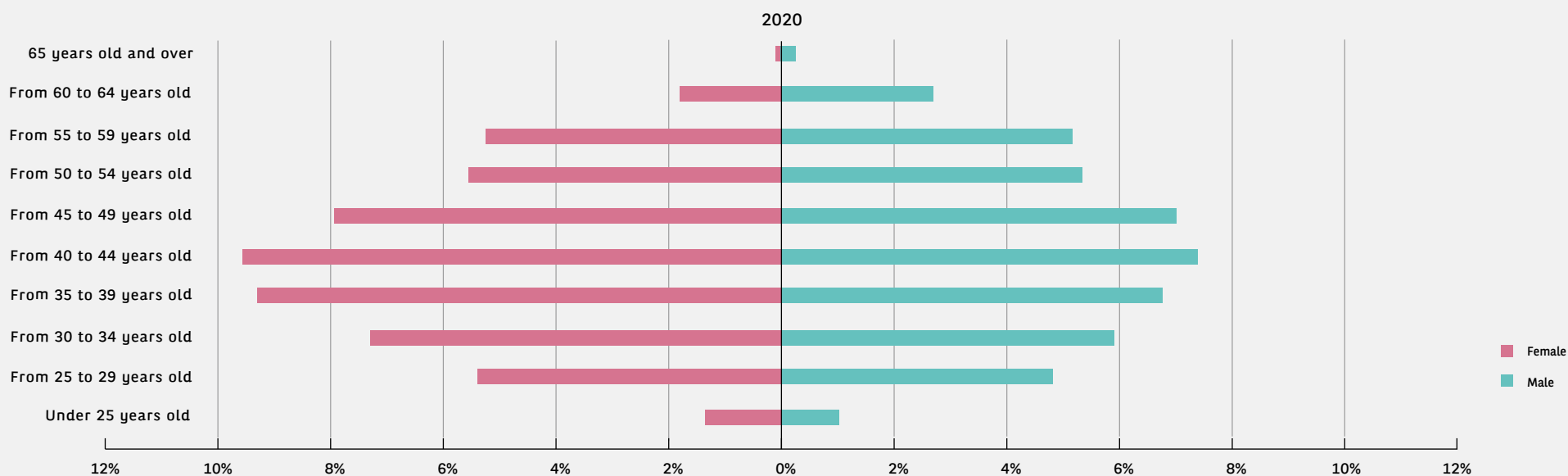
FULL-TIME EQUIVALENT PER CONTRACT, COUNTRY AND GENDER

2019						100%	2020						100%
FTC			PTC			COUNTRIES	FTC			PTC			
MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
103	103	206	3,276	2,463	5,739	Germany	69	83	153	3,180	2,425	5,605	
2	2	4	144	137	282	Austria	1	0	1	157	143	299	
51	46	96	6,727	6,762	13,490	Belgium	39	37	76	6,443	6,540	12,983	
10	57	67	179	673	852	Bulgaria	8	49	57	166	641	807	
0	2	2	144	136	281	Denmark	1	4	5	162	140	302	
126	173	299	1,761	1,816	3,577	Spain	115	128	243	1,863	1,951	3,814	
2	1	3	17	12	29	Finland	1	1	2	21	13	34	
498	802	1,300	25,262	30,867	56,129	France	245	416	661	24,812	30,280	55,092	
0	1	1	34	32	66	Greece	0	0	0	35	32	67	
6	5	11	202	329	530	Hungary	7	5	12	191	316	507	
22	24	46	286	227	513	Ireland	18	19	37	283	222	504	
279	336	615	9,247	8,518	17,766	Italy	229	304	533	8,850	8,360	17,210	
47	53	100	1,934	1,626	3,560	Luxembourg	51	61	112	1,877	1,592	3,470	
5	4	9	87	70	156	Norway	0	3	3	95	71	166	
71	43	114	585	267	852	Netherlands	69	49	117	602	274	875	
763	1,423	2,186	3,110	5,525	8,636	Poland	648	1,092	1,740	2,966	5,175	8,141	
66	127	193	2,689	3,092	5,780	Portugal	39	121	160	3,019	3,451	6,470	
11	28	38	379	412	791	Czech Republic	9	25	34	384	380	765	
4	17	21	301	711	1,012	Romania	3	13	16	281	623	903	
69	61	130	4,467	3,100	7,567	United Kingdom	74	63	137	4,374	2,999	7,373	
9	22	31	133	216	349	Slovakia	6	10	16	150	228	378	
6	6	12	127	136	263	Sweden	12	11	22	143	132	275	
2,148	3,334	5,483	61,090	67,128	128,219	TOTAL	1,643	2,494	4,137	60,053	65,986	126,038	

AGE PYRAMID PER GENDER - HEADCOUNT

2019			SENIORITY BRACKETS	2020		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
69.9%	30.1%	0.4%	65 years old and over	67.0%	33.0%	0.4%
61.1%	38.9%	4.3%	From 60 to 64 years old	59.8%	40.2%	4.5%
50.3%	49.7%	10.4%	From 55 to 59 years old	49.6%	50.4%	10.4%
49.1%	50.9%	10.5%	From 50 to 54 years old	48.9%	51.1%	10.9%
47.7%	52.3%	13.9%	From 45 to 49 years old	47.0%	53.0%	15.0%
43.9%	56.1%	16.4%	From 40 to 44 years old	43.6%	56.4%	17.0%
42.0%	58.0%	16.6%	From 35 to 39 years old	42.1%	57.9%	16.1%
43.9%	56.1%	13.5%	From 30 to 34 years old	44.9%	55.1%	13.2%
46.3%	53.7%	10.9%	From 25 to 29 years old	47.0%	53.0%	10.2%
42.6%	57.4%	3.0%	Under 25 years old	43.2%	56.8%	2.4%

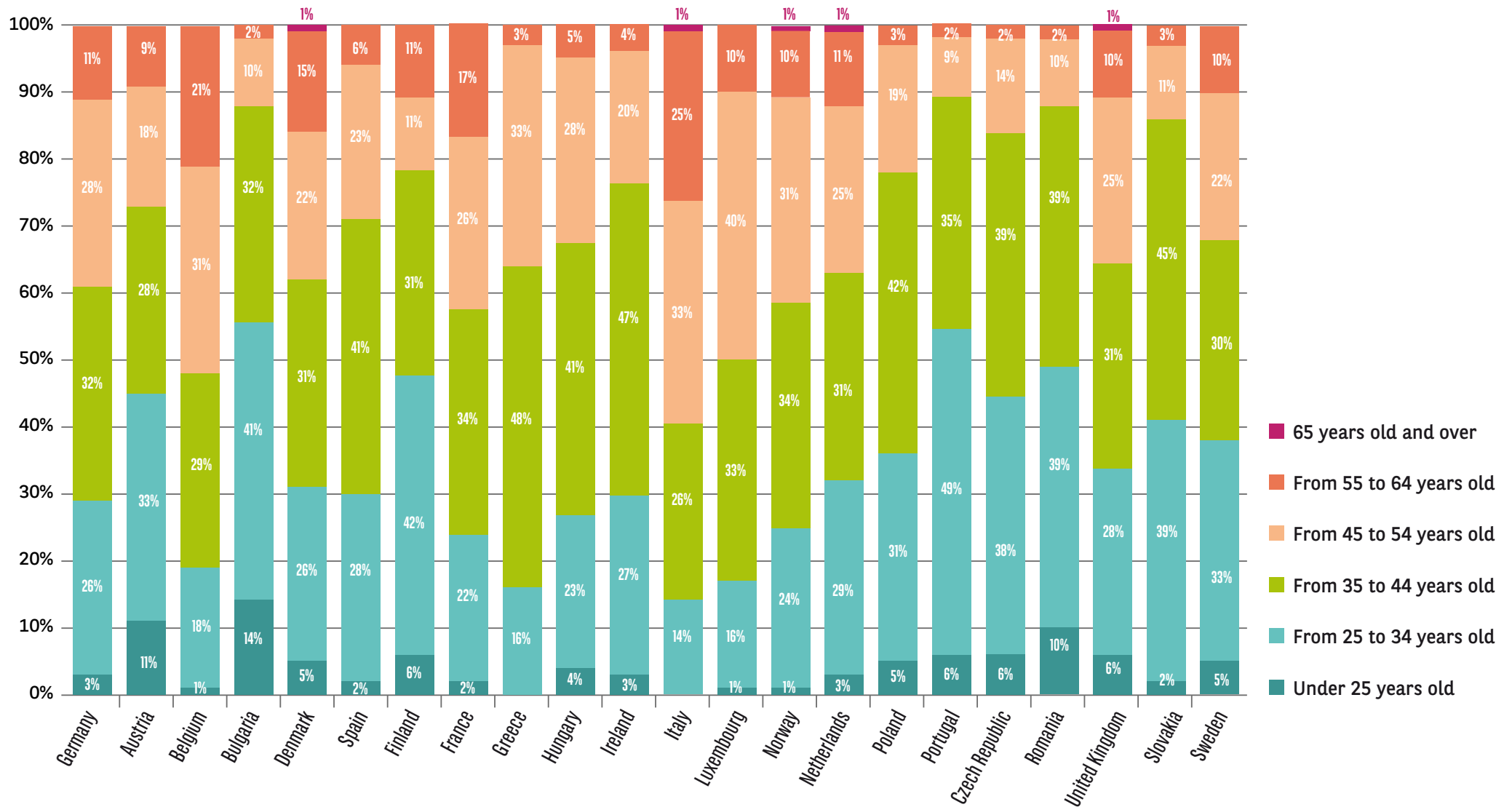
Percentages per gender are calculated on the basis of the total of each line.
Percentages of the "global" column are calculated on the basis of the total headcount.



