

EUROPEAN SOCIAL REPORT 2021



GROUP HUMAN RESOURCES



BNP PARIBAS

The bank for a changing world

EUROPEAN SOCIAL REPORT 2021

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.

CONTENTS

Introduction Definitions

3
5

1 STAFF

- Full-Time Equivalent per Operating Divisions / Business Lines / Group Functions and per gender **6**
- Headcount per Operating Divisions / Business Lines / Group Functions and per gender **7**
- Full-Time Equivalent per country and gender **8**
- Headcount per country and gender **9**
- Full-Time Equivalent per country and Operating Divisions / Business Lines / Group Functions **10**
- Full-time Equivalent per Operating Divisions / Business Lines / Group Functions, per country and gender **11**
- Full-Time Equivalent per contract, Operating Divisions / Business Lines / Group Functions and per gender **12**
- Full-Time Equivalent per contract, country and gender **13**
- Age pyramid per gender – Headcount **14**
- Breakdown of headcount per age and country **15**
- Average age per country and gender – Headcount **16**
- Group seniority pyramid per gender – Headcount **17**
- Breakdown of headcount per Group seniority and country **18**
- Average Group seniority per country and gender **19**
- Full-time Equivalent per professional field, country and gender **20**

2 MOVEMENTS

- Recruitments of Permanent-Term Contracts per gender – Headcount **21**
- Variation of Fixed-Term Contracts – Full-Time Equivalent **21**
- Recruitments of Permanent-Term Contracts per country and gender – Headcount **22**
- Permanent-Term Contracts leavers per reason and gender – Headcount **23**
- Scope variations – Full-Time Equivalent **23**
- Departure rate per reason and country – Headcount **24**

3 ABSENTEEISM, LEAVES AND WORK RELATED ACCIDENTS

- Absenteeism, leaves and work related accidents per country **25**

4 WORKING TIME

- Part-time employees per country and gender – Headcount **26**
- Breakdown of part-time employees by length of working time (< or ≥ 80%) per country and gender – Headcount **27**
- Breakdown of part-time employees per age brackets and country – Headcount **28**

5 DIVERSITY

- Percentage of women in Senior Management Positions per country **29**
- Senior employment retention – Average age of departure of employees aged 55 years old and over per country **30**
- Number of nationalities per country **31**
- Number of employees with a disability per country **32**

6 TRAINING

- Percentage of employees trained and average number of training hours per employee, per country **33**
- Percentage of training hours and percentage of training sessions per nature and country **34**
- Percentage of employees who completed a management training course per country and gender **35**

7 MOBILITY

- Number of filled positions via Taleo per country **36**
- Number of mobilities and mobility rate per country and gender **37**

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

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 work-study students, interns, 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).

RATE OF COMPLETENESS: 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: 96%

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

PERIMETER:

Commercial, Personal Banking & Services (CPBS):

Commercial Banks: CPBF, BNL, CPBB, CPBL, Europe-Mediterranean

Specialised Businesses: Personal Finance, Arval, Leasing Solutions, Personal Investors, New Digital Businesses, PACE

Investment and Protection Services:

Insurance, Real Estate, Asset Management, Wealth Management, IPS other activities, 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

Please note that 2020 has been restated to be consistent with the 2021 new Group organisation.

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

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

2020					100%	2021					100%
MEN		WOMEN		TOTAL	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	MEN		WOMEN		TOTAL	
FTE	%	FTE	%			FTE	%	FTE	%		
9,586	39.5%	14,673	60.5%	24,259	CPBF	9,286	39.6%	14,163	60.4%	23,450	
5,868	52.1%	5,392	47.9%	11,260	BNL	5,583	51.6%	5,240	48.4%	10,823	
4,986	48.1%	5,373	51.9%	10,359	CPBB	4,786	48.3%	5,125	51.7%	9,911	
848	51.9%	784	48.1%	1,632	CPBL	816	52.0%	754	48.0%	1,570	
2,336	33.9%	4,556	66.1%	6,892	Europe-Mediterranean	2,294	34.5%	4,355	65.5%	6,649	
7,326	43.1%	9,685	56.9%	17,011	Personal Finance	6,917	43.0%	9,170	57.0%	16,087	
3,117	49.7%	3,150	50.3%	6,267	Arval	3,232	49.1%	3,350	50.9%	6,582	
1,566	48.8%	1,641	51.2%	3,207	Leasing Solutions	1,583	47.8%	1,726	52.2%	3,310	
766	60.6%	498	39.4%	1,264	Personal Investors	656	60.9%	422	39.1%	1,078	
221	49.7%	224	50.3%	445	New Digital Businesses	277	53.5%	241	46.5%	518	
54	46.2%	63	53.8%	117	PACE	51	47.3%	57	52.7%	108	
2,689	47.1%	3,025	52.9%	5,714	Insurance	2,733	46.8%	3,102	53.2%	5,834	
2,400	52.9%	2,135	47.1%	4,535	Real Estate	2,317	53.3%	2,034	46.7%	4,351	
960	56.7%	734	43.3%	1,693	Asset Management	876	60.2%	579	39.8%	1,455	
604	48.2%	648	51.8%	1,252	Wealth Management	663	48.5%	703	51.5%	1,366	
43	59.7%	29	40.3%	72	IPS other activities	38	48.3%	41	51.7%	79	
20	64.9%	11	35.1%	31	Principal Investments	29	66.5%	15	33.5%	44	
10,170	56.9%	7,701	43.1%	17,871	CIB	10,854	57.1%	8,154	42.9%	19,007	
7,642	49.7%	7,731	50.3%	15,373	Group Functions	7,542	49.7%	7,638	50.3%	15,180	
493	53.6%	427	46.4%	920	Other activities	519	54.2%	439	45.8%	958	
61,695	47.4%	68,480	52.6%	130,175	TOTAL	61,052	47.6%	67,307	52.4%	128,359	

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

2020					100%	2021					100%
MEN		WOMEN		TOTAL	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	MEN		WOMEN		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
9,643	38.6%	15,321	61.4%	24,964	CPBF	9,337	38.7%	14,776	61.3%	24,113	
5,913	51.4%	5,601	48.6%	11,514	BNL	5,624	50.8%	5,438	49.2%	11,062	
5,105	46.4%	5,903	53.6%	11,008	CPBB	4,898	46.5%	5,625	53.5%	10,523	
871	49.0%	906	51.0%	1,777	CPBL	837	49.3%	860	50.7%	1,697	
2,509	34.5%	4,760	65.5%	7,269	Europe-Mediterranean	2,311	34.6%	4,375	65.4%	6,686	
7,402	42.0%	10,202	58.0%	17,604	Personal Finance	6,988	42.0%	9,669	58.0%	16,657	
3,140	48.7%	3,311	51.3%	6,451	Arval	3,254	48.1%	3,511	51.9%	6,765	
1,577	47.7%	1,730	52.3%	3,307	Leasing Solutions	1,591	46.8%	1,805	53.2%	3,396	
781	57.1%	587	42.9%	1,368	Personal Investors	668	57.5%	494	42.5%	1,162	
221	49.7%	224	50.3%	445	New Digital Businesses	277	53.5%	241	46.5%	518	
54	45.8%	64	54.2%	118	PACE	51	46.8%	58	53.2%	109	
2,837	46.7%	3,240	53.3%	6,077	Insurance	2,859	46.4%	3,297	53.6%	6,156	
2,427	52.1%	2,235	47.9%	4,662	Real Estate	2,358	52.2%	2,159	47.8%	4,517	
964	55.9%	759	44.1%	1,723	Asset Management	880	59.6%	597	40.4%	1,477	
607	47.5%	670	52.5%	1,277	Wealth Management	667	48.0%	723	52.0%	1,390	
43	59.7%	29	40.3%	72	IPS other activities	38	48.1%	41	51.9%	79	
20	64.5%	11	35.5%	31	Principal Investments	29	65.9%	15	34.1%	44	
10,222	56.4%	7,907	43.6%	18,129	CIB	10,904	56.6%	8,364	43.4%	19,268	
7,704	49.1%	7,985	50.9%	15,689	Group Functions	7,597	49.1%	7,861	50.9%	15,458	
494	53.1%	437	46.9%	931	Other activities	521	53.8%	447	46.2%	968	
62,534	46.5%	71,882	53.5%	134,416	TOTAL	61,689	46.7%	70,356	53.3%	132,045	

FULL-TIME EQUIVALENT PER COUNTRY AND GENDER

2020					100%	2021					100%
MEN		WOMEN		TOTAL	COUNTRIES	MEN		WOMEN		TOTAL	
FTE	%	FTE	%			FTE	%	FTE	%		
3,249	56.4%	2,509	43.6%	5,758	Germany	3,203	56.7%	2,448	43.3%	5,651	
158	52.5%	143	47.5%	300	Austria	90	57.8%	66	42.2%	156	
6,482	49.6%	6,577	50.4%	13,059	Belgium	6,272	49.9%	6,305	50.1%	12,578	
174	20.1%	690	79.9%	864	Bulgaria	168	20.3%	656	79.7%	824	
164	53.2%	144	46.8%	307	Denmark	159	53.1%	141	46.9%	300	
1,978	48.8%	2,079	51.2%	4,056	Spain	2,069	48.7%	2,182	51.3%	4,251	
22	61.1%	14	38.9%	36	Finland	25	67.6%	12	32.4%	37	
25,057	44.9%	30,695	55.1%	55,752	France	24,805	45.2%	30,035	54.8%	54,840	
35	52.6%	32	47.4%	67	Greece	38	56.2%	30	43.8%	68	
198	38.2%	321	61.8%	519	Hungary	184	39.0%	287	61.0%	471	
301	55.5%	241	44.5%	541	Ireland	279	54.8%	230	45.2%	510	
9,079	51.2%	8,664	48.8%	17,743	Italy	8,633	50.7%	8,405	49.3%	17,038	
1,928	53.8%	1,654	46.2%	3,582	Luxembourg	1,886	53.8%	1,621	46.2%	3,507	
95	56.1%	74	43.9%	169	Norway	99	55.5%	79	44.5%	178	
670	67.5%	323	32.5%	993	Netherlands	654	66.7%	327	33.3%	982	
3,614	36.6%	6,267	63.4%	9,881	Poland	3,581	36.8%	6,153	63.2%	9,735	
3,058	46.1%	3,572	53.9%	6,629	Portugal	3,336	46.4%	3,856	53.6%	7,192	
394	49.3%	405	50.7%	798	Czech Republic	395	51.1%	378	48.9%	773	
283	30.8%	636	69.2%	919	Romania	285	31.6%	617	68.4%	902	
4,448	59.2%	3,062	40.8%	7,510	United Kingdom	4,548	59.7%	3,072	40.3%	7,620	
156	39.5%	238	60.5%	394	Slovakia	179	40.7%	261	59.3%	440	
154	52.0%	142	48.0%	297	Sweden	162	52.4%	147	47.6%	309	
61,695	47.4%	68,480	52.6%	130,175	TOTAL	61,052	47.6%	67,307	52.4%	128,359	

