

# EUROPEAN SOCIAL REPORT 2023



GROUP HUMAN RESOURCES



**BNP PARIBAS**

The bank for a changing world

Introduction	3
Definitions	4

## 01 | HEADCOUNTS

- Full-Time Equivalent per business area and per gender	6
- Headcount per business area and per gender	7
- Full-Time Equivalent per country and per gender	8
- Headcount per country and per gender	9
- Full-Time Equivalent per business area and per country	10
- Full-Time Equivalent breakdown per gender, business area and country	11
- Full-Time Equivalent per contract, per business area and per gender	12
- Full-Time Equivalent per contract, per country and per gender	13
- Age pyramid – Headcount	14
- Breakdown of headcount per age and country	15
- Average age per country and gender	16
- Group seniority pyramid – Headcount	17
- Breakdown of headcount per seniority and country	18
- Average seniority per country and gender	19
- Full-Time Equivalent per professional field, country and gender	20

## 02 | WORKING TIME

- Part-time employees per country and gender – Headcount	22
- Part-time employees by length of working time per country and gender – Headcount	23
- Part-time employees per country and age group – Headcount	24

## 03 | MOVEMENTS

- Recruitments of Permanent-Term Contracts per gender	26
- Variation of Fixed-Term Contracts – Headcount	26
- Recruitments of Permanent-Term Contracts per country and gender	27
- Permanent-Term Contracts leavers per reason and gender	28
- Scope variations – Full-Time Equivalent	28
- Departure rate per reason and country – Headcount	29

## 04 | MOBILITY

- Number of mobilities and mobility rate per country and gender	31
- Cross-functional mobilities (inter-entity and inter-business) per country and gender	32
- Number of positions published and jobs filled internally via Group Tool per country	33

## 05 | ABSENTEEISME

- Absenteeism rate per country	35
--------------------------------	----

## 06 | DIVERSITY

- Share of women in Senior Management Positions per country	37
- Number of nationalities per country	38
- Number of employees with a disability per country	39
- Average age of departure of employees aged 55 years old and over per country	40

## 07 | TRAINING

- Rate and average number of training hours per employee, per country	42
- Training courses attended: overview by content and country	43
- Percentage of employees who completed a management training course per country and gender	44

# INTRODUCTION

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



**SCOPE OF THE EUROPEAN WORKS COUNCIL:** the scope covers 22 countries on 2023, December 31<sup>st</sup>.

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

- Headcount: each employee counts for 1.
- Full-Time Equivalent (FTE): 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).

CIFRE (France): Industrial Training Convention by Research.

**BUSINESS AREA:**

- **Commercial, Personal Banking & Services (CPBS):**

Commercial & Personal Banking in France (CPBF), Italian Commercial & Personal Banking (BNL bc), Commercial & Personal Banking in Belgium (CPBB), Commercial & Personal Banking in Luxembourg (CPBL), Europe-Mediterranean.

Specialised Businesses: BNP Paribas Finance (Personal Finance), Arval, BNP Paribas Leasing Solutions (Leasing Solutions), BNP Paribas Personal Investors (Personal Investors), New Digital Businesses (Nickel, Floa, Lyf).

- **Investment and Protection Services (IPS):** Cardif, Real Estate, Asset Management, Wealth Management, IPS Investments.

- **Corporate & Institutional Banking (CIB)**

- **Group Functions:** Social activities, BNP Paribas Consulting & Transformation, Group Communication, General Direction, Company Engagement, Compliance, Collective Management, Finance & Strategy, Legal, Group Data Office, IMEX, General Inspection, ITG, People and Property Security, Procurement & Performance, Corporate & Social Responsibility, Group Human Resources, Risk, Steering of Transversal Projects.


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

**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:**

SMP are key positions, identified and validated by the Executive Committees of the Group, Business areas and Group Functions as providing a crucial contribution to the Group and its Entities by accomplishing the following roles:

- Defining and implementing the strategy of the Group, its business areas (Operating Divisions or Group Functions), and/or;
- Developing and doing business, resulting in achieving expected commercial results, and/or;
- Creating high level core expertise that contributes in accomplishing the strategy of the Group, its business areas, and/or Group Functions.