DISTRIBUTION OF HEADCOUNT PER AGE AND COUNTRY

2020

99%



AVERAGE AGE PER COUNTRY AND GENDER – HEADCOUNT

2019			100%	2020			99%
MALE	FEMALE	GLOBAL		COUNTRIES	MALE	FEMALE	GLOBAL
41.6	40.6	41.2		Germany	42.5	41.5	42.1
37.6	38.1	37.8		Austria	38.8	37.5	38.1
45.6	44.6	45.1		Belgium	45.6	45.1	45.3
34.9	33.2	33.6		Bulgaria	36.1	34.2	34.6
41.3	41.3	41.3		Denmark	41.6	42.1	41.8
40.0	39.7	39.8		Spain	40.1	40.1	40.1
35.8	37.1	36.3		Finland	35.1	41.3	37.5
43.4	42.5	42.9		France	43.9	43.2	43.5
42.2	40.7	41.4		Greece	42.2	42.5	42.4
39.9	40.3	40.1		Hungary	40.1	40.9	40.6
38.8	38.5	38.7		Ireland	39.7	39.0	39.4
48.5	44.9	46.8		Italy	48.5	45.4	46.9
44.1	43.9	44.0		Luxembourg	44.3	44.1	44.2
42.5	41.6	42.1		Norway	42.6	42.3	42.5
42.0	40.4	41.5		Netherlands	42.2	40.5	41.6
37.3	37.8	37.6		Poland	37.9	38.6	38.3
34.3	34.7	34.5		Portugal	34.7	35.1	34.9
37.0	35.7	36.3		Czech Republic	37.5	36.6	37.1
35.4	33.8	34.3		Romania	35.9	35.4	35.6
40.7	39.4	40.1		United Kingdom	41.3	39.7	40.6
36.7	36.5	36.5		Slovakia	37.0	37.1	37.1
40.7	41.5	41.1		Sweden	39.1	40.9	40.0
43.0	41.7	42.3		AVERAGE AGE	43.4	42.3	42.8

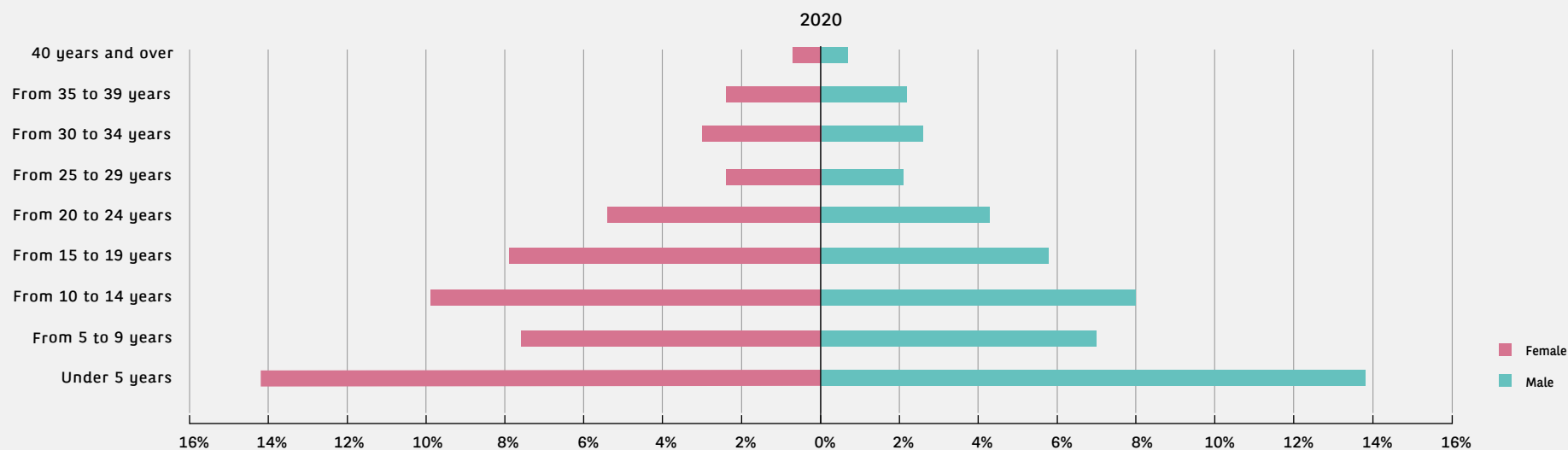
GROUP SENIORITY PYRAMID PER GENDER – HEADCOUNT

2019			SENIORITY BRACKETS	2020		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
48.4%	51.6%	1.4%	40 years and over	46.6%	53.4%	1.4%
49.2%	50.8%	5.1%	From 35 to 39 years	47.7%	52.3%	4.7%
47.5%	52.5%	5.3%	From 30 to 34 years	45.8%	54.2%	5.6%
46.0%	54.0%	4.8%	From 25 to 29 years	46.6%	53.4%	4.4%
45.2%	54.8%	7.6%	From 20 to 24 years	44.3%	55.7%	9.7%
42.4%	57.6%	13.4%	From 15 to 19 years	42.5%	57.5%	13.7%
44.0%	56.0%	17.7%	From 10 to 14 years	44.6%	55.4%	17.9%
47.6%	52.4%	14.9%	From 5 to 9 years	47.8%	52.2%	14.6%
48.5%	51.5%	29.6%	Under 5 years	49.3%	50.7%	28.0%