HEADCOUNT PER COUNTRY AND GENDER

2020					100%	2021					100%
MEN		WOMEN		TOTAL	COUNTRIES	MEN		WOMEN		TOTAL	
HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%		
3,284	54.3%	2,767	45.7%	6,051	Germany	3,250	54.5%	2,712	45.5%	5,962	
163	50.2%	162	49.8%	325	Austria	91	55.5%	73	44.5%	164	
6,625	48.0%	7,179	52.0%	13,804	Belgium	6,416	48.3%	6,869	51.7%	13,285	
178	20.5%	692	79.5%	870	Bulgaria	172	20.7%	660	79.3%	832	
170	53.0%	151	47.0%	321	Denmark	165	52.9%	147	47.1%	312	
1,991	47.6%	2,188	52.4%	4,179	Spain	2,082	47.7%	2,287	52.3%	4,369	
22	61.1%	14	38.9%	36	Finland	25	67.6%	12	32.4%	37	
25,181	44.2%	31,850	55.8%	57,031	France	24,936	44.5%	31,153	55.5%	56,089	
35	52.2%	32	47.8%	67	Greece	38	55.9%	30	44.1%	68	
200	37.2%	337	62.8%	537	Hungary	186	38.1%	302	61.9%	488	
301	54.9%	247	45.1%	548	Ireland	280	54.3%	236	45.7%	516	
9,204	50.2%	9,126	49.8%	18,330	Italy	8,722	49.7%	8,828	50.3%	17,550	
1,977	51.5%	1,861	48.5%	3,838	Luxembourg	1,924	51.5%	1,811	48.5%	3,735	
95	55.9%	75	44.1%	170	Norway	99	55.3%	80	44.7%	179	
687	65.0%	370	35.0%	1,057	Netherlands	673	64.2%	375	35.8%	1,048	
3,883	37.2%	6,555	62.8%	10,438	Poland	3,678	37.1%	6,242	62.9%	9,920	
3,058	46.1%	3,574	53.9%	6,632	Portugal	3,337	46.4%	3,858	53.6%	7,195	
400	48.3%	428	51.7%	828	Czech Republic	402	50.0%	402	50.0%	804	
291	30.8%	653	69.2%	944	Romania	292	31.7%	629	68.3%	921	
4,475	58.1%	3,233	41.9%	7,708	United Kingdom	4,575	58.6%	3,235	41.4%	7,810	
159	39.5%	244	60.5%	403	Slovakia	183	40.8%	265	59.2%	448	
155	51.8%	144	48.2%	299	Sweden	163	52.1%	150	47.9%	313	
62,534	46.5%	71,882	53.5%	134,416	TOTAL	61,689	46.7%	70,356	53.3%	132,045	

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

COUNTRIES	2021																				100%
	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS																				
	CPBF	BNL	CPBB	CPBL	EUROPE-MED.	PERSONAL FINANCE	ARVAL	LEASING SOLUTIONS	PERSONAL INVESTORS	NEW DIGITAL BUSINESSES	PACE	INSURANCE	REAL ESTATE	ASSET MGMT.	WEALTH MGMT.	IPS OTHER ACT.	PRINCIPAL INVEST.	CIB	GROUP FUNCTIONS	OTHER ACT.	TOTAL
Germany			63			1,561	339	294	1,078			162	796	21	75			931	323	9	5,651
Austria						16	56	21				21		5				19	18		156
Belgium			9,786			440	397	141		11		88	83	291		5	388	829	119		12,578
Bulgaria						699						40						52	31	2	824
Denmark			19			194	35					4						26	22		300
Spain	16					1,400	794	93		28		114	108	6	111		1	838	739	3	4,251
Finland							30											7			37
France	23,381				252	5,000	1,897	1,354		466	108	3,371	1,734	761	641	79	38	5,563	9,456	741	54,840
Greece							36											31	1		68
Hungary					1	278	29					36						83	40	4	471
Ireland							33						35					399	38	5	510
Italy		10,823				2,453	1,096	449				490	186	51				620	865	6	17,038
Luxembourg				1,570			50	14				292	37	64	275			958	242	5	3,507
Norway						9	21	31				7		49				47	12	2	178
Netherlands			12			80	294	88				82	42	65	6			248	61	4	982
Poland					6,396	1,129	247	253				113	85					980	528	3	9,735
Portugal	53					582	74	33		13		405	3	1	259			4,658	1,071	39	7,192
Cz. Republic						432	106					179						23	32	1	773
Romania						667	66	59				23						20	66	1	902
U.K.			32			957	664	477				276	1,240	131				3,047	779	16	7,620
Slovakia						127	270					34							9		440
Sweden						63	47	4				98		9				69	19		309
TOTAL	23,450	10,823	9,911	1,570	6,649	16,087	6,582	3,310	1,078	518	108	5,834	4,351	1,455	1,366	79	44	19,007	15,180	958	128,359

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	2021																				100%
	OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS																				
	CPBF	BNL	CPBB	CPBL	EUROPE-MED.	PERSONAL FINANCE	ARVAL	LEASING SOLUTIONS	PERSONAL INVESTORS	NEW DIGITAL BUSINESSES	PACE	INSURANCE	REAL ESTATE	ASSET MGMT.	WEALTH MGMT.	IPS OTHER ACT.	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.	M./W.	M./W.	
Germany			55%			52%	57%	52%	61%			55%	57%	73%	63%			62%	55%	ns	
Austria						62%	64%	57%				50%		ns				62%	62%		
Belgium			52%			51%	55%	55%		64%		54%	59%	64%			ns	64%	53%	65%	
Bulgaria						84%						59%						52%	58%	ns	
Denmark			63%			51%	63%					ns						81%	60%		
Spain	56%					54%	60%	57%		54%		54%	51%	ns	55%		ns	62%	52%	ns	
Finland							73%											ns			
France	60%				58%	61%	50%	51%		54%	53%	54%	51%	58%	56%	52%	69%	59%	51%	51%	
Greece							56%											58%	ns		
Hungary					ns	61%	58%											60%	75%	ns	
Ireland							67%						60%					55%	58%	ns	
Italy		52%				50%	56%	50%					50%	54%	51%			51%	50%	ns	
Luxembourg				52%				55%	51%				55%	51%	53%	55%		58%	52%	ns	
Norway						ns	76%	55%					ns		73%			62%	58%	ns	
Netherlands			75%			53%	69%	54%					56%	64%	73%	ns		72%	76%	ns	
Poland					66%	63%	57%	60%					52%	68%				51%	54%	ns	
Portugal	51%					60%	55%	52%		54%			68%	ns	ns	51%		52%	54%	51%	
Cz. Republic						52%	58%						54%					53%	55%	ns	
Romania						71%	52%	76%					61%					70%	61%	ns	
U.K.			54%			58%	54%	54%					55%	55%	63%			67%	60%	88%	
Slovakia						72%	52%						69%						ns		
Sweden						51%	65%	ns					58%		ns			62%	73%		
TOTAL	60%	52%	52%	52%	66%	57%	51%	52%	61%	53%	53%	53%	53%	60%	51%	52%	67%	57%	50%	54%	

% Majority of men

% Majority of women

ns not significant

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

2020						100%	2021						100%
FTC			PTC			OPERATING DIVISIONS / BUSINESS LINES / GROUP FUNCTIONS	FTC			PTC			
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	
76	157	233	9,510	14,516	24,026	CPBF	121	158	279	9,165	14,005	23,171	
77	102	179	5,791	5,290	11,081	BNL	54	60	114	5,529	5,180	10,709	
18	30	48	4,968	5,343	10,311	CPBB	16	17	33	4,770	5,108	9,879	
12	26	38	836	758	1,594	CPBL	13	24	37	803	730	1,533	
396	786	1,183	1,940	3,769	5,709	Europe-Mediterranean	374	680	1,054	1,920	3,676	5,595	
418	638	1,056	6,908	9,047	15,955	Personal Finance	241	418	660	6,675	8,752	15,427	
112	135	247	3,005	3,014	6,019	Arval	113	131	244	3,119	3,219	6,338	
42	63	105	1,524	1,578	3,102	Leasing Solutions	39	60	99	1,545	1,666	3,211	
6	7	13	760	491	1,251	Personal Investors	6	5	11	650	417	1,066	
0	2	2	221	222	443	New Digital Businesses	3	1	4	274	240	514	
0	0	0	54	63	117	PACE	0	0	0	51	57	108	
49	83	131	2,640	2,942	5,582	Insurance	58	71	129	2,675	3,030	5,705	
49	80	129	2,351	2,055	4,406	Real Estate	44	53	97	2,273	1,981	4,254	
22	12	34	938	722	1,660	Asset Management	22	13	35	854	566	1,420	
4	5	9	600	643	1,243	Wealth Management	5	5	10	658	698	1,356	
0	0	0	43	29	72	IPS other activities	0	0	0	38	41	79	
1	0	1	19	11	30	Principal Investments	2	0	2	27	15	42	
276	265	541	9,894	7,436	17,330	CIB	254	288	542	10,600	7,866	18,465	
83	100	183	7,559	7,632	15,191	Group Functions	73	90	163	7,469	7,548	15,017	
2	3	5	491	424	915	Other activities	1	0	1	518	439	957	
1,643	2,494	4,137	60,052	65,986	126,038	TOTAL	1,439	2,075	3,514	59,612	65,232	124,845	