**COMPLETION RATE:** Each table can be associated with a completion rate indicating the percentage of coverage of the European Committee. This rate is only displayed if the overall completion rate is strictly less than 95%. The following symbol is used: 

Details of the significance rate by country or business area will only be provided if the overall completion rate is strictly less than 95%.



# 01 | HEADCOUNTS

- Full-Time Equivalent per business area and per gender
- Headcount per business area and per gender
- Full-Time Equivalent per country and per gender
- Headcount per country and per gender
- Full-Time Equivalent per business area and per country
- Full-Time Equivalent breakdown per gender, business area and country
- Full-Time Equivalent per contract, per business area and per gender
- Full-Time Equivalent per contract, per country and per gender
- Age pyramid - Headcount
- Breakdown of headcount per age and country
- Average age per country and gender
- Group seniority pyramid - Headcount
- Breakdown of headcount per seniority and country
- Average seniority per country and gender
- Full-Time Equivalent per professional field, country and gender



2022					BUSINESS AREA	2023				
Men		Women		TOTAL		Men		Women		TOTAL
FTE	%	FTE	%			FTE	%	FTE	%	
9,493	39.8%	14,334	60.2%	23,827	CPBF	9,308	39.9%	14,047	60.1%	23,355
4,960	50.8%	4,800	49.2%	9,760	BNL bc	4,915	50.7%	4,786	49.3%	9,702
4,915	48.6%	5,205	51.4%	10,120	CPBB	4,903	48.6%	5,181	51.4%	10,084
812	51.7%	759	48.3%	1,571	CPBL	811	51.9%	752	48.1%	1,563
2,314	34.9%	4,308	65.1%	6,622	Europe-Mediterranean	2,259	35.3%	4,147	64.7%	6,406
7,040	43.5%	9,145	56.5%	16,184	Personal Finance	6,615	45.3%	7,999	54.7%	14,614
3,539	49.3%	3,643	50.7%	7,182	Arval	3,735	49.8%	3,770	50.2%	7,505
1,588	47.5%	1,757	52.5%	3,345	Leasing Solutions	1,548	47.5%	1,708	52.5%	3,256
699	61.3%	442	38.7%	1,141	Personal Investors	697	60.8%	449	39.2%	1,146
407	50.5%	399	49.5%	806	New Digital Businesses	537	54.8%	444	45.2%	981
2,631	46.4%	3,037	53.6%	5,668	Cardif	2,704	46.5%	3,108	53.5%	5,811
2,382	52.1%	2,188	47.9%	4,570	Real Estate	2,264	51.9%	2,100	48.1%	4,364
952	61.2%	604	38.8%	1,555	Asset Management	983	61.2%	624	38.8%	1,607
672	48.7%	708	51.3%	1,380	Wealth Management	681	49.3%	701	50.7%	1,382
30	61.7%	19	38.3%	49	IPS Investments	6	68.2%	3	31.8%	9
11,341	57.3%	8,455	42.7%	19,796	CIB	11,878	57.5%	8,779	42.5%	20,656
8,056	50.3%	7,949	49.7%	16,004	Group Functions	8,508	51.0%	8,167	49.0%	16,675
669	52.9%	595	47.1%	1,264	Other activities	683	53.2%	601	46.8%	1,284
<b>62,498</b>	<b>47.8%</b>	<b>68,346</b>	<b>52.2%</b>	<b>130,845</b>	<b>TOTAL</b>	<b>63,033</b>	<b>48.3%</b>	<b>67,365</b>	<b>51.7%</b>	<b>130,398</b>