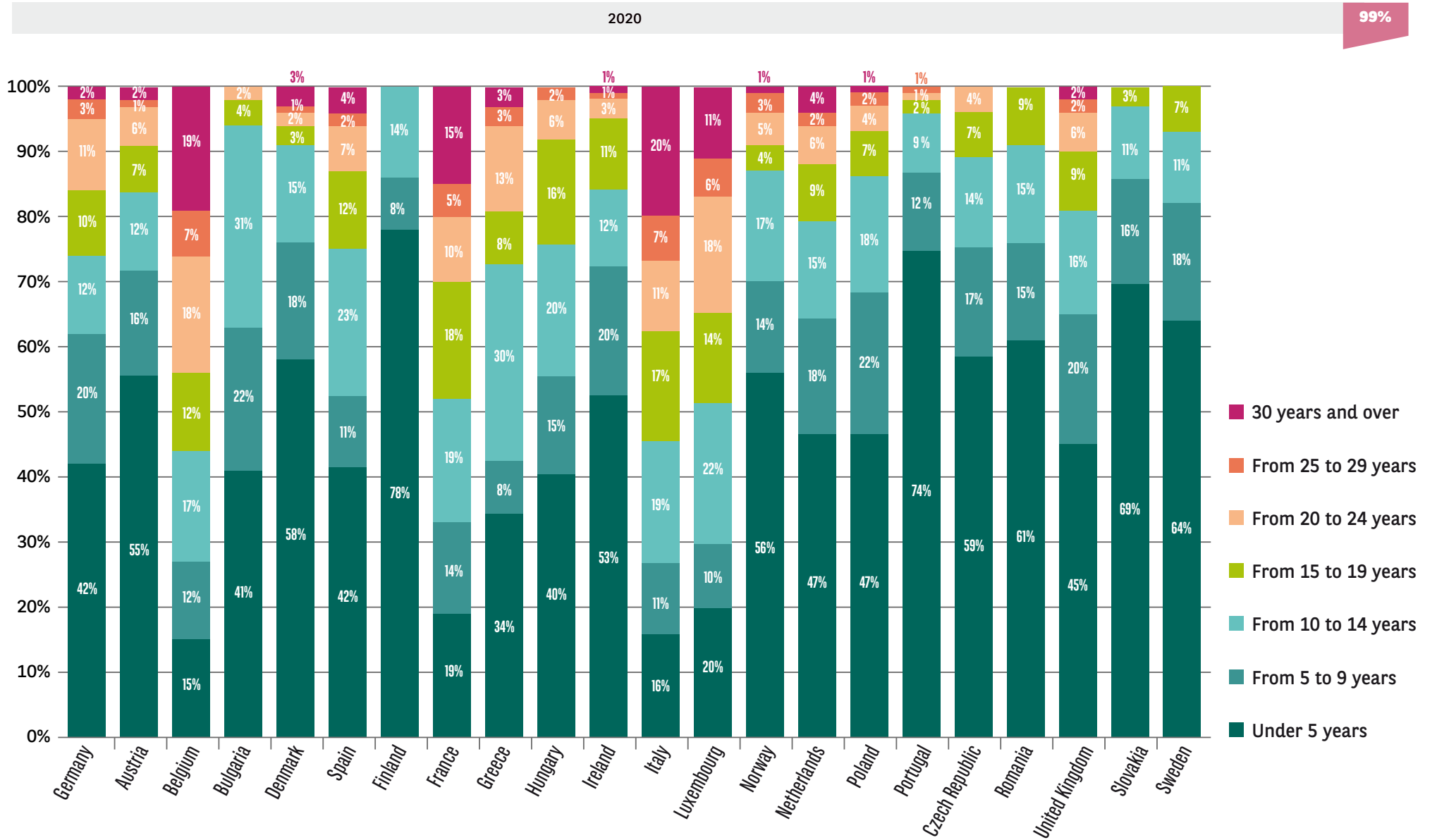
Percentages per gender are calculated on the basis of the total of each line.

Percentages of the "global" column are calculated on the basis of the 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 GROUP SENIORITY PER COUNTRY AND GENDER

2019			100%	2020			99%
MALE	FEMALE	GLOBAL		COUNTRIES	MALE	FEMALE	GLOBAL
8.8	9.3	9.0		Germany	9.3	9.9	9.6
6.9	8.0	7.5		Austria	7.4	7.9	7.7
17.8	18.1	18.0		Belgium	17.7	18.4	18.1
7.5	6.3	6.6		Bulgaria	8.5	7.2	7.4
5.5	7.4	6.4		Denmark	5.9	7.7	6.8
9.5	10.3	9.9		Spain	9.3	10.6	10.0
3.9	3.9	3.9		Finland	3.9	4.1	4.0
14.9	15.9	15.5		France	15.3	16.5	16.0
11.5	10.8	11.1		Greece	10.9	11.3	11.1
8.3	9.2	8.9		Hungary	8.8	9.5	9.3
6.3	7.8	6.9		Ireland	7.0	8.2	7.5
19.0	16.9	18.0		Italy	18.7	17.2	18.0
15.0	16.7	15.8		Luxembourg	14.9	16.7	15.7
6.1	7.0	6.5		Norway	6.8	7.6	7.1
8.9	9.1	9.0		Netherlands	9.0	8.7	8.9
6.6	7.6	7.2		Poland	7.2	8.1	7.7
4.2	4.3	4.3		Portugal	4.6	4.6	4.6
6.0	5.6	5.8		Czech Republic	6.4	6.2	6.3
4.9	4.8	4.8		Romania	5.6	6.0	5.9
8.5	7.7	8.2		United Kingdom	8.9	8.2	8.6
4.6	4.5	4.5		Slovakia	4.2	4.9	4.6
5.3	5.4	5.4		Sweden	4.9	5.5	5.2
13.5	13.7	13.6		AVERAGE GROUP SENIORITY	13.7	14.2	14.0

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, COUNTRY AND GENDER

2019										COUNTRIES	2020									
SALES			OPERATIONS PROCESSING			SUPPORT FUNCTIONS & TOP MANAGEMENT			SIGNIFICANCE RATE		SALES			OPERATIONS PROCESSING			SUPPORT FUNCTIONS & TOP MANAGEMENT			SIGNIFICANCE RATE
TOTAL	M.	F.	TOTAL	M.	F.	TOTAL	M.	F.			TOTAL	M.	F.	TOTAL	M.	F.	TOTAL	M.	F.	
55%	56%	44%	12%	51%	49%	33%	60%	40%	92%	Germany	45%	59%	41%	17%	44%	56%	38%	59%	41%	95%
38%	62%	38%	25%	37%	63%	37%	51%	49%	98%	Austria	37%	64%	36%	25%	35%	65%	38%	48%	52%	88%
55%	48%	52%	9%	41%	59%	36%	56%	44%	99%	Belgium	60%	46%	54%	6%	48%	52%	34%	57%	43%	99%
78%	17%	83%	3%	32%	68%	19%	34%	66%	100%	Bulgaria	77%	16%	84%	2%	46%	54%	21%	32%	68%	100%
51%	45%	55%	8%	63%	37%	41%	56%	44%	100%	Denmark	42%	55%	45%	8%	52%	48%	50%	52%	48%	100%
42%	47%	53%	18%	38%	62%	40%	56%	44%	99%	Spain	42%	45%	55%	14%	40%	60%	44%	56%	44%	99%
47%	60%	40%	28%	89%	11%	25%	25%	75%	100%	Finland	44%	63%	38%	31%	91%	9%	25%	22%	78%	100%
51%	43%	57%	10%	36%	64%	39%	50%	50%	98%	France	51%	42%	58%	10%	36%	64%	39%	51%	49%	98%
28%	53%	47%	35%	52%	48%	37%	49%	51%	90%	Greece	30%	56%	44%	36%	55%	45%	34%	49%	51%	91%
47%	35%	65%	11%	41%	59%	42%	41%	59%	100%	Hungary	46%	35%	65%	9%	39%	61%	45%	41%	59%	100%
10%	61%	39%	49%	54%	46%	41%	54%	46%	93%	Ireland	13%	64%	36%	40%	50%	50%	47%	58%	42%	100%
57%	50%	50%	14%	53%	47%	29%	55%	45%	99%	Italy	56%	50%	50%	13%	51%	49%	31%	54%	46%	99%
30%	50%	50%	26%	51%	49%	44%	58%	42%	99%	Luxembourg	31%	51%	49%	25%	48%	52%	44%	59%	41%	99%
51%	62%	38%	11%	56%	44%	38%	46%	54%	100%	Norway	53%	60%	40%	11%	58%	42%	36%	50%	50%	100%
39%	72%	28%	21%	66%	34%	40%	66%	34%	94%	Netherlands	41%	71%	29%	19%	63%	37%	40%	66%	34%	95%
59%	32%	68%	15%	34%	66%	26%	45%	55%	98%	Poland	59%	33%	67%	15%	34%	66%	26%	46%	54%	98%
14%	46%	54%	48%	44%	56%	38%	49%	51%	100%	Portugal	14%	43%	57%	47%	45%	55%	39%	49%	51%	99%
51%	43%	57%	9%	39%	61%	40%	54%	46%	100%	Czech Republic	46%	45%	55%	11%	38%	62%	43%	57%	43%	100%
60%	21%	79%	5%	32%	68%	35%	44%	56%	100%	Romania	59%	23%	77%	9%	30%	70%	32%	46%	54%	100%
50%	60%	40%	10%	50%	50%	40%	61%	39%	91%	United Kingdom	43%	61%	39%	13%	51%	49%	44%	60%	40%	92%
45%	27%	73%	25%	52%	48%	30%	40%	60%	100%	Slovakia	33%	32%	68%	35%	42%	58%	32%	44%	56%	100%
41%	58%	42%	21%	30%	70%	38%	47%	53%	100%	Sweden	44%	66%	34%	18%	28%	72%	38%	48%	52%	100%
50%	45%	55%	14%	42%	58%	36%	52%	48%	98%	TOTAL	50%	45%	55%	14%	42%	58%	36%	53%	47%	98%