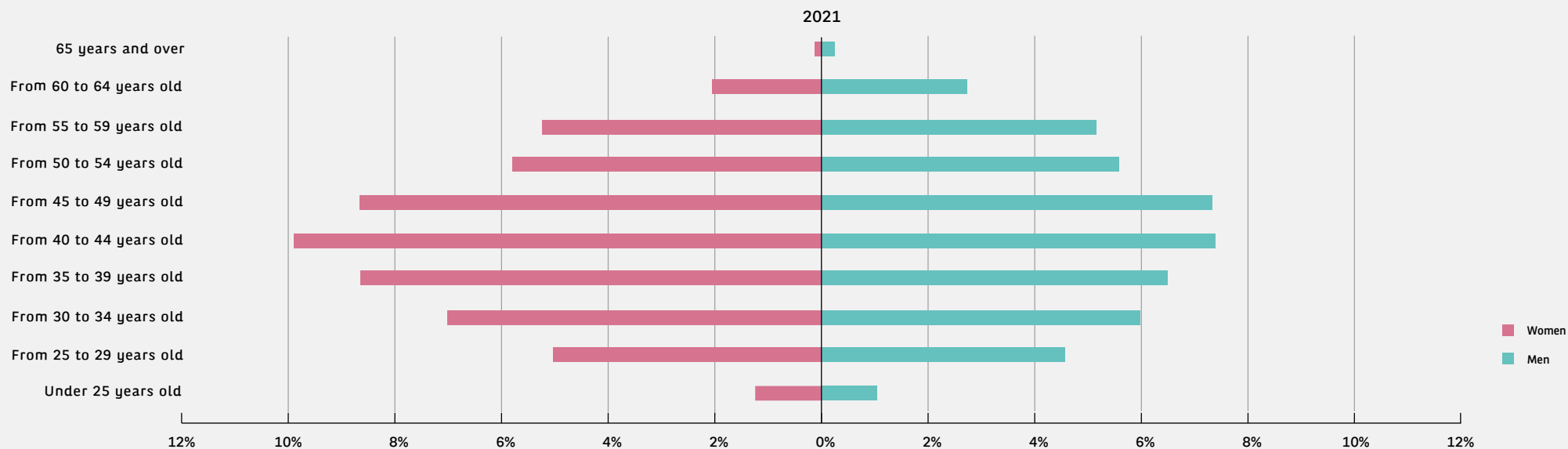
FULL-TIME EQUIVALENT PER CONTRACT, COUNTRY AND GENDER

2020						100%	2021						100%
FTC			PTC			COUNTRIES	FTC			PTC			
MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	
69	83	153	3,180	2,425	5,605	Germany	50	47	97	3,153	2,401	5,554	
1	0	1	157	143	299	Austria	0	0	0	90	66	156	
39	37	76	6,443	6,540	12,983	Belgium	35	34	68	6,238	6,271	12,509	
8	49	57	166	641	807	Bulgaria	10	38	48	158	618	776	
1	4	5	162	140	302	Denmark	0	1	1	159	140	299	
115	128	243	1,863	1,951	3,814	Spain	79	103	182	1,991	2,079	4,069	
1	1	2	21	13	34	Finland	3	1	4	22	11	33	
245	416	661	24,812	30,280	55,092	France	234	323	557	24,571	29,712	54,283	
0	0	0	35	32	67	Greece	0	0	0	38	30	68	
7	5	12	191	316	507	Hungary	3	6	9	181	281	462	
18	19	37	283	222	504	Ireland	7	12	19	272	218	491	
229	304	533	8,850	8,360	17,210	Italy	204	266	470	8,429	8,139	16,568	
51	61	112	1,877	1,592	3,470	Luxembourg	37	47	84	1,849	1,574	3,423	
0	3	3	95	71	166	Norway	2	4	6	97	75	172	
69	49	117	602	274	875	Netherlands	68	47	114	587	281	867	
648	1,092	1,740	2,966	5,175	8,141	Poland	583	996	1,579	2,998	5,157	8,155	
39	121	160	3,019	3,451	6,470	Portugal	30	51	81	3,306	3,805	7,111	
9	25	34	384	380	765	Czech Republic	10	19	29	385	359	744	
3	13	16	281	623	903	Romania	3	5	8	282	612	894	
74	63	137	4,374	2,999	7,373	United Kingdom	72	59	131	4,476	3,013	7,489	
6	10	16	150	228	378	Slovakia	3	10	13	176	251	426	
12	11	22	143	132	275	Sweden	7	6	13	155	141	296	
1,643	2,494	4,137	60,053	65,986	126,038	TOTAL	1,439	2,075	3,514	59,612	65,232	124,845	

AGE PYRAMID PER GENDER - HEADCOUNT

2020			AGE BRACKETS	2021		
BREAKDOWN				BREAKDOWN		
MEN	WOMEN	GLOBAL		MEN	WOMEN	GLOBAL
67.0%	33.0%	0.4%	65 years old and over	67.1%	32.9%	0.4%
59.8%	40.2%	4.5%	From 60 to 64 years old	57.0%	43.0%	4.8%
49.6%	50.4%	10.4%	From 55 to 59 years old	49.5%	50.5%	10.4%
48.9%	51.1%	10.9%	From 50 to 54 years old	49.2%	50.8%	11.4%
47.0%	53.0%	15.0%	From 45 to 49 years old	47.0%	53.0%	15.6%
43.6%	56.4%	17.0%	From 40 to 44 years old	42.8%	57.2%	17.3%
42.1%	57.9%	16.1%	From 35 to 39 years old	42.9%	57.1%	15.2%
44.9%	55.1%	13.2%	From 30 to 34 years old	46.0%	54.0%	13.0%
47.0%	53.0%	10.2%	From 25 to 29 years old	47.7%	52.3%	9.6%
43.2%	56.8%	2.4%	Under 25 years old	45.2%	54.8%	2.3%

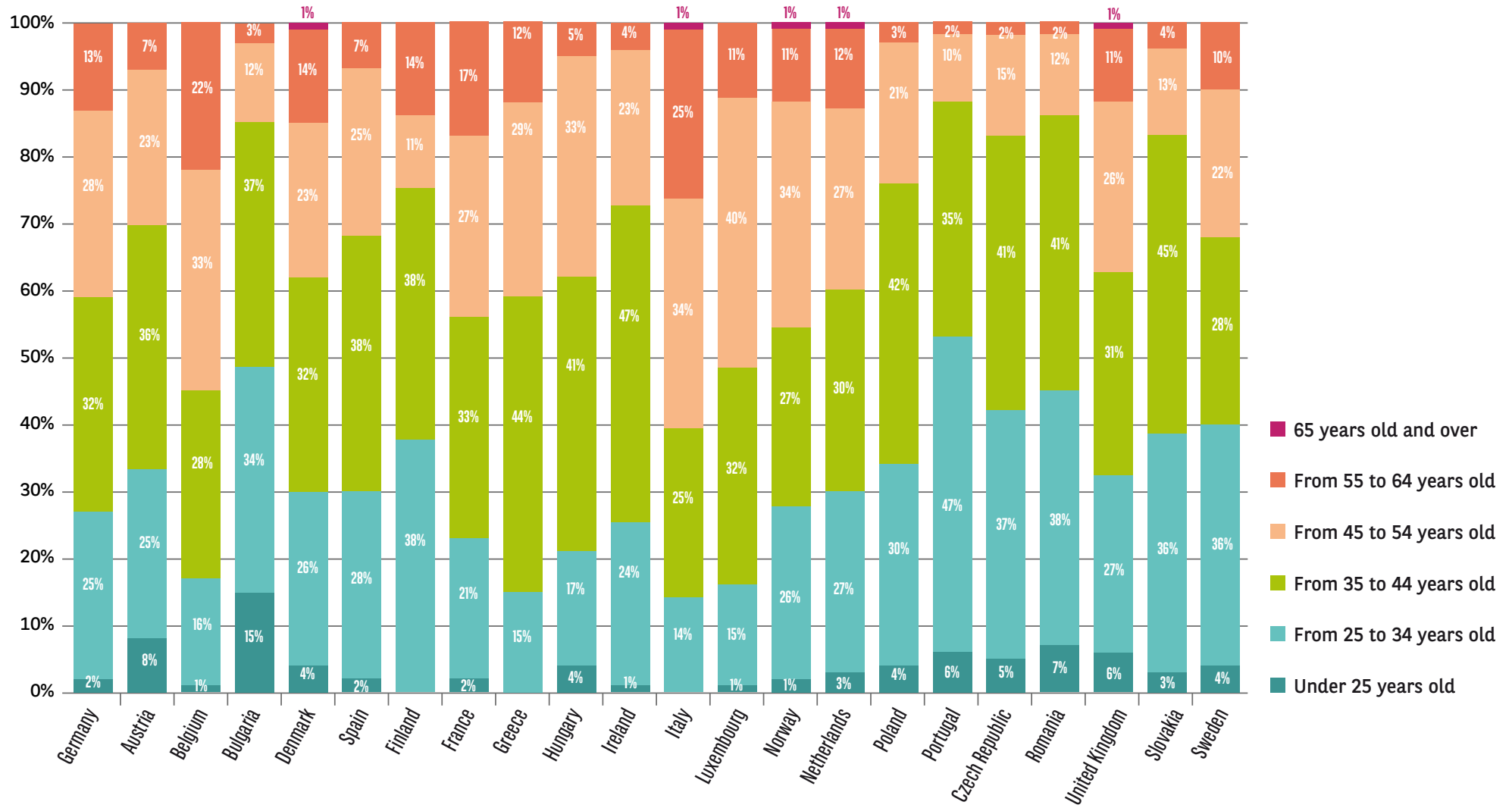
Percentages per gender are calculated on the basis of the total headcount of each line.
Percentages of the "global" column are calculated on the basis of the total headcount.