2022					2023					
Men		Women		TOTAL	BUSINESS AREA	Men		Women		TOTAL
Headcount	%	Headcount	%			Headcount	%	Headcount	%	
9,543	39.0%	14,920	61.0%	24,463	CPBF	9,360	39.0%	14,610	61.0%	23,970
5,000	50.1%	4,977	49.9%	9,977	BNL bc	4,951	50.0%	4,951	50.0%	9,902
5,028	46.9%	5,690	53.1%	10,718	CPBB	5,020	46.9%	5,683	53.1%	10,703
833	49.1%	863	50.9%	1,696	CPBL	831	49.3%	855	50.7%	1,686
2,322	34.9%	4,326	65.1%	6,648	Europe-Mediterranean	2,265	35.2%	4,162	64.8%	6,427
7,110	42.5%	9,630	57.5%	16,740	Personal Finance	6,681	44.2%	8,445	55.8%	15,126
3,565	48.4%	3,807	51.6%	7,372	Arval	3,758	48.9%	3,931	51.1%	7,689
1,595	46.5%	1,832	53.5%	3,427	Leasing Solutions	1,555	46.6%	1,783	53.4%	3,338
713	58.0%	516	42.0%	1,229	Personal Investors	711	57.7%	522	42.3%	1,233
409	50.5%	401	49.5%	810	New Digital Businesses	539	54.7%	446	45.3%	985
2,760	46.0%	3,241	54.0%	6,001	Cardif	2,840	46.2%	3,311	53.8%	6,151
2,412	51.4%	2,285	48.6%	4,697	Real Estate	2,284	51.4%	2,163	48.6%	4,447
957	60.5%	624	39.5%	1,581	Asset Management	988	60.5%	644	39.5%	1,632
673	48.2%	724	51.8%	1,397	Wealth Management	683	48.8%	716	51.2%	1,399
30	61.2%	19	38.8%	49	IPS Investments	6	66.7%	3	33.3%	9
11,394	56.8%	8,662	43.2%	20,056	CIB	11,933	57.1%	8,974	42.9%	20,907
8,103	49.8%	8,163	50.2%	16,266	Group Functions	8,557	50.5%	8,373	49.5%	16,930
671	52.6%	605	47.4%	1,276	Other activities	686	52.9%	611	47.1%	1,297
<b>63,118</b>	<b>47.0%</b>	<b>71,285</b>	<b>53.0%</b>	<b>134,403</b>	<b>TOTAL</b>	<b>63,648</b>	<b>47.6%</b>	<b>70,183</b>	<b>52.4%</b>	<b>133,831</b>



2022					COUNTRIES	2023				
Men		Women		TOTAL		Men		Women		TOTAL
FTE	%	FTE	%			FTE	%	FTE	%	
3,359	56.5%	2,588	43.5%	5,947	Germany	3,392	55.5%	2,715	44.5%	6,107
84	54.8%	69	45.2%	152	Austria	112	54.5%	94	45.5%	206
6,437	50.1%	6,410	49.9%	12,847	Belgium	6,363	50.0%	6,369	50.0%	12,732
166	21.1%	620	78.9%	786	Bulgaria	43	47.7%	48	52.3%	91
170	53.2%	149	46.8%	319	Denmark	198	57.1%	149	42.9%	347
2,193	49.5%	2,233	50.5%	4,427	Spain	2,302	50.2%	2,285	49.8%	4,587
25	55.6%	20	44.4%	45	Finland	24	54.8%	20	45.2%	44
25,676	45.6%	30,644	54.4%	56,320	France	25,670	45.9%	30,220	54.1%	55,890
43	57.5%	32	42.5%	75	Greece	47	54.8%	39	45.2%	86
195	41.8%	271	58.2%	466	Hungary	197	39.7%	298	60.3%	495
282	55.9%	223	44.1%	506	Ireland	287	54.7%	237	45.3%	524
8,104	50.3%	7,998	49.7%	16,102	Italy	8,008	50.3%	7,923	49.7%	15,931
1,905	53.3%	1,668	46.7%	3,573	Luxembourg	1,881	53.0%	1,671	47.0%	3,552
97	54.0%	83	46.0%	180	Norway	101	55.5%	81	44.5%	181
817	64.5%	450	35.5%	1,268	Netherlands	860	68.2%	401	31.8%	1,261
3,665	37.3%	6,167	62.7%	9,832	Poland	3,679	37.7%	6,068	62.3%	9,746
3,758	47.2%	4,201	52.8%	7,959	Portugal	4,221	48.1%	4,557	51.9%	8,778
381	51.3%	362	48.7%	742	Czech Republic	294	56.3%	228	43.7%	521
297	32.5%	616	67.5%	913	Romania	245	40.2%	363	59.8%	608
4,422	59.0%	3,071	41.0%	7,493	United Kingdom	4,694	59.9%	3,141	40.1%	7,835
215	43.1%	283	56.9%	498	Slovakia	207	42.8%	277	57.2%	483
207	52.4%	188	47.6%	396	Sweden	210	53.5%	183	46.5%	393
<b>62,498</b>	<b>47.8%</b>	<b>68,346</b>	<b>52.2%</b>	<b>130,845</b>	<b>TOTAL</b>	<b>63,033</b>	<b>48.3%</b>	<b>67,365</b>	<b>51.7%</b>	<b>130,398</b>