RECRUITMENTS OF PERMANENT-TERM CONTRACTS PER GENDER – HEADCOUNT

2019			100%	2020			100%
HEADCOUNT			RECRUITMENTS	HEADCOUNT			
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL	
4,422	4,196	8,618	PTC	3,235	2,964	6,199	
830	1,249	2,079	Conversions from FTC to PTC	648	909	1,557	
5,252	5,445	10,697	TOTAL	3,883	3,873	7,756	

2019			100%	2020			100%
DISTRIBUTION			RECRUITMENTS	DISTRIBUTION			
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL	
51.3%	48.7%	80.6%	PTC	52.2%	47.8%	79.9%	
39.9%	60.1%	19.4%	Conversions from FTC to PTC	41.6%	58.4%	20.1%	
49.1%	50.9%	100.0%	TOTAL	50.1%	49.9%	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

2019	100%	2020	100%
-605		-1,346	

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

2019			100%	2020			100%
PTC		RECRUITMENTS	COUNTRIES	PTC		RECRUITMENTS	
MALE	FEMALE			MALE	FEMALE		
59.0%	41.0%	736	Germany	55.2%	44.8%	498	
50.0%	50.0%	48	Austria	51.8%	48.2%	85	
55.3%	44.7%	550	Belgium	56.0%	44.0%	514	
22.0%	78.0%	191	Bulgaria	18.1%	81.9%	83	
57.6%	42.4%	66	Denmark	56.0%	44.0%	50	
54.7%	45.3%	581	Spain	54.7%	45.3%	422	
60.0%	40.0%	5	Finland	50.0%	50.0%	4	
50.4%	49.6%	3,085	France	49.4%	50.6%	2,159	
54.5%	45.5%	11	Greece	75.0%	25.0%	4	
43.6%	56.4%	78	Hungary	36.2%	63.8%	69	
66.7%	33.3%	30	Ireland	50.0%	50.0%	18	
49.1%	50.9%	586	Italy	58.8%	41.2%	335	
55.2%	44.8%	223	Luxembourg	51.5%	48.5%	165	
51.9%	48.1%	27	Norway	50.0%	50.0%	18	
68.2%	31.8%	44	Netherlands	64.3%	35.7%	56	
37.8%	62.2%	1,200	Poland	37.9%	62.1%	849	
48.8%	51.2%	1,468	Portugal	47.0%	53.0%	1,248	
53.3%	46.7%	165	Czech Republic	52.3%	47.7%	111	
28.1%	71.9%	342	Romania	40.6%	59.4%	133	
53.2%	46.8%	1,090	United Kingdom	59.5%	40.5%	797	
46.0%	54.0%	113	Slovakia	46.9%	53.1%	81	
55.2%	44.8%	58	Sweden	63.2%	36.8%	57	
49.1%	50.9%	10,697	TOTAL	50.1%	49.9%	7,756	

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

2019			DEPARTURES PER REASON	2020		
HEADCOUNT				HEADCOUNT		
MALE	FEMALE	TOTAL		MALE	FEMALE	TOTAL
1,536	981	2,517	Retirements and Early Retirements	1,245	980	2,225
3,069	3,350	6,419	Resignations	2,075	2,297	4,372
616	616	1,232	Dismissals	592	776	1,368
548	679	1,227	Mutual Agreed departures	518	796	1,314
1,082	1,169	2,251	Others*	796	880	1,676
6,851	6,795	13,646	TOTAL	5,226	5,729	10,955

2019			DEPARTURES PER REASON	2020		
DISTRIBUTION				DISTRIBUTION		
MALE	FEMALE	GLOBAL		MALE	FEMALE	GLOBAL
61.0%	39.0%	18.4%	Retirements and Early Retirements	56.0%	44.0%	20.3%
47.8%	52.2%	47.0%	Resignations	47.5%	52.5%	39.9%
50.0%	50.0%	9.0%	Dismissals	43.3%	56.7%	12.5%
44.7%	55.3%	9.0%	Mutual Agreed departures	39.4%	60.6%	12.0%
48.1%	51.9%	16.5%	Others*	47.5%	52.5%	15.3%
50.2%	49.8%	100.0%	TOTAL	47.7%	52.3%	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: assisted departure plans, deaths, end of trial period, other group leaving (unspecified).

PERIMETER CHANGES – FULL-TIME EQUIVALENT

2018 / 2019		Perimeter changes	2019 / 2020	
FTEs	RATE		FTEs	RATE
67	0.0%			
		262	0.2%	

DEPARTURE RATE PER REASON AND COUNTRY – HEADCOUNT

COUNTRIES	2020						DEPARTURES
	DEPARTURES PER REASON					TOTAL	
	RETIREMENTS AND EARLY RETIREMENTS	RESIGNATIONS	DISMISSALS	MUTUAL AGREED DEPARTURES	OTHERS*		
Germany	0.2%	4.7%	1.6%	1.7%	2.3%	10.4%	628
Austria	0.0%	7.6%	2.0%	5.6%	4.6%	19.9%	60
Belgium	3.0%	2.5%	0.9%	0.6%	0.5%	7.5%	1,076
Bulgaria	0.0%	16.4%	0.0%	0.6%	0.3%	17.3%	149
Denmark	0.0%	1.0%	0.0%	0.3%	11.7%	13.1%	39
Spain	0.1%	2.6%	2.4%	0.1%	0.4%	5.5%	203
Finland	0.0%	0.0%	0.0%	0.0%	6.9%	6.9%	2
France	1.7%	2.3%	0.8%	0.6%	0.5%	6.0%	3,445
Greece	0.0%	1.5%	1.5%	0.0%	3.0%	6.0%	4
Hungary	0.0%	3.8%	0.2%	5.6%	6.7%	16.4%	90
Ireland	0.0%	4.6%	0.4%	0.4%	1.7%	7.1%	37
Italy	3.8%	1.0%	0.1%	0.3%	0.7%	5.8%	1,066
Luxembourg	1.6%	2.6%	0.6%	0.7%	0.3%	5.8%	222
Norway	0.6%	5.7%	0.0%	0.0%	1.3%	7.6%	12
Netherlands	0.1%	3.5%	0.4%	2.7%	2.7%	9.4%	85
Poland	0.5%	5.0%	5.3%	5.3%	3.3%	19.3%	1,732
Portugal	0.1%	8.4%	0.1%	0.1%	2.7%	11.2%	650
Czech Republic	0.0%	5.4%	1.3%	3.8%	5.5%	16.0%	131
Romania	0.2%	13.2%	0.9%	5.6%	0.7%	20.5%	211
United Kingdom	0.1%	7.4%	0.4%	0.7%	4.2%	12.8%	997
Slovakia	0.0%	12.1%	0.0%	1.7%	4.2%	18.0%	64
Sweden	0.8%	8.3%	3.8%	1.1%	5.6%	19.5%	52
TOTAL	1.7%	3.3%	1.0%	1.0%	1.2%	8.3%	10,955