BREAKDOWN OF HEADCOUNT PER AGE AND COUNTRY

2021

99 %



AVERAGE AGE PER COUNTRY AND GENDER – HEADCOUNT

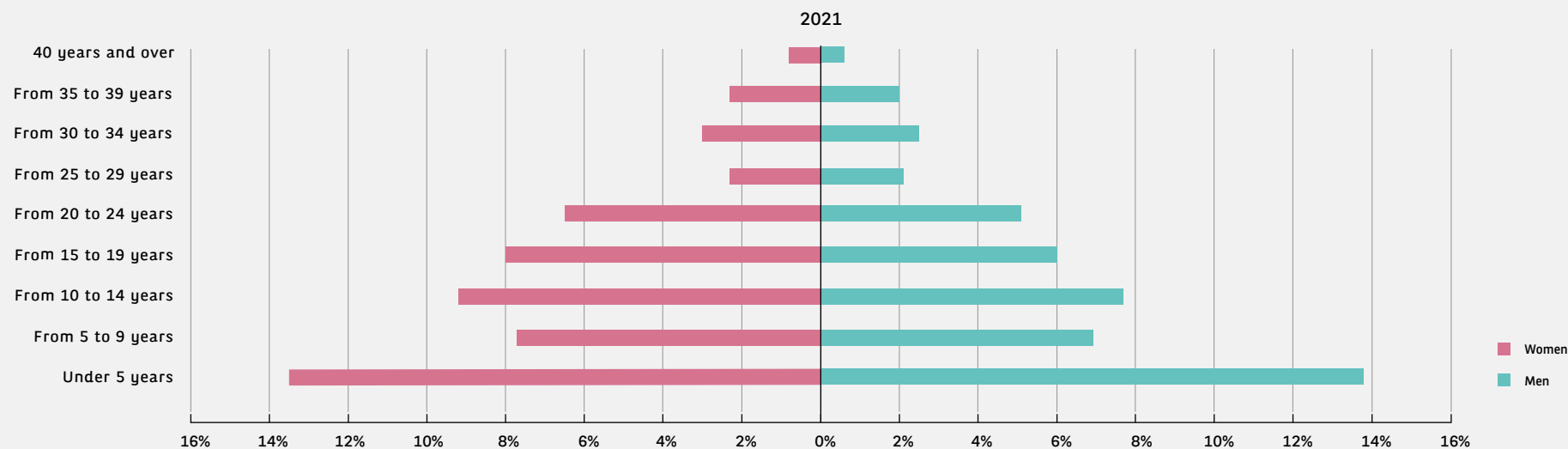
2020			COUNTRIES	2021		
MEN	WOMEN	GLOBAL		MEN	WOMEN	GLOBAL
42.5	41.5	42.1	Germany	42.9	42.1	42.5
38.8	37.5	38.1	Austria	40.1	38.9	39.6
45.6	45.1	45.3	Belgium	46.0	45.6	45.8
36.1	34.2	34.6	Bulgaria	37.1	35.0	35.4
41.6	42.1	41.8	Denmark	42.2	42.2	42.2
40.1	40.1	40.1	Spain	40.3	40.5	40.4
35.1	41.3	37.5	Finland	36.3	44.1	38.8
43.9	43.2	43.5	France	44.1	43.6	43.8
42.2	42.5	42.4	Greece	43.6	43.4	43.5
40.1	40.9	40.6	Hungary	41.5	41.9	41.8
39.7	39.0	39.4	Ireland	41.0	39.5	40.3
48.5	45.4	46.9	Italy	48.6	45.7	47.1
44.3	44.1	44.2	Luxembourg	44.6	44.5	44.6
42.6	42.3	42.5	Norway	42.3	43.0	42.6
42.2	40.5	41.6	Netherlands	42.8	40.7	42.0
37.9	38.6	38.3	Poland	38.5	39.1	38.9
34.7	35.1	34.9	Portugal	35.2	35.5	35.4
37.5	36.6	37.1	Czech Republic	37.8	37.4	37.6
35.9	35.4	35.6	Romania	36.5	36.8	36.7
41.3	39.7	40.6	United Kingdom	41.7	40.3	41.1
37.0	37.1	37.1	Slovakia	37.8	37.3	37.5
39.1	40.9	40.0	Sweden	38.7	40.8	39.7
43.4	42.3	42.8	AVERAGE AGE	43.6	42.7	43.1

GROUP SENIORITY PYRAMID PER GENDER – HEADCOUNT

2020			SENIORITY BRACKETS	2021		
99 %				99 %		
BREAKDOWN				BREAKDOWN		
MEN	WOMEN	GLOBAL		MEN	WOMEN	GLOBAL
46.6%	53.4%	1.4%	40 years and over	44.1%	55.9%	1.4%
47.7%	52.3%	4.7%	From 35 to 39 years	46.8%	53.2%	4.3%
45.8%	54.2%	5.6%	From 30 to 34 years	44.8%	55.2%	5.5%
46.6%	53.4%	4.4%	From 25 to 29 years	47.1%	52.9%	4.4%
44.3%	55.7%	9.7%	From 20 to 24 years	43.7%	56.3%	11.6%
42.5%	57.5%	13.7%	From 15 to 19 years	42.9%	57.1%	14.0%
44.6%	55.4%	17.9%	From 10 to 14 years	45.4%	54.6%	16.9%
47.8%	52.2%	14.6%	From 5 to 9 years	47.4%	52.6%	14.6%
49.3%	50.7%	28.0%	Under 5 years	50.5%	49.5%	27.3%

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 global headcount.

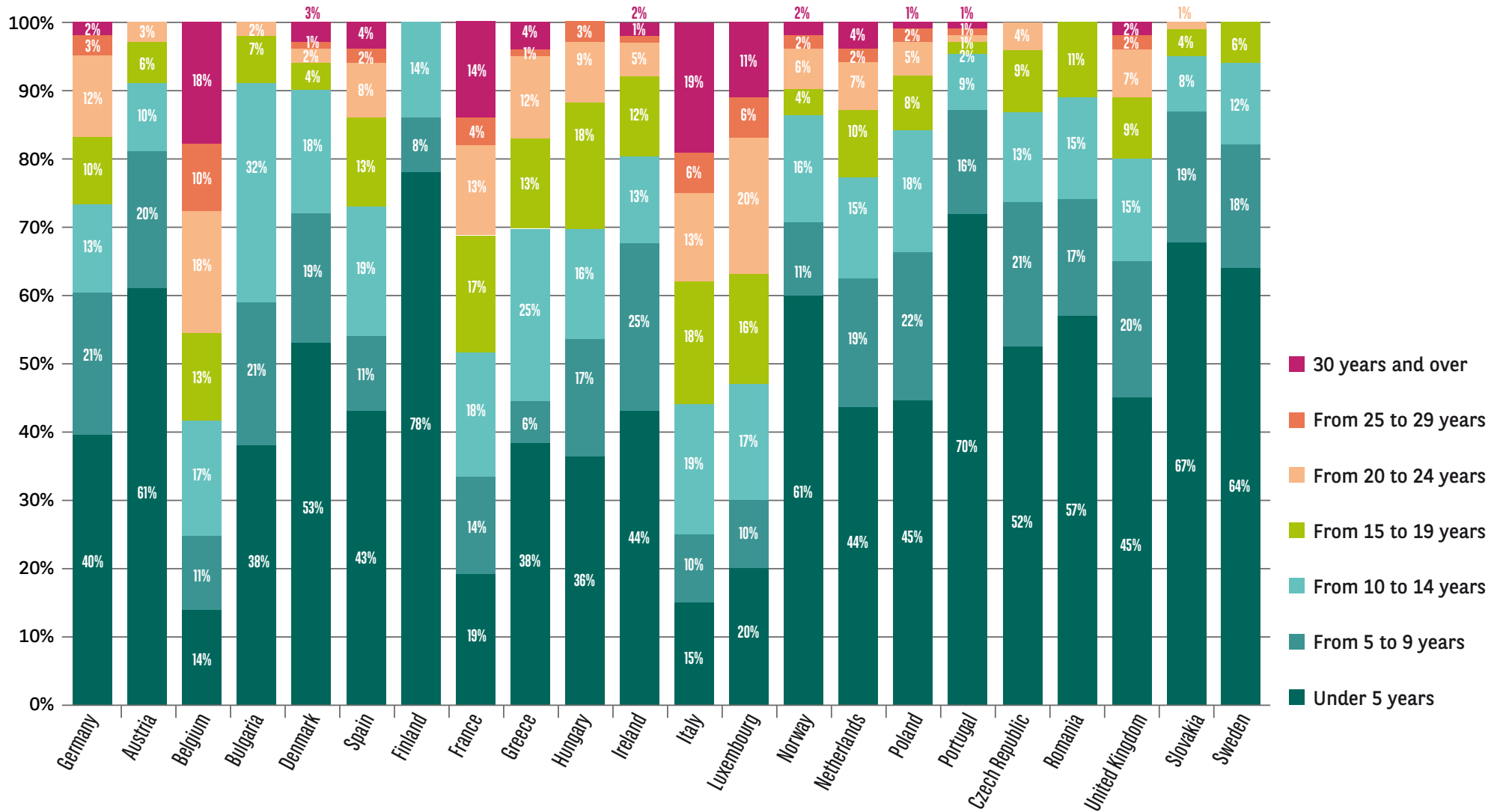
When third-party companies are acquired by BNP Paribas, the seniority used for the purpose of the audit is that of the employee's arrival in the original company.