2022					2023					
Men		Women		TOTAL	COUNTRIES	Men		Women		TOTAL
Headcount	%	Headcount	%			Headcount	%	Headcount	%	
3,403	54.4%	2,857	45.6%	6,260	Germany	3,437	53.5%	2,984	46.5%	6,421
84	53.5%	73	46.5%	157	Austria	113	53.3%	99	46.7%	212
6,581	48.6%	6,968	51.4%	13,549	Belgium	6,513	48.4%	6,938	51.6%	13,451
170	21.4%	623	78.6%	793	Bulgaria	47	49.5%	48	50.5%	95
173	52.1%	159	47.9%	332	Denmark	201	56.1%	157	43.9%	358
2,208	48.6%	2,335	51.4%	4,543	Spain	2,314	49.3%	2,381	50.7%	4,695
25	55.6%	20	44.4%	45	Finland	24	54.5%	20	45.5%	44
25,797	44.9%	31,691	55.1%	57,488	France	25,796	45.2%	31,222	54.8%	57,018
43	57.3%	32	42.7%	75	Greece	47	54.7%	39	45.3%	86
198	41.0%	285	59.0%	483	Hungary	200	38.9%	314	61.1%	514
283	55.4%	228	44.6%	511	Ireland	287	54.3%	242	45.7%	529
8,193	49.4%	8,394	50.6%	16,587	Italy	8,080	49.4%	8,291	50.6%	16,371
1,950	51.2%	1,855	48.8%	3,805	Luxembourg	1,927	51.0%	1,855	49.0%	3,782
98	53.8%	84	46.2%	182	Norway	101	55.5%	81	44.5%	182
842	62.7%	501	37.3%	1,343	Netherlands	886	66.4%	449	33.6%	1,335
3,752	37.5%	6,264	62.5%	10,016	Poland	3,770	38.0%	6,157	62.0%	9,927
3,758	47.2%	4,205	52.8%	7,963	Portugal	4,222	48.1%	4,561	51.9%	8,783
389	50.1%	387	49.9%	776	Czech Republic	302	55.3%	244	44.7%	546
299	32.6%	618	67.4%	917	Romania	247	40.4%	365	59.6%	612
4,445	57.9%	3,226	42.1%	7,671	United Kingdom	4,712	59.1%	3,266	40.9%	7,978
218	43.2%	287	56.8%	505	Slovakia	209	42.6%	282	57.4%	491
209	52.0%	193	48.0%	402	Sweden	213	53.1%	188	46.9%	401
<b>63,118</b>	<b>47.0%</b>	<b>71,285</b>	<b>53.0%</b>	<b>134,403</b>	<b>TOTAL</b>	<b>63,648</b>	<b>47.6%</b>	<b>70,183</b>	<b>52.4%</b>	<b>133,831</b>