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

*Others: assisted departure plans, deaths, end of trial period, other group leaving (unspecified).

3 | ABSENTEEISM, LEAVES & WORK RELATED ACCIDENTS

ABSENTEEISM, LEAVES AND WORK RELATED ACCIDENTS PER COUNTRY

COUNTRIES	2020		
	RATE OF ABSENTEEISM AND LEAVES		
	ILLNESS	DUE TO WORK RELATED ACCIDENTS	MATERNITY AND PATERNITY*
Germany	4.8%	0.0%	4.6%
Austria	2.9%	0.0%	3.4%
Belgium	4.7%	0.0%	0.7%
Bulgaria	4.9%	0.0%	16.2%
Denmark	2.6%	0.0%	1.7%
Spain	2.0%	0.0%	1.2%
Finland	0.3%	0.0%	1.3%
France	5.2%	0.1%	2.2%
Greece	2.0%	0.0%	1.5%
Hungary	3.1%	0.0%	6.7%
Ireland	1.0%	0.0%	2.4%
Italy	2.9%	0.1%	2.1%
Luxembourg	2.2%	0.0%	1.0%
Norway	2.3%	0.0%	2.8%
Netherlands	4.4%	0.0%	0.9%
Poland	5.8%	0.0%	7.9%
Portugal	3.1%	0.0%	2.1%
Czech Republic	2.2%	0.0%	11.1%
Romania	2.0%	0.0%	6.3%
United Kingdom	1.5%	0.0%	2.4%
Slovakia	4.0%	0.0%	9.1%
Sweden	3.4%	0.0%	2.7%
TOTAL	4.4%	0.1%	2.7%

95%

%: significance rate of 30% to 50%.

%: non-significant data.

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

PART-TIME WORKERS PER COUNTRY AND GENDER – HEADCOUNT

2019							99%	2020							99%
MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	COUNTRIES	MALE		FEMALE		TOTAL		SIGNIFICANCE RATE	
HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%		
141	4.5%	810	31.0%	951	16.5%	92%	Germany	142	4.5%	854	32.4%	996	17.3%	95%	
10	6.8%	44	28.8%	54	18.0%	98%	Austria	11	7.9%	43	29.1%	54	18.8%	88%	
622	9.1%	2,656	35.9%	3,278	23.0%	99%	Belgium	579	8.8%	2,558	35.9%	3,137	22.9%	99%	
10	5.2%	12	1.6%	22	2.4%	100%	Bulgaria	9	5.1%	9	1.3%	18	2.1%	100%	
8	5.3%	28	18.7%	36	12.0%	100%	Denmark	9	5.3%	25	16.6%	34	10.6%	100%	
75	4.0%	542	26.0%	617	15.5%	99%	Spain	60	3.0%	504	23.4%	564	13.7%	99%	
-	-	-	-	0	0.0%	100%	Finland	-	-	-	-	0	0.0%	100%	
411	1.6%	5,407	16.6%	5,818	10.0%	99%	France	399	1.6%	5,165	16.4%	5,564	9.9%	99%	
-	-	1	3.3%	1	1.6%	90%	Greece	-	-	1	3.4%	1	1.6%	91%	
7	3.3%	64	18.2%	71	12.7%	100%	Hungary	6	3.0%	62	18.4%	68	12.7%	100%	
3	1.0%	24	9.3%	27	4.8%	100%	Ireland	2	0.7%	22	8.9%	24	4.4%	100%	
191	2.0%	1,803	19.5%	1,994	10.6%	99%	Italy	283	3.1%	1,788	19.7%	2,071	11.4%	99%	
183	9.0%	806	42.4%	989	25.2%	100%	Luxembourg	178	9.0%	770	41.4%	948	24.7%	100%	
1	1.1%	2	2.7%	3	1.8%	100%	Norway	-	-	2	2.7%	2	1.2%	100%	
89	13.5%	179	49.9%	268	26.3%	99%	Netherlands	107	15.7%	183	49.5%	290	27.6%	100%	
401	9.7%	521	7.2%	922	8.1%	99%	Poland	442	11.5%	506	7.7%	948	9.1%	99%	
3	0.1%	10	0.3%	13	0.2%	100%	Portugal	2	0.1%	8	0.2%	10	0.2%	100%	
13	3.3%	80	17.2%	93	10.8%	100%	Czech Republic	19	4.8%	78	18.2%	97	11.7%	100%	
6	1.9%	34	4.6%	40	3.8%	100%	Romania	17	5.8%	38	5.8%	55	5.8%	100%	
78	1.8%	614	19.2%	692	9.2%	95%	United Kingdom	82	1.9%	570	18.5%	652	8.9%	95%	
4	2.8%	15	6.2%	19	4.9%	100%	Slovakia	5	3.1%	16	6.6%	21	5.2%	100%	
5	3.7%	9	6.3%	14	5.0%	100%	Sweden	3	1.9%	9	6.3%	12	4.0%	100%	
2,261	3.6%	13,661	18.6%	15,922	11.7%	99%	TOTAL	2,355	3.8%	13,211	18.6%	15,566	11.7%	99%	

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).