BREAKDOWN OF HEADCOUNT PER GROUP SENIORITY AND COUNTRY

2021

99 %



AVERAGE GROUP SENIORITY PER COUNTRY AND GENDER

2020			99 %	2021			99 %
MEN	WOMEN	GLOBAL		COUNTRIES	MEN	WOMEN	GLOBAL
9.3	9.9	9.6		Germany	9.6	10.4	10.0
7.4	7.9	7.7		Austria	5.1	6.4	5.7
17.7	18.4	18.1		Belgium	17.9	18.8	18.3
8.5	7.2	7.4		Bulgaria	9.5	7.9	8.2
5.9	7.7	6.8		Denmark	6.3	8.1	7.2
9.3	10.6	10.0		Spain	9.3	10.8	10.1
3.9	4.1	4.0		Finland	4.1	5.2	4.5
15.3	16.5	16.0		France	15.1	16.8	16.0
10.9	11.3	11.1		Greece	10.7	11.7	11.1
8.8	9.5	9.3		Hungary	9.9	10.2	10.1
7.0	8.2	7.5		Ireland	7.9	8.9	8.3
18.7	17.2	18.0		Italy	18.6	17.5	18.0
14.9	16.7	15.7		Luxembourg	14.9	17.0	15.9
6.8	7.6	7.1		Norway	6.6	7.7	7.1
9.0	8.7	8.9		Netherlands	9.4	8.8	9.2
7.2	8.1	7.7		Poland	7.6	8.4	8.1
4.6	4.6	4.6		Portugal	4.8	5.0	4.9
6.4	6.2	6.3		Czech Republic	6.7	7.0	6.9
5.6	6.0	5.9		Romania	6.1	6.6	6.4
8.9	8.2	8.6		United Kingdom	8.7	8.5	8.6
4.2	4.9	4.6		Slovakia	4.3	4.8	4.6
4.9	5.5	5.2		Sweden	5.1	5.5	5.3
13.7	14.2	14.0		AVERAGE GROUP SENIORITY	13.6	14.4	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

2020										COUNTRIES	2021									
SALES			OPERATIONS PROCESSING			FUNCTIONS & TOP MANAGEMENT			SIGNIFICANCE RATE		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.	
45%	59%	41%	17%	44%	56%	38%	59%	41%	95%	Germany	43%	61%	39%	17%	44%	56%	40%	58%	42%	94%
37%	64%	36%	25%	35%	65%	38%	48%	52%	88%	Austria	50%	66%	34%	18%	65%	35%	32%	44%	56%	94%
60%	46%	54%	6%	48%	52%	34%	57%	43%	99%	Belgium	59%	46%	54%	6%	48%	52%	35%	56%	44%	99%
77%	16%	84%	2%	46%	54%	21%	32%	68%	100%	Bulgaria	73%	14%	86%	3%	38%	62%	23%	37%	63%	100%
42%	55%	45%	8%	52%	48%	50%	52%	48%	100%	Denmark	52%	51%	49%	8%	33%	67%	40%	60%	40%	100%
42%	45%	55%	14%	40%	60%	44%	56%	44%	99%	Spain	41%	45%	55%	13%	39%	61%	46%	55%	45%	98%
44%	63%	38%	31%	91%	9%	25%	22%	78%	100%	Finland	49%	67%	33%	30%	91%	9%	22%	38%	63%	100%
51%	42%	58%	10%	36%	64%	39%	51%	49%	98%	France	51%	42%	58%	9%	33%	67%	40%	51%	49%	98%
30%	56%	44%	36%	55%	45%	34%	49%	51%	91%	Greece	31%	52%	48%	34%	61%	39%	35%	55%	45%	100%
46%	35%	65%	9%	39%	61%	45%	41%	59%	100%	Hungary	42%	35%	65%	10%	30%	70%	48%	45%	55%	100%
13%	64%	36%	40%	50%	50%	47%	58%	42%	100%	Ireland	12%	65%	35%	37%	48%	52%	51%	57%	43%	100%
56%	50%	50%	13%	51%	49%	31%	54%	46%	99%	Italy	57%	49%	51%	12%	49%	51%	31%	54%	46%	99%
31%	51%	49%	25%	48%	52%	44%	59%	41%	99%	Luxembourg	31%	53%	47%	24%	45%	55%	44%	59%	41%	99%
53%	60%	40%	11%	58%	42%	36%	50%	50%	100%	Norway	49%	60%	40%	12%	67%	33%	39%	47%	53%	100%
41%	71%	29%	19%	63%	37%	40%	66%	34%	95%	Netherlands	42%	69%	31%	18%	61%	39%	39%	66%	34%	99%
59%	33%	67%	15%	34%	66%	26%	46%	54%	98%	Poland	56%	32%	68%	15%	34%	66%	28%	46%	54%	98%
14%	43%	57%	47%	45%	55%	39%	49%	51%	99%	Portugal	12%	47%	53%	42%	44%	56%	45%	48%	52%	100%
46%	45%	55%	11%	38%	62%	43%	57%	43%	100%	Czech Republic	44%	46%	54%	12%	41%	59%	44%	59%	41%	100%
59%	23%	77%	9%	30%	70%	32%	46%	54%	100%	Romania	55%	23%	77%	9%	31%	69%	36%	45%	55%	100%
43%	61%	39%	13%	51%	49%	44%	60%	40%	92%	United Kingdom	43%	60%	40%	11%	49%	51%	46%	60%	40%	91%
33%	32%	68%	35%	42%	58%	32%	44%	56%	100%	Slovakia	31%	35%	65%	36%	41%	59%	33%	46%	54%	98%
44%	66%	34%	18%	28%	72%	38%	48%	52%	100%	Sweden	50%	62%	38%	16%	38%	62%	35%	42%	58%	98%
50%	45%	55%	14%	42%	58%	36%	53%	47%	98%	TOTAL	49%	45%	55%	13%	41%	59%	38%	53%	47%	98%

RECRUITMENTS OF PERMANENT-TERM CONTRACTS PER GENDER – HEADCOUNT

2020			100%	2021			100%
HEADCOUNT			RECRUITMENTS	HEADCOUNT			
MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL	
3,235	2,964	6,199	PTC	4,132	3,446	7,578	
648	909	1,557	Contract transformation from FTC to PTC	804	1,121	1,925	
3,883	3,873	7,756	TOTAL	4,936	4,567	9,503	

2020			100%	2021			100%
BREAKDOWN			RECRUITMENTS	BREAKDOWN			
MEN	WOMEN	GLOBAL		MEN	WOMEN	GLOBAL	
52.2%	47.8%	79.9%	PTC	54.5%	45.5%	79.7%	
41.6%	58.4%	20.1%	Contract transformation from FTC to PTC	41.8%	58.2%	20.3%	
50.1%	49.9%	100.0%	TOTAL	51.9%	48.1%	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

2020	100%	2021	100%
-1,346		-623	

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

2020			100%	2021			100%
PTC		RECRUITMENTS	COUNTRIES	PTC		RECRUITMENTS	
MEN	WOMEN			MEN	WOMEN		
55.2%	44.8%	498	Germany	58.1%	41.9%	468	
51.8%	48.2%	85	Austria	53.6%	46.4%	69	
56.0%	44.0%	514	Belgium	58.7%	41.3%	572	
18.1%	81.9%	83	Bulgaria	20.2%	79.8%	129	
56.0%	44.0%	50	Denmark	46.3%	53.7%	54	
54.7%	45.3%	422	Spain	54.2%	45.8%	548	
50.0%	50.0%	4	Finland	71.4%	28.6%	7	
49.4%	50.6%	2,159	France	52.5%	47.5%	2,987	
75.0%	25.0%	4	Greece	75.0%	25.0%	8	
36.2%	63.8%	69	Hungary	34.3%	65.7%	67	
50.0%	50.0%	18	Ireland	53.8%	46.2%	26	
58.8%	41.2%	335	Italy	62.6%	37.4%	380	
51.5%	48.5%	165	Luxembourg	55.7%	44.3%	203	
50.0%	50.0%	18	Norway	57.6%	42.4%	33	
64.3%	35.7%	56	Netherlands	63.9%	36.1%	36	
37.9%	62.1%	849	Poland	40.2%	59.8%	929	
47.0%	53.0%	1,248	Portugal	49.8%	50.2%	1,450	
52.3%	47.7%	111	Czech Republic	57.3%	42.7%	124	
40.6%	59.4%	133	Romania	36.0%	64.0%	150	
59.5%	40.5%	797	United Kingdom	57.4%	42.6%	1,095	
46.9%	53.1%	81	Slovakia	48.0%	52.0%	102	
63.2%	36.8%	57	Sweden	54.5%	45.5%	66	
50.1%	49.9%	7,756	TOTAL	51.9%	48.1%	9,503	

Including contract transformations from FTC to PTC.

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

PERMANENT-TERM CONTRACTS LEAVERS PER REASON AND GENDER – HEADCOUNT

2020			100%	2021			100%
HEADCOUNT			DEPARTURES PER REASON	HEADCOUNT			
MEN	WOMEN	TOTAL		MEN	WOMEN	TOTAL	
1,245	980	2,225	Retirement/Early Retirement	1,106	911	2,017	
2,075	2,297	4,372	Resignation	2,913	2,743	5,656	
592	776	1,368	Dismissal	449	470	919	
518	796	1,314	Mutual Agreed departures	507	564	1,071	
796	880	1,676	Others*	706	822	1,528	
5,226	5,729	10,955	TOTAL	5,681	5,510	11,191	

2020			DEPARTURES PER REASON	2021		
BREAKDOWN				BREAKDOWN		
MEN	WOMEN	GLOBAL	MEN	WOMEN	GLOBAL	
56.0%	44.0%	20.3%	Retirement/Early Retirement	54.8%	45.2%	18.0%
47.5%	52.5%	39.9%	Resignation	51.5%	48.5%	50.5%
43.3%	56.7%	12.5%	Dismissal	48.9%	51.1%	8.2%
39.4%	60.6%	12.0%	Mutual Agreed departures	47.3%	52.7%	9.6%
47.5%	52.5%	15.3%	Others*	46.2%	53.8%	13.7%
47.7%	52.3%	100.0%	TOTAL	50.8%	49.2%	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, other group leaving (unspecified).

SCOPE VARIATIONS – FULL-TIME EQUIVALENT

2019 / 2020		100%	2020 / 2021		100%
FTEs	RATE	Scope variations	FTEs	RATE	
262	0.2%			-78	-0.1%

DEPARTURE RATE PER REASON AND COUNTRY – HEADCOUNT

COUNTRIES	2021						DEPARTURES
	DEPARTURES PER REASON					TOTAL	
	RETIREMENT/ EARLY RETIREMENT	RESIGNATION	DISMISSAL	MUTUAL AGREED DEPARTURES	OTHERS*		
Germany	0.2%	4.7%	0.5%	1.1%	3.0%	9.5%	559
Austria	1.9%	10.5%	2.2%	3.7%	2.8%	21.0%	68
Belgium	3.5%	3.0%	1.0%	0.6%	0.6%	8.8%	1,204
Bulgaria	0.2%	20.9%	0.1%	0.4%	1.0%	22.6%	184
Denmark		3.8%	0.3%		13.1%	17.2%	54
Spain		5.1%	1.8%		0.7%	7.7%	301
Finland		11.8%			2.9%	14.7%	5
France	1.8%	2.6%	0.8%	0.6%	0.5%	6.3%	3,576
Greece			9.0%		3.0%	11.9%	8
Hungary		0.6%		7.2%	13.0%	20.8%	109
Ireland		9.6%	1.2%	0.4%	0.8%	11.9%	61
Italy	2.2%	2.4%	0.1%	0.5%	0.4%	5.5%	973
Luxembourg	2.3%	3.2%	0.9%	0.5%	3.0%	9.7%	362
Norway		12.6%	1.2%	1.8%	1.8%	17.4%	29
Netherlands	0.6%	3.1%	0.1%	1.4%	4.1%	9.3%	87
Poland		5.8%	0.3%	3.1%	4.2%	13.5%	1,156
Portugal	0.1%	10.4%	0.7%	0.1%	1.2%	12.4%	804
Czech Republic		8.1%	0.4%	2.9%	6.3%	17.7%	140
Romania	0.1%	15.6%		3.8%	0.8%	20.2%	187
United Kingdom	0.3%	13.0%	0.8%	0.5%	1.5%	16.1%	1,218
Slovakia		7.5%	0.3%	5.2%	2.8%	15.8%	61
Sweden	0.7%	12.0%		0.7%	2.9%	16.3%	45
TOTAL	1.6%	4.3%	0.7%	0.8%	1.2%	8.6%	11,191

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	2021		
	RATE OF ABSENTEEISM AND LEAVES		
	ILLNESS	DUE TO WORK RELATED ACCIDENTS	MATERNITY AND PATERNITY*
Germany	4.2%	0.0%	3.6%
Austria	1.3%	0.0%	0.8%
Belgium	4.4%	0.0%	0.7%
Bulgaria	5.2%	0.0%	13.7%
Denmark	3.7%	0.0%	3.6%
Spain	1.7%	0.0%	1.0%
Finland	2.8%	0.0%	3.7%
France	4.7%	0.1%	2.1%
Greece	0.4%	0.0%	1.1%
Hungary	1.9%	0.0%	9.6%
Ireland	1.3%	0.0%	3.6%
Italy	2.6%	0.0%	1.9%
Luxembourg	1.9%	0.0%	0.9%
Norway	0.8%	0.0%	7.4%
Netherlands	3.9%	0.0%	0.5%
Poland	5.5%	0.0%	6.8%
Portugal	1.2%	0.0%	1.9%
Czech Republic	2.3%	0.0%	13.2%
Romania	2.9%	0.0%	7.9%
United Kingdom	1.5%	0.0%	1.8%
Slovakia	2.7%	0.0%	14.0%
Sweden	2.5%	0.0%	6.3%
TOTAL	3.9%	0.0%	2.4%

93%

% 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 EMPLOYEES PER COUNTRY AND GENDER – HEADCOUNT

2020							99%	2021							99%
MEN		WOMEN		TOTAL		SIGNIFICANCE RATE	Countries	MEN		WOMEN		TOTAL		SIGNIFICANCE RATE	
HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%			HEADCOUNT	%	HEADCOUNT	%	HEADCOUNT	%		
142	4.5%	854	32.4%	996	17.3%	95%	Germany	163	5.3%	864	33.4%	1,027	18.1%	95%	
11	7.9%	43	29.1%	54	18.8%	88%	Austria	1	1.1%	19	27.9%	20	12.7%	96%	
579	8.8%	2,558	35.9%	3,137	22.9%	99%	Belgium	549	8.7%	2,367	34.8%	2,916	22.2%	99%	
9	5.1%	9	1.3%	18	2.1%	100%	Bulgaria	8	4.7%	13	2.0%	21	2.5%	100%	
9	5.3%	25	16.6%	34	10.6%	100%	Denmark	8	4.8%	23	15.6%	31	9.9%	100%	
60	3.0%	504	23.4%	564	13.7%	99%	Spain	59	2.9%	492	21.8%	551	12.8%	99%	
-	-	-	-	0	0.0%	100%	Finland	-	-	-	-	0	0.0%	100%	
400	1.6%	5,170	16.3%	5,570	9.8%	99%	France	397	1.6%	4,927	15.9%	5,324	9.5%	100%	
-	-	1	3.4%	1	1.6%	91%	Greece	-	-	1	3.3%	1	1.5%	100%	
6	3.0%	62	18.4%	68	12.7%	100%	Hungary	6	3.2%	57	18.9%	63	12.9%	100%	
2	0.7%	22	8.9%	24	4.4%	100%	Ireland	3	1.1%	21	8.9%	24	4.7%	100%	
283	3.1%	1,788	19.7%	2,071	11.4%	99%	Italy	242	2.8%	1,713	19.5%	1,955	11.2%	99%	
178	9.0%	770	41.4%	948	24.7%	100%	Luxembourg	157	8.2%	735	40.7%	892	23.9%	100%	
-	-	2	2.7%	2	1.2%	100%	Norway	-	-	2	2.5%	2	1.1%	100%	
107	15.7%	183	49.5%	290	27.6%	100%	Netherlands	104	15.6%	196	52.3%	300	28.8%	100%	
442	11.5%	506	7.7%	948	9.1%	99%	Poland	187	5.1%	196	3.2%	383	3.9%	100%	
2	0.1%	8	0.2%	10	0.2%	100%	Portugal	4	0.1%	9	0.2%	13	0.2%	100%	
19	4.8%	78	18.2%	97	11.7%	100%	Czech Republic	22	5.5%	82	20.4%	104	12.9%	100%	
17	5.8%	38	5.8%	55	5.8%	100%	Romania	14	4.8%	25	4.0%	39	4.2%	100%	
82	1.9%	570	18.5%	652	8.9%	95%	United Kingdom	76	1.7%	554	17.9%	630	8.4%	95%	
5	3.1%	16	6.6%	21	5.2%	100%	Slovakia	5	2.7%	13	4.9%	18	4.0%	100%	
3	1.9%	9	6.3%	12	4.0%	100%	Sweden	3	1.8%	11	7.3%	14	4.5%	100%	
2,356	3.8%	13,216	18.6%	15,572	11.7%	99%	TOTAL	2,008	3.3%	12,320	17.7%	14,328	11.0%	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).

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

2020								99%	COUNTRIES	2021								99%
WORKING PART-TIME						TOTAL HEADCOUNT	SIGNIFICANCE RATE	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	M.	W.	GLOBAL	
6.1%	59.6%	65.8%	8.1%	26.1%	34.2%	996	95%	Germany	8.0%	59.3%	67.3%	7.9%	24.8%	32.7%	1,027	95%		
11.1%	74.1%	85.2%	9.3%	5.6%	14.8%	54	88%	Austria	5.0%	85.0%	90.0%	-	10.0%	10.0%	20	96%		
3.8%	14.7%	18.5%	14.7%	66.8%	81.5%	3,137	99%	Belgium	4.6%	15.3%	20.0%	14.2%	65.8%	80.0%	2,916	99%		
50.0%	22.2%	72.2%	-	27.8%	27.8%	18	100%	Bulgaria	38.1%	42.9%	81.0%	-	19.0%	19.0%	21	100%		
26.5%	26.5%	52.9%	-	47.1%	47.1%	34	100%	Denmark	25.8%	25.8%	51.6%	-	48.4%	48.4%	31	100%		
5.1%	47.9%	53.0%	5.5%	41.5%	47.0%	564	99%	Spain	4.7%	47.5%	52.3%	6.0%	41.7%	47.7%	551	99%		
-	-	-	-	-	-	0	100%	Finland	-	-	-	-	-	-	0	100%		
2.9%	14.7%	17.6%	4.3%	78.2%	82.4%	5,570	99%	France	3.1%	15.2%	18.3%	4.4%	77.3%	81.7%	5,324	100%		
-	100.0%	100.0%	-	-	-	1	91%	Greece	-	100.0%	100.0%	-	-	-	1	100%		
8.8%	72.1%	80.9%	-	19.1%	19.1%	68	100%	Hungary	7.9%	71.4%	79.4%	1.6%	19.0%	20.6%	63	100%		
-	33.3%	33.3%	8.3%	58.3%	66.7%	24	100%	Ireland	-	29.2%	29.2%	12.5%	58.3%	70.8%	24	100%		
9.9%	39.0%	48.9%	3.8%	47.4%	51.1%	2,071	99%	Italy	8.6%	39.0%	47.7%	3.7%	48.6%	52.3%	1,955	99%		
4.7%	29.3%	34.1%	14.0%	51.9%	65.9%	948	100%	Luxembourg	3.7%	27.2%	30.9%	13.9%	55.2%	69.1%	892	100%		
-	50.0%	50.0%	-	50.0%	50.0%	2	100%	Norway	-	50.0%	50.0%	-	50.0%	50.0%	2	100%		
2.4%	31.7%	34.1%	34.5%	31.4%	65.9%	290	100%	Netherlands	4.7%	28.0%	32.7%	30.0%	37.3%	67.3%	300	100%		
37.2%	38.8%	76.1%	9.4%	14.6%	23.9%	948	99%	Poland	44.9%	42.6%	87.5%	3.9%	8.6%	12.5%	383	100%		
20.0%	40.0%	60.0%	-	40.0%	40.0%	10	100%	Portugal	23.1%	23.1%	46.2%	7.7%	46.2%	53.8%	13	100%		
11.3%	63.9%	75.3%	8.2%	16.5%	24.7%	97	100%	Czech Republic	10.6%	62.5%	73.1%	10.6%	16.3%	26.9%	104	100%		
27.3%	63.6%	90.9%	3.6%	5.5%	9.1%	55	100%	Romania	35.9%	64.1%	100.0%	-	-	-	39	100%		
6.6%	48.8%	55.4%	6.0%	38.7%	44.6%	652	95%	United Kingdom	6.3%	47.6%	54.0%	5.7%	40.3%	46.0%	630	95%		
23.8%	47.6%	71.4%	-	28.6%	28.6%	21	100%	Slovakia	27.8%	44.4%	72.2%	-	27.8%	27.8%	18	100%		
8.3%	16.7%	25.0%	16.7%	58.3%	75.0%	12	100%	Sweden	14.3%	28.6%	42.9%	7.1%	50.0%	57.1%	14	100%		
7.0%	27.2%	34.2%	8.1%	57.7%	65.8%	15,572	99%	TOTAL	6.2%	27.0%	33.3%	7.8%	59.0%	66.7%	14,328	99%		