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

2019								99%	COUNTRIES	2020								99%
WORKING PART-TIME						TOTAL HEADCOUNT	SIGNIFICANCE RATE	WORKING PART-TIME						TOTAL HEADCOUNT	SIGNIFICANCE RATE			
< 80%			≥ 80%					< 80%			≥ 80%							
M.	F.	GLOBAL	M.	F.	GLOBAL	M.	F.	GLOBAL	M.	F.	GLOBAL	M.	F.	GLOBAL	M.	F.	GLOBAL	
6.9%	59.4%	66.4%	7.9%	25.8%	33.6%	951	92%	Germany	6.1%	59.6%	65.8%	8.1%	26.1%	34.2%	996	95%		
11.1%	70.4%	81.5%	7.4%	11.1%	18.5%	54	98%	Austria	11.1%	74.1%	85.2%	9.3%	5.6%	14.8%	54	88%		
2.9%	14.4%	17.3%	16.0%	66.6%	82.7%	3,278	99%	Belgium	3.8%	14.7%	18.5%	14.7%	66.8%	81.5%	3,137	99%		
45.5%	31.8%	77.3%	-	22.7%	22.7%	22	100%	Bulgaria	50.0%	22.2%	72.2%	-	27.8%	27.8%	18	100%		
22.2%	41.7%	63.9%	-	36.1%	36.1%	36	100%	Denmark	26.5%	26.5%	52.9%	-	47.1%	47.1%	34	100%		
6.2%	48.0%	54.1%	6.0%	39.9%	45.9%	617	99%	Spain	5.1%	47.9%	53.0%	5.5%	41.5%	47.0%	564	99%		
-	-	-	-	-	-	0	100%	Finland	-	-	-	-	-	-	0	100%		
2.9%	15.5%	18.4%	4.1%	77.5%	81.6%	5,818	99%	France	2.9%	14.7%	17.6%	4.3%	78.2%	82.4%	5,564	99%		
-	100.0%	100.0%	-	-	-	1	90%	Greece	-	100.0%	100.0%	-	-	-	1	91%		
9.9%	74.6%	84.5%	-	15.5%	15.5%	71	100%	Hungary	8.8%	72.1%	80.9%	-	19.1%	19.1%	68	100%		
3.7%	40.7%	44.4%	7.4%	48.1%	55.6%	27	100%	Ireland	-	33.3%	33.3%	8.3%	58.3%	66.7%	24	100%		
5.8%	37.8%	43.5%	3.8%	52.7%	56.5%	1,994	99%	Italy	9.9%	39.0%	48.9%	3.8%	47.4%	51.1%	2,071	99%		
4.7%	31.0%	35.7%	13.9%	50.5%	64.3%	989	100%	Luxembourg	4.7%	29.3%	34.1%	14.0%	51.9%	65.9%	948	100%		
33.3%	-	33.3%	-	66.7%	66.7%	3	100%	Norway	-	50.0%	50.0%	-	50.0%	50.0%	2	100%		
0.7%	34.0%	34.7%	32.5%	32.8%	65.3%	268	99%	Netherlands	2.4%	31.7%	34.1%	34.5%	31.4%	65.9%	290	100%		
34.9%	41.2%	76.1%	8.6%	15.3%	23.9%	922	99%	Poland	37.2%	38.8%	76.1%	9.4%	14.6%	23.9%	948	99%		
23.1%	46.2%	69.2%	-	30.8%	30.8%	13	100%	Portugal	20.0%	40.0%	60.0%	-	40.0%	40.0%	10	100%		
8.6%	69.9%	78.5%	5.4%	16.1%	21.5%	93	100%	Czech Republic	11.3%	63.9%	75.3%	8.2%	16.5%	24.7%	97	100%		
15.0%	85.0%	100.0%	-	-	-	40	100%	Romania	27.3%	63.6%	90.9%	3.6%	5.5%	9.1%	55	100%		
6.8%	50.9%	57.7%	4.5%	37.9%	42.3%	692	95%	United Kingdom	6.6%	48.8%	55.4%	6.0%	38.7%	44.6%	652	95%		
21.1%	52.6%	73.7%	-	26.3%	26.3%	19	100%	Slovakia	23.8%	47.6%	71.4%	-	28.6%	28.6%	21	100%		
7.1%	28.6%	35.7%	28.6%	35.7%	64.3%	14	100%	Sweden	8.3%	16.7%	25.0%	16.7%	58.3%	75.0%	12	100%		
6.0%	27.4%	33.4%	8.2%	58.4%	66.6%	15,922	99%	TOTAL	7.0%	27.2%	34.2%	8.1%	57.7%	65.8%	15,566	99%		

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

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

COUNTRIES	2020									TOTAL PART-TIME HEADCOUNT
	AGE BRACKETS									
	UNDER 25 YEARS	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	0.7%	3.4%	8.4%	19.6%	22.9%	17.4%	14.4%	9.7%	3.5%	996
Austria	9.3%	13.0%	9.3%	20.4%	13.0%	14.8%	5.6%	14.8%	-	54
Belgium	-	0.9%	7.3%	12.6%	19.9%	18.8%	11.3%	19.8%	9.2%	3,137
Bulgaria	22.2%	-	16.7%	11.1%	16.7%	5.6%	11.1%	5.6%	11.1%	18
Denmark	23.5%	8.8%	8.8%	5.9%	2.9%	20.6%	5.9%	-	23.5%	34
Spain	2.0%	6.9%	8.0%	31.0%	33.2%	14.0%	3.0%	1.8%	0.2%	564
Finland	-	-	-	-	-	-	-	-	-	0
France	0.1%	1.6%	7.9%	20.5%	22.6%	14.8%	12.1%	15.0%	5.3%	5,564
Greece	-	-	-	100.0%	-	-	-	-	-	1
Hungary	7.4%	4.4%	11.8%	16.2%	32.4%	22.1%	2.9%	-	2.9%	68
Ireland	-	4.2%	-	25.0%	33.3%	12.5%	8.3%	16.7%	-	24
Italy	0.5%	2.7%	2.1%	10.7%	21.2%	29.3%	17.1%	11.5%	4.9%	2,071
Luxembourg	0.1%	0.8%	5.3%	14.1%	25.9%	21.6%	24.2%	7.8%	0.1%	948
Norway	-	-	-	50.0%	-	-	50.0%	-	-	2
Netherlands	1.4%	2.8%	12.4%	19.3%	22.4%	19.3%	10.0%	8.6%	3.8%	290
Poland	7.2%	9.4%	17.0%	23.2%	22.2%	12.9%	5.9%	1.6%	0.7%	948
Portugal	-	-	40.0%	50.0%	-	-	-	-	10.0%	10
Czech Republic	8.2%	5.2%	15.5%	28.9%	32.0%	7.2%	2.1%	-	1.0%	97
Romania	12.7%	18.2%	5.5%	16.4%	32.7%	10.9%	3.6%	-	-	55
United Kingdom	2.5%	2.9%	9.4%	18.1%	17.9%	15.5%	12.1%	10.0%	11.7%	652
Slovakia	-	4.8%	28.6%	28.6%	19.0%	9.5%	4.8%	4.8%	-	21
Sweden	8.3%	25.0%	8.3%	-	33.3%	16.7%	8.3%	-	-	12
TOTAL OF PART-TIME WORKERS	1.1%	2.6%	7.7%	17.6%	22.3%	18.0%	12.5%	12.8%	5.3%	15,566

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.



PERCENTAGE OF WOMEN IN SENIOR MANAGEMENT POSITIONS PER COUNTRY

2019		100%	2020		100%
% OF WOMEN IN SENIOR MANAGEMENT POSITIONS			% OF WOMEN IN SENIOR MANAGEMENT POSITIONS		
		COUNTRIES			
13.9%		Germany		18.3%	
20.0%		Austria		25.0%	
20.3%		Belgium		28.6%	
0.0%		Bulgaria		0.0%	
25.0%		Denmark		0.0%	
27.3%		Spain		38.2%	
100.0%		Finland		50.0%	
34.6%		France		36.0%	
0.0%		Greece		0.0%	
0.0%		Hungary		0.0%	
0.0%		Ireland		0.0%	
25.3%		Italy		27.0%	
24.6%		Luxembourg		28.3%	
25.0%		Norway		50.0%	
7.1%		Netherlands		7.7%	
18.8%		Poland		25.0%	
23.1%		Portugal		20.7%	
0.0%		Czech Republic		0.0%	
25.0%		Romania		33.3%	
15.4%		United Kingdom		21.4%	
57.1%		Slovakia		50.0%	
0.0%		Sweden		0.0%	
29.6%		TOTAL		31.9%	

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

2019			98%	2020			98%
AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	COUNTRIES	AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	
61.8	58	86%	Germany	61.4	69	90%	
62.0	1	100%	Austria	60.2	1	98%	
62.4	464	97%	Belgium	62.5	483	98%	
65.1	1	100%	Bulgaria	64.1	2	100%	
57.3	6	100%	Denmark	58.1	3	100%	
59.5	48	100%	Spain	60.9	43	99%	
-	0	100%	Finland	-	0	100%	
61.5	1,354	97%	France	61.6	1,276	97%	
-	0	100%	Greece	-	0	100%	
58.9	5	100%	Hungary	61.9	4	100%	
58.5	9	100%	Ireland	60.5	4	100%	
63.2	997	99%	Italy	62.8	788	100%	
59.8	37	100%	Luxembourg	59.1	71	100%	
-	0	100%	Norway	63.6	3	100%	
60.9	9	97%	Netherlands	61.3	13	98%	
59.2	165	99%	Poland	59.7	169	100%	
58.2	5	100%	Portugal	61.2	8	100%	
58.3	6	100%	Czech Republic	60.1	3	100%	
61.2	4	100%	Romania	63.4	1	100%	
60.3	131	93%	United Kingdom	61.5	131	97%	
-	0	100%	Slovakia	55.9	1	100%	
65.1	6	84%	Sweden	60.2	8	88%	
61.9	3,306	98%	TOTAL	61.8	3,081	98%	