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

BREAKDOWN OF PART-TIME EMPLOYEES PER AGE BRACKETS AND COUNTRY – HEADCOUNT

COUNTRIES	2021									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	1.3%	3.8%	7.9%	18.9%	23.8%	16.2%	13.2%	10.0%	5.0%	1,027
Austria	10.0%		15.0%	20.0%	15.0%	25.0%	5.0%	10.0%		20
Belgium	0.1%	0.7%	6.3%	11.8%	18.4%	21.1%	12.7%	19.2%	9.8%	2,916
Bulgaria	28.6%		19.0%	9.5%	14.3%	4.8%	9.5%	4.8%	9.5%	21
Denmark	9.7%	16.1%	3.2%	16.1%	9.7%	12.9%	9.7%		22.6%	31
Spain	0.7%	5.1%	8.5%	26.5%	34.7%	18.5%	4.7%	1.1%	0.2%	551
Finland										
France	0.2%	1.8%	7.0%	18.2%	24.4%	15.8%	11.2%	14.9%	6.6%	5,324
Greece				100.0%						1
Hungary	3.2%		12.7%	23.8%	30.2%	27.0%	3.2%			63
Ireland			4.2%	8.3%	41.7%	20.8%	4.2%	20.8%		24
Italy	0.7%	1.7%	2.9%	9.2%	22.6%	29.3%	16.8%	11.2%	5.6%	1,955
Luxembourg		0.4%	3.7%	12.7%	24.6%	24.1%	23.2%	10.7%	0.7%	892
Norway							50.0%		50.0%	2
Netherlands	1.0%	4.4%	12.8%	19.5%	19.1%	17.1%	11.4%	9.7%	5.0%	300
Poland	7.6%	5.5%	17.8%	24.8%	18.8%	17.0%	4.4%	3.1%	1.0%	383
Portugal		15.4%	15.4%	53.8%	7.7%				7.7%	13
Czech Republic	6.7%	2.9%	9.6%	27.9%	39.4%	9.6%	2.9%		1.0%	104
Romania	7.7%	10.3%	2.6%	10.3%	51.3%	5.1%	12.8%			39
United Kingdom	1.6%	3.2%	8.3%	17.3%	18.1%	16.2%	13.3%	10.0%	12.1%	630
Slovakia	5.6%	5.6%	11.1%	33.3%	16.7%	22.2%	5.6%			18
Sweden	7.1%	14.3%	14.3%	14.3%	7.1%	21.4%	7.1%	7.1%	7.1%	14
TOTAL OF PART-TIME EMPLOYEES	0.8%	2.0%	6.7%	16.0%	22.9%	19.4%	12.7%	13.2%	6.4%	14,328

99%

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

2020		100%	2021		100%
% OF WOMEN IN SENIOR MANAGEMENT POSITIONS			% OF WOMEN IN SENIOR MANAGEMENT POSITIONS		
		Countries			
18.3%		Germany	24.0%		
25.0%		Austria	33.3%		
28.6%		Belgium	28.7%		
0.0%		Bulgaria	0.0%		
0.0%		Denmark	0.0%		
38.2%		Spain	41.7%		
50.0%		Finland	50.0%		
36.0%		France	37.0%		
0.0%		Greece	0.0%		
0.0%		Hungary	0.0%		
0.0%		Ireland	0.0%		
27.0%		Italy	27.4%		
28.3%		Luxembourg	32.2%		
50.0%		Norway	50.0%		
7.7%		Netherlands	7.1%		
25.0%		Poland	26.2%		
20.7%		Portugal	22.6%		
0.0%		Czech Republic	0.0%		
33.3%		Romania	50.0%		
21.4%		United Kingdom	25.8%		
50.0%		Slovakia	25.0%		
0.0%		Sweden	0.0%		
31.9%		TOTAL	33.2%		

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

2020			98%	2021			98%
AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	Countries	AVERAGE AGE	DEPARTURES	SIGNIFICANCE RATE	
61.4	69	90%	Germany	60.9	69	95%	
60.2	1	76%	Austria	59.8	11	100%	
62.5	483	98%	Belgium	62.8	548	94%	
64.1	2	100%	Bulgaria	61.8	4	100%	
58.1	3	100%	Denmark	58.7	11	100%	
60.9	43	97%	Spain	59.9	30	99%	
-	0	100%	Finland	-	0	100%	
61.6	1,276	99%	France	61.8	1,310	99%	
-	0	89%	Greece	-	0	65%	
61.9	4	100%	Hungary	61.3	5	100%	
60.5	4	100%	Ireland	61.5	4	100%	
62.8	788	100%	Italy	62.5	639	100%	
59.1	71	100%	Luxembourg	58.9	189	100%	
63.6	3	100%	Norway	60.9	1	100%	
61.3	13	98%	Netherlands	62.7	17	99%	
59.7	169	100%	Poland	58.6	57	100%	
61.2	8	100%	Portugal	61.5	10	99%	
60.1	3	100%	Czech Republic	61.1	4	100%	
63.4	1	100%	Romania	61.9	2	100%	
61.5	131	97%	United Kingdom	60.2	152	97%	
55.9	1	100%	Slovakia	58.1	2	100%	
60.2	8	84%	Sweden	60.0	8	100%	
61.8	3,081	98%	TOTAL	61.7	3,073	98%	

NUMBER OF NATIONALITIES PER COUNTRY

2020			98%	2021			98%
NUMBER OF NATIONALITIES	% OF EMPLOYEES OUTSIDE THE NATIONALITY OF THE COUNTRY	SIGNIFICANCE RATE	Countries	NUMBER OF NATIONALITIES	% OF EMPLOYEES OUTSIDE THE NATIONALITY OF THE COUNTRY	SIGNIFICANCE RATE	
64	11.8%	95%	Germany	64	12.0%	95%	
20	24.0%	88%	Austria	19	27.7%	95%	
53	5.0%	99%	Belgium	56	5.3%	99%	
4	0.7%	100%	Bulgaria	4	0.8%	100%	
10	6.3%	100%	Denmark	9	9.4%	99%	
50	9.2%	99%	Spain	48	10.3%	99%	
4	8.3%	100%	Finland	4	8.1%	100%	
112	5.5%	99%	France	115	5.6%	99%	
3	4.9%	91%	Greece	3	4.4%	100%	
8	2.0%	100%	Hungary	10	2.7%	100%	
25	13.9%	100%	Ireland	25	14.9%	100%	
37	0.8%	98%	Italy	40	0.9%	99%	
47	79.5%	100%	Luxembourg	46	80.8%	100%	
19	22.2%	98%	Norway	21	21.7%	98%	
24	6.3%	99%	Netherlands	22	6.2%	99%	
40	2.4%	99%	Poland	50	3.1%	99%	
73	14.5%	99%	Portugal	74	14.0%	100%	
14	8.9%	100%	Czech Republic	15	8.7%	100%	
7	1.7%	100%	Romania	5	2.1%	100%	
87	24.6%	95%	United Kingdom	88	25.2%	95%	
11	7.2%	100%	Slovakia	15	9.1%	98%	
19	13.0%	100%	Sweden	20	14.7%	100%	
153	8.7%	98%	TOTAL	152	9.0%	98%	

Percentages are based on the total headcount of each country.

NUMBER OF EMPLOYEES WITH A DISABILITY PER COUNTRY

2020		89%	2021		82%
NUMBER OF EMPLOYEES	SIGNIFICANCE RATE	Countries	NUMBER OF EMPLOYEES	SIGNIFICANCE RATE	
158	93%	Germany	176	89%	
4	64%	Austria	0	37%	
61	89%	Belgium ¹	-	-	
39	100%	Bulgaria	24	87%	
1	71%	Denmark	1	71%	
41	91%	Spain	40	89%	
-	-	Finland	0	81%	
2 910 ²	96%	France	2 804 ³	98%	
0	45%	Greece	0	46%	
0	27%	Hungary	1	65%	
-	-	Ireland	0	100%	
833	95%	Italy	829	95%	
12	97%	Luxembourg	11	97%	
0	6%	Norway	0	30%	
0	27%	Netherlands	0	46%	
66	90%	Poland	80	88%	
46	97%	Portugal	48	92%	
8	85%	Czech Republic	8	59%	
7	85%	Romania	6	67%	
15	33%	United Kingdom	39	45%	
11	48%	Slovakia	9	30%	
0	25%	Sweden	0	34%	

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-Due to changes in regulation in Belgium, this data is no longer recorded.

2-For France, the final results issued in June 2021 are 2,910 (2,733 reported last year).

3-Data communicated for France are not final ones.

6 | TRAINING

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

2020			98%	2021			98%
% OF EMPLOYEES TRAINED	AVERAGE NUMBER OF TRAINING HOURS	SIGNIFICANCE RATE	Countries	% OF EMPLOYEES TRAINED	AVERAGE NUMBER OF TRAINING HOURS	SIGNIFICANCE RATE	
100.0%	14	94%	Germany	99.4%	16	95%	
100.0%	9	87%	Austria	99.0%	11	96%	
100.0%	12	99%	Belgium	99.6%	15	98%	
100.0%	15	100%	Bulgaria	98.9%	15	100%	
99.1%	4	100%	Denmark	99.4%	10	100%	
100.0%	25	98%	Spain	99.4%	15	99%	
100.0%	6	100%	Finland	100.0%	6	100%	
99.0%	19	99%	France	98.0%	26	98%	
100.0%	5	91%	Greece	100.0%	7	100%	
99.6%	5	100%	Hungary	99.0%	7	100%	
99.6%	8	100%	Ireland	99.2%	12	100%	
97.8%	26	99%	Italy	99.1%	31	99%	
100.0%	10	100%	Luxembourg	97.2%	18	100%	
99.4%	9	100%	Norway	99.4%	12	100%	
98.9%	6	100%	Netherlands	98.7%	29	99%	
98.4%	21	99%	Poland	98.0%	27	100%	
99.8%	24	100%	Portugal	99.8%	27	100%	
100.0%	6	100%	Czech Republic	99.0%	7	100%	
100.0%	35	100%	Romania	99.4%	25	98%	
100.0%	12	95%	United Kingdom	96.3%	14	93%	
98.0%	3	100%	Slovakia	99.8%	6	100%	
100.0%	5	98%	Sweden	98.5%	12	99%	
99,8%	19	98%	TOTAL	98.5%	23	98%	

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

2020								98%	2021								98%
HOURS OF TRAINING				NUMBER OF TRAINING SESSIONS				Countries	HOURS OF TRAINING				NUMBER OF TRAINING SESSIONS				
FACE-TO-FACE ¹	IN DISTANCE ²	EXPERIENTIAL ³	EVENTS ⁴	FACE-TO-FACE ¹	IN DISTANCE ²	EXPERIENTIAL ³	EVENTS ⁴		FACE-TO-FACE ¹	IN DISTANCE ²	EXPERIENTIAL ³	EVENTS ⁴	FACE-TO-FACE ¹	IN DISTANCE ²	EXPERIENTIAL ³	EVENTS ⁴	
67.6%	32.4%			14.6%	85.4%			Germany	43.0%	57.0%			5.8%	94.2%			
48.9%	51.1%			11.6%	88.4%			Austria	44.6%	55.4%			7.4%	92.6%			
59.1%	40.9%			12.7%	87.3%			Belgium	44.5%	55.5%			8.4%	91.6%			
1.6%	98.4%				99.6%			Bulgaria	4.6%	95.4%			0.4%	99.6%			
22.8%	77.2%			3.8%	96.2%			Denmark	36.3%	63.7%			1.7%	98.3%			
70.2%	29.8%			23.7%	76.2%			Spain	44.0%	55.9%	0.1%		11.3%	88.7%			
30.8%	69.2%			3.3%	96.7%			Finland	11.4%	88.6%			1.0%	99.0%			
36.7%	63.0%	0.1%	0.2%	3.0%	97.0%		0.1%	France	21.2%	78.6%		0.1%	2.3%	97.6%		0.1%	
12.0%	88.0%			1.8%	98.2%			Greece	17.1%	82.9%			1.6%	98.4%			
23.9%	75.9%		0.2%	5.8%	94.2%			Hungary	18.5%	81.1%		0.4%	1.6%	98.3%			
26.6%	73.4%			7.4%	92.6%			Ireland	28.0%	72.0%			5.9%	94.1%			
24.1%	75.7%	0.2%		3.8%	96.1%			Italy	39.8%	60.2%			4.6%	95.3%			
55.5%	42.8%	0.1%	1.6%	10.3%	86.9%		2.8%	Luxembourg	48.7%	50.5%		0.8%	9.5%	89.4%		1.0%	
47.4%	52.6%			10.6%	89.4%			Norway	36.0%	63.4%	0.3%	0.3%	2.1%	97.6%		0.3%	
31.0%	69.0%			5.6%	94.4%			Netherlands	75.4%	24.6%			4.5%	95.4%		0.1%	
27.5%	72.3%	0.2%		5.1%	94.9%			Poland	29.4%	70.6%	0.1%		5.9%	94.1%			
71.6%	28.3%			21.6%	78.4%			Portugal	65.3%	34.7%			11.6%	88.3%			
27.9%	72.1%			6.2%	93.8%			Cz. Republic	14.4%	85.6%			0.6%	99.4%			
69.7%	30.2%			14.6%	85.3%			Romania	38.3%	61.7%		0.1%	4.5%	95.4%		0.1%	
54.8%	45.2%			14.7%	85.3%			U.K.	37.6%	62.2%	0.1%		8.5%	91.4%			
5.1%	94.9%				99.5%			Slovakia	6.4%	93.6%			0.3%	99.7%			
29.7%	70.3%			3.7%	96.3%			Sweden	47.6%	52.4%			2.0%	98.0%			
40.6%	59.2%	0.1%	0.1%	5.2%	94.7%	0.0%	0.1%	AVERAGE	32.6%	67.3%	0.0%	0.1%	4.3%	95.6%	0.0%	0.1%	

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- In distance (Virtual Classes, Webcast and Digital-Videos/Serious Game/MOOC, SPOOC, podcast...).

3- Experiential (On the Job Training, Mentoring, tutoring, reverse mentoring, peer training).

4- Events (Co-Development Workshop/Conferences, discussion workshops...).

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

2020					98%	2021					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		
61.2%	38.8%	54.6%	45.4%	94%	Germany	55.5%	44.5%	55.7%	44.3%	95%	
57.9%	42.1%	86.1%	13.9%	87%	Austria	42.9%	57.1%	45.6%	54.4%	96%	
50.9%	49.1%	44.6%	55.4%	99%	Belgium	56.1%	43.9%	50.8%	49.2%	98%	
20.0%	80.0%	25.4%	74.6%	100%	Bulgaria	29.6%	70.4%	28.3%	71.7%	100%	
				100%	Denmark	40.0%	60.0%	38.7%	61.3%	100%	
53.2%	46.8%	50.6%	49.4%	98%	Spain	55.1%	44.9%	56.5%	43.5%	99%	
				100%	Finland	50.0%	50.0%	50.0%	50.0%	100%	
54.7%	45.3%	50.2%	49.8%	99%	France	43.1%	56.9%	47.7%	52.3%	98%	
60.0%	40.0%	62.3%	37.7%	91%	Greece	66.7%	33.3%	98.5%	1.5%	100%	
62.5%	37.5%	81.7%	18.3%	100%	Hungary	52.9%	47.1%	44.6%	55.4%	100%	
46.9%	53.1%	63.6%	36.4%	100%	Ireland	48.3%	51.7%	36.7%	63.3%	100%	
58.9%	41.1%	59.9%	40.1%	99%	Italy	58.3%	41.7%	58.1%	41.9%	99%	
60.9%	39.1%	63.7%	36.3%	100%	Luxembourg	57.9%	42.1%	52.5%	47.5%	100%	
25.0%	75.0%	10.7%	89.3%	100%	Norway	55.6%	44.4%	60.3%	39.7%	100%	
63.6%	36.4%	43.5%	56.5%	100%	Netherlands	72.4%	27.6%	48.9%	51.1%	99%	
45.0%	55.0%	45.0%	55.0%	99%	Poland	41.7%	58.3%	49.9%	50.1%	100%	
43.5%	56.5%	46.3%	53.7%	100%	Portugal	46.3%	53.7%	48.1%	51.9%	100%	
68.2%	31.8%	74.2%	25.8%	100%	Czech Republic	63.1%	36.9%	57.7%	42.3%	100%	
42.1%	57.9%	53.9%	46.1%	100%	Romania	54.3%	45.7%	53.0%	47.0%	98%	
66.9%	33.1%	62.7%	37.3%	95%	Royaume Uni	65.7%	34.3%	66.2%	33.8%	93%	
66.7%	33.3%	6.8%	93.2%	100%	Slovakia	100.0%		100.0%		100%	
				98%	Sweden	48.8%	51.2%	48.5%	51.5%	99%	
55.2%	44.8%	52.0%	48.0%	98%	MOYENNE	47.9%	52.1%	50.6%	49.4%	98%	

Source: My Development

7 | MOBILITY

NUMBER OF FILLED POSITIONS VIA TALEO PER COUNTRY

2020		95%	COUNTRIES	2021		98%
NUMBER OF POSITIONS PUBLISHED	INTERNALLY FILLED POSITION	NUMBER OF POSITIONS PUBLISHED		INTERNALLY FILLED POSITION		
			Germany	454	5	
			Austria			
863	666		Belgium	1,401	3,321	
33	6		Bulgaria	57	7	
2			Denmark	11		
160	4		Spain	417	51	
			Finland			
4,249	2,913		France	7,139	3,038	
			Greece			
15			Hungary	16		
47	1		Ireland	61	3	
332	354		Italy	429	210	
243	174		Luxembourg	297	197	
5	1		Norway	13	4	
69	23		Netherlands	56	12	
193	2		Poland	314	70	
1,402	1,066		Portugal	2,216	1,701	
5			Czech Republic	63		
16	2		Romania	53	10	
802	423		United Kingdom	1,696	362	
			Slovakia			
24			Sweden	66		
8,460	5,635		TOTAL	14,759	8,991	

NUMBER OF MOBILITIES AND MOBILITY RATE PER COUNTRY AND GENDER

2020						99%	2021						99%
NUMBER OF MOBILITIES			MOBILITY RATE			Countries	NUMBER OF MOBILITIES			MOBILITY RATE			
MEN	WOMEN	TOTAL	MEN	WOMEN	GLOBAL		MEN	WOMEN	TOTAL	MEN	WOMEN	GLOBAL	
424	295	719	15%	12%	14%	Germany	340	335	675	12%	14%	13%	
19	10	29	14%	7%	11%	Austria	12	12	24	9%	9%	9%	
1,445	1,418	2,863	22%	20%	21%	Belgium	942	1,038	1,980	15%	15%	15%	
20	57	77	12%	9%	10%	Bulgaria	7	15	22	4%	2%	3%	
16	15	31	11%	11%	11%	Denmark	14	11	25	9%	8%	8%	
210	288	498	12%	16%	14%	Spain	231	262	493	13%	13%	13%	
7	5	12	44%	45%	44%	Finland	1	4	5	5%	36%	17%	
3,496	4,957	8,453	14%	16%	15%	France	4,118	5,347	9,465	17%	18%	17%	
5	8	13	17%	28%	22%	Greece	4	5	9	12%	17%	15%	
18	19	37	10%	6%	7%	Hungary	6	16	22	3%	5%	4%	
24	24	48	9%	11%	9%	Ireland	14	8	22	5%	4%	4%	
1,337	1,431	2,768	15%	16%	16%	Italy	1,210	1,243	2,453	14%	15%	14%	
226	262	488	12%	15%	13%	Luxembourg	203	250	453	11%	14%	13%	
11	3	14	13%	4%	9%	Norway	16	10	26	18%	15%	17%	
41	32	73	7%	11%	8%	Netherlands	53	26	79	9%	9%	9%	
242	435	677	9%	9%	9%	Poland	224	336	560	8%	7%	8%	
422	541	963	16%	18%	17%	Portugal	500	555	1,055	17%	17%	17%	
75	70	145	21%	17%	19%	Czech Republic	32	12	44	9%	3%	6%	
31	61	92	11%	10%	10%	Romania	10	26	36	4%	4%	4%	
274	252	526	7%	8%	7%	United Kingdom	336	306	642	9%	11%	9%	
48	57	105	39%	28%	32%	Slovakia	26	12	38	18%	5%	10%	
18	8	26	19%	8%	13%	Sweden	20	16	36	14%	13%	14%	
8,409	10,248	18,657	14%	15%	15%	TOTAL	8,319	9,845	18,164	14%	15%	15%	



BNP PARIBAS

The bank for a changing world