NUMBER OF NATIONALITIES PER COUNTRY

2019			COUNTRIES	2020		
NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE		NUMBER OF NATIONALITIES	% OF STAFF CONCERNED WITHOUT LOCAL NATIONALITIES	SIGNIFICANCE RATE
64	11.5%	92%	Germany	64	11.8%	95%
22	23.3%	98%	Austria	20	24.0%	88%
56	4.9%	99%	Belgium	53	5.0%	99%
4	0.6%	100%	Bulgaria	4	0.7%	100%
5	2.6%	91%	Denmark	10	6.3%	100%
43	7.3%	99%	Spain	50	9.2%	99%
2	3.3%	94%	Finland	4	8.3%	100%
114	5.2%	99%	France	112	5.5%	99%
3	4.9%	90%	Greece	3	4.9%	91%
6	2.0%	100%	Hungary	8	2.0%	100%
25	13.6%	100%	Ireland	25	13.9%	100%
34	0.8%	99%	Italy	37	0.8%	98%
47	77.8%	100%	Luxembourg	47	79.5%	100%
8	12.2%	74%	Norway	19	22.2%	98%
23	5.9%	99%	Netherlands	24	6.3%	99%
35	2.4%	99%	Poland	40	2.4%	99%
68	13.0%	100%	Portugal	73	14.5%	99%
16	8.8%	100%	Czech Republic	14	8.9%	100%
7	1.8%	100%	Romania	7	1.7%	100%
85	24.4%	95%	United Kingdom	87	24.6%	95%
12	7.5%	100%	Slovakia	11	7.2%	100%
13	10.6%	91%	Sweden	19	13.0%	100%
151	8.2%	98%	TOTAL	153	8.7%	98%

Percentages are based on the total headcount of each country.

NUMBER OF DISABLED EMPLOYEES PER COUNTRY

2019		COUNTRIES	2020	
NUMBER OF PEOPLE	SIGNIFICANCE RATE		NUMBER OF PEOPLE	SIGNIFICANCE RATE
132	92%	Germany	158	93%
0	72%	Austria	4	64%
74	91%	Belgium	61	89%
41	100%	Bulgaria	39	100%
1	81%	Denmark	1	71%
37	92%	Spain	41	91%
-	-	Finland	-	-
2,238	96%	France	2,733*	96%
0	32%	Greece	0	45%
0	27%	Hungary	0	27%
-	-	Ireland	-	-
905	95%	Italy	833	95%
8	98%	Luxembourg	12	97%
0	36%	Norway	0	6%
0	26%	Netherlands	0	27%
67	92%	Poland	66	90%
39	97%	Portugal	46	97%
6	85%	Czech Republic	8	85%
4	86%	Romania	7	85%
17	35%	United Kingdom	15	33%
14	55%	Slovakia	11	48%
0	21%	Sweden	0	25%

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.

* as the annual statement is exceptionally postponed in this transition year to June 2021, the data communicated for France in 2020 are not finalised.

PERCENTAGE OF EMPLOYEES WHO COMPLETED A TRAINING SESSION AND AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE, PER COUNTRY

2019			97%	2020			98%
% OF EMPLOYEES WHO COMPLETED A TRAINING SESSION	AVERAGE NUMBER OF TRAINING HOURS	SIGNIFICANCE RATE	COUNTRIES	% OF EMPLOYEES WHO COMPLETED A TRAINING SESSION	AVERAGE NUMBER OF TRAINING HOURS	SIGNIFICANCE RATE	
100.0%	19	94%	Germany	100.0%	14	94%	
100.0%	7	98%	Austria	100.0%	9	87%	
100.0%	17	99%	Belgium	100.0%	12	99%	
100.0%	18	100%	Bulgaria	100.0%	15	100%	
95.7%	5	100%	Denmark	99.1%	4	100%	
100.0%	23	98%	Spain	100.0%	25	98%	
100.0%	6	100%	Finland	100.0%	6	100%	
100.0%	26	99%	France	99.0%	19	99%	
100.0%	6	90%	Greece	100.0%	5	91%	
99.3%	6	100%	Hungary	99.6%	5	100%	
100.0%	8	100%	Ireland	99.6%	8	100%	
100.0%	33	98%	Italy	97.8%	26	99%	
100.0%	24	100%	Luxembourg	100.0%	10	100%	
100.0%	13	86%	Norway	99.4%	9	100%	
100.0%	6	90%	Netherlands	98.9%	6	100%	
100.0%	27	99%	Poland	98.4%	21	99%	
100.0%	30	99%	Portugal	99.8%	24	100%	
100.0%	13	100%	Czech Republic	100.0%	6	100%	
100.0%	30	99%	Romania	100.0%	35	100%	
100.0%	15	95%	United Kingdom	100.0%	12	95%	
100.0%	4	100%	Slovakia	98.0%	3	100%	
100.0%	9	78%	Sweden	100.0%	5	98%	
100.0%	25	97%	TOTAL	100.0%	19	98%	

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

2019						97%	2020						98%
HOURS OF TRAINING			NUMBER OF TRAINING SESSIONS			COUNTRIES	HOURS OF TRAINING			NUMBER OF TRAINING SESSIONS			
E-LEARNING	INSTRUCTOR-LED	OTHER FORMATS*	E-LEARNING	INSTRUCTOR-LED	OTHER FORMATS*		E-LEARNING	INSTRUCTOR-LED	OTHER FORMATS*	E-LEARNING	INSTRUCTOR-LED	OTHER FORMATS*	
18%	80%	2%	74%	18%	8%	Germany	26%	73%	1%	75%	16%	9%	
38%	59%	3%	73%	21%	7%	Austria	52%	42%	6%	75%	9%	16%	
31%	64%	5%	84%	13%	3%	Belgium	37%	53%	11%	77%	10%	12%	
31%	3%	66%	37%	-	63%	Bulgaria	27%	2%	71%	34%	-	65%	
68%	31%	1%	93%	3%	4%	Denmark	67%	27%	6%	80%	3%	16%	
18%	63%	19%	65%	31%	4%	Spain	14%	71%	14%	63%	23%	14%	
49%	50%	0%	84%	6%	9%	Finland	61%	36%	2%	86%	5%	10%	
32%	60%	8%	86%	7%	7%	France	41%	46%	14%	78%	4%	18%	
54%	46%	-	90%	5%	4%	Greece	82%	13%	6%	78%	2%	20%	
56%	42%	3%	86%	9%	4%	Hungary	73%	20%	7%	87%	4%	9%	
61%	30%	9%	63%	5%	33%	Ireland	66%	15%	18%	63%	3%	34%	
41%	40%	18%	59%	4%	37%	Italy	55%	27%	17%	64%	4%	33%	
18%	81%	1%	60%	37%	3%	Luxembourg	39%	55%	6%	71%	12%	17%	
34%	65%	2%	87%	9%	4%	Norway	29%	68%	3%	66%	13%	21%	
47%	49%	4%	80%	12%	8%	Netherlands	54%	41%	5%	82%	5%	14%	
41%	37%	22%	65%	5%	31%	Poland	50%	34%	16%	66%	5%	29%	
19%	79%	2%	67%	28%	5%	Portugal	24%	72%	3%	62%	22%	16%	
26%	64%	11%	65%	12%	23%	Czech Republic	44%	29%	27%	60%	6%	34%	
11%	37%	52%	63%	9%	28%	Romania	7%	63%	30%	33%	14%	54%	
29%	68%	3%	67%	19%	13%	United Kingdom	38%	58%	4%	67%	13%	20%	
76%	15%	8%	79%	1%	20%	Slovakia	84%	6%	10%	82%	1%	17%	
49%	49%	2%	91%	5%	4%	Sweden	61%	35%	4%	81%	5%	14%	
32%	57%	11%	74%	8%	18%	AVERAGE	41%	46%	13%	72%	5%	23%	

*Videos, Tests, Ressources

Percentages are calculated on the basis of the total number of training hours (or total number of training sessions) completed per nature and country.

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

2019					97%	2020					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	
MALE	FEMALE	MALE	FEMALE			MALE	FEMALE	MALE	FEMALE		
62.1%	37.9%	61.7%	38.3%	94%	Germany	61.2%	38.8%	54.6%	45.4%	94%	
52.6%	47.4%	82.4%	17.6%	98%	Austria	57.9%	42.1%	86.1%	13.9%	87%	
50.6%	49.4%	48.3%	51.7%	99%	Belgium	50.9%	49.1%	44.6%	55.4%	99%	
38.5%	61.5%	71.4%	28.6%	100%	Bulgaria	20.0%	80.0%	25.4%	74.6%	100%	
88.9%	11.1%	61.4%	38.6%	100%	Denmark	0.0%	0.0%	0.0%	0.0%	100%	
50.0%	50.0%	49.2%	50.8%	98%	Spain	53.2%	46.8%	50.6%	49.4%	98%	
0.0%	0.0%	0.0%	0.0%	100%	Finland	0.0%	0.0%	0.0%	0.0%	100%	
50.6%	49.4%	50.5%	49.5%	99%	France	54.7%	45.3%	50.2%	49.8%	99%	
62.5%	37.5%	62.5%	37.5%	90%	Greece	60.0%	40.0%	62.3%	37.7%	91%	
63.6%	36.4%	53.9%	46.1%	100%	Hungary	62.5%	37.5%	81.7%	18.3%	100%	
40.0%	60.0%	39.5%	60.5%	100%	Ireland	46.9%	53.1%	63.6%	36.4%	100%	
58.2%	41.8%	58.7%	41.3%	98%	Italy	58.9%	41.1%	59.9%	40.1%	99%	
57.6%	42.4%	55.9%	44.1%	100%	Luxembourg	60.9%	39.1%	63.7%	36.3%	100%	
33.3%	66.7%	21.7%	78.3%	86%	Norway	25.0%	75.0%	10.7%	89.3%	100%	
71.4%	28.6%	53.2%	46.8%	90%	Netherlands	63.6%	36.4%	43.5%	56.5%	100%	
39.6%	60.4%	39.7%	60.3%	99%	Poland	45.0%	55.0%	45.0%	55.0%	99%	
43.7%	56.3%	46.6%	53.4%	99%	Portugal	43.5%	56.5%	46.3%	53.7%	100%	
48.9%	51.1%	50.9%	49.1%	100%	Czech Republic	68.2%	31.8%	74.2%	25.8%	100%	
37.5%	62.5%	29.9%	70.1%	99%	Romania	42.1%	57.9%	53.9%	46.1%	100%	
55.1%	44.9%	59.8%	40.2%	95%	United Kingdom	66.9%	33.1%	62.7%	37.3%	95%	
50.0%	50.0%	85.0%	15.0%	100%	Slovakia	66.7%	33.3%	6.8%	93.2%	100%	
45.5%	54.5%	7.8%	92.2%	78%	Sweden	0.0%	0.0%	0.0%	0.0%	98%	
54%	46%	52%	48%	97%	AVERAGE	55%	45%	52%	48%	98%	

Source: My Dev.

NUMBER OF FILLED POSITIONS VIA TALEO PER COUNTRY

2019		95%	COUNTRIES	2020		95%
NUMBER OF POSITIONS PUBLISHED	INTERNALLY FILLED POSITION	NUMBER OF POSITIONS PUBLISHED		INTERNALLY FILLED POSITION		
-	-		Germany	-	-	
-	-		Austria	-	-	
1,276	1,480		Belgium	863	666	
25	0		Bulgaria	33	6	
8	0		Denmark	2	0	
191	1		Spain	160	4	
-	-		Finland	-	-	
5,806	2,466		France	4,249	2,913	
-	-		Greece	-	-	
16	0		Hungary	15	0	
38	0		Ireland	47	1	
630	217		Italy	332	354	
198	90		Luxembourg	243	174	
6	1		Norway	5	1	
67	7		Netherlands	69	23	
354	260		Poland	193	2	
1,489	673		Portugal	1,402	1,066	
17	0		Czech Republic	5	0	
-	-		Romania	16	2	
1,354	487		United Kingdom	802	423	
1	0		Slovakia	-	-	
33	3		Sweden	24	0	
11,509	5,685		TOTAL	8,460	5,635	

NUMBER OF MOBILITIES AND MOBILITY RATE PER COUNTRY AND GENDER

2019						99%	2020						99%
NUMBER OF MOBILITIES			MOBILITY RATE			COUNTRIES	NUMBER OF MOBILITIES			MOBILITY RATE			
MALE	FEMALE	TOTAL	MALE	FEMALE	GLOBAL		MALE	FEMALE	TOTAL	MALE	FEMALE	GLOBAL	
384	283	667	17%	16%	17%	Germany	424	295	719	15%	12%	14%	
18	12	30	13%	8%	10%	Austria	19	10	29	14%	7%	11%	
1,365	1,554	2,919	19%	20%	20%	Belgium	1,445	1,418	2,863	22%	20%	21%	
11	83	94	6%	14%	12%	Bulgaria	20	57	77	12%	9%	10%	
23	28	51	17%	22%	19%	Denmark	16	15	31	11%	11%	11%	
230	298	528	15%	17%	16%	Spain	210	288	498	12%	16%	14%	
1	1	2	8%	10%	9%	Finland	7	5	12	44%	45%	44%	
4,250	5,928	10,178	17%	19%	18%	France	3,496	4,957	8,453	14%	16%	15%	
2	2	4	7%	8%	8%	Greece	5	8	13	17%	28%	22%	
37	46	83	18%	15%	16%	Hungary	18	19	37	10%	6%	7%	
16	12	28	5%	5%	5%	Ireland	24	24	48	9%	11%	9%	
1,849	1,647	3,496	19%	19%	19%	Italy	1,337	1,431	2,768	15%	16%	16%	
312	304	616	16%	17%	16%	Luxembourg	226	262	488	12%	15%	13%	
4	1	5	5%	2%	4%	Norway	11	3	14	13%	4%	9%	
65	33	98	12%	11%	11%	Netherlands	41	32	73	7%	11%	8%	
593	1,135	1,728	19%	21%	20%	Poland	242	435	677	9%	9%	9%	
292	371	663	13%	15%	14%	Portugal	422	541	963	16%	18%	17%	
51	48	99	14%	12%	13%	Czech Republic	75	70	145	21%	17%	19%	
50	83	133	19%	13%	14%	Romania	31	61	92	11%	10%	10%	
373	297	670	9%	10%	9%	United Kingdom	274	252	526	7%	8%	7%	
15	23	38	15%	13%	13%	Slovakia	48	57	105	39%	28%	32%	
6	7	13	7%	7%	7%	Sweden	18	8	26	19%	8%	13%	
9,947	12,196	22,143	17%	18%	17%	TOTAL	8,409	10,248	18,657	14%	15%	15%	



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