## 2023

COUNTRIES	CPBF	BNL bc	CPBB	CPBL	Europe-Med.	Personal Finance	Arval	Leasing Solutions	Personal Investors	New Digital Businesses	Cardif	Real Estate	Asset Mgmt.	Wealth Mgmt.	IPS Invest.	CIB	Group Functions	Other activities	TOTAL
Germany			58			1,747	434	291	1,146	24	160	736	22	82		1,044	354	10	6,107
Austria						66	71	21			13		5			24	6		206
Belgium			9,962		1	443	405	127		25	88	94	291			323	828	144	12,732
Bulgaria											37					45	7	2	91
Denmark			21			188	45	1			3		29			35	25		347
Spain	15					1,404	882	105		54	124	110	7	15		985	887		4,587
Finland							36									8			44
France	23,275				206	4,572	2,036	1,337		769	3,468	1,743	810	716	9	5,435	10,471	1,044	55,890
Greece							47									37	2		86
Hungary						295	36				39					86	36	4	495
Ireland							40					35				414	34	1	524
Italy		9,702				2,392	1,152	476			495	157	51			646	855	6	15,931
Luxembourg				1,563			54	14			315	43	69	259		964	264	5	3,552
Norway						6	28	36			5		52			40	12	2	181
Netherlands			11			82	494	100			68	48	111	8		281	57		1,261
Poland					6,168	1,109	309	264			124	85				1,195	491	2	9,746
Portugal	65					549	87	37		22	489	4	1	301		5,772	1,404	47	8,778
Czech Rep.						128	120				223					25	25	1	521
Romania						316	104	57			24					21	85	1	608
U.K.			32			1,178	704	384		87		1,310	146			3,185	796	15	7,835
Slovakia						72	368				34						10		483
Sweden					31	69	55	6			103		12			91	27		393
<b>TOTAL</b>	<b>23,355</b>	<b>9,702</b>	<b>10,084</b>	<b>1,563</b>	<b>6,406</b>	<b>14,614</b>	<b>7,505</b>	<b>3,256</b>	<b>1,146</b>	<b>981</b>	<b>5,811</b>	<b>4,364</b>	<b>1,607</b>	<b>1,382</b>	<b>9</b>	<b>20,656</b>	<b>16,675</b>	<b>1,284</b>	<b>130,398</b>

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

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

## 2023

COUNTRIES	CPBF	BNL bc	CPBB	CPBL	Europe-Méd.	Personal Finance	Arval	Leasing Solutions	Personal Investors	New Digital Businesses	Cardif	Real Estate	Asset Mgmt.	Wealth Mgmt.	IPS Invest.	CIB	Group Functions	Other activities
	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%			51%	55%	52%	61%	59%	53%	55%	68%	56%		60%	57%	90%
Austria						56%	56%	57%			55%		ns			63%	ns	
Belgium			51%		ns	53%	54%	56%		56%	52%	57%	68%			64%	52%	66%
Bulgaria											58%					53%	ns	ns
Denmark			63%			50%	61%	ns			ns		79%			77%	68%	
Spain	67%					54%	57%	58%		61%	61%	51%	ns	53%		60%	55%	
Finland							61%									ns		
France	60%				59%	60%	51%	51%		51%	53%	50%	58%	54%	ns	60%	51%	51%
Greece							51%									59%	ns	
Hungary						62%	67%				56%					63%	72%	ns
Ireland							65%					63%				54%	53%	ns
Italy		51%				51%	54%	50%			51%	54%	51%			52%	52%	ns
Luxembourg				52%			53%	51%			54%	56%	55%	55%		57%	56%	ns
Norway						ns	65%	56%			ns		73%			59%	67%	ns
Netherlands			73%			58%	71%	53%			61%	69%	70%	ns		72%	73%	
Poland					66%	64%	55%	61%			51%	70%				51%	55%	ns
Portugal	54%					58%	55%	51%		50%	67%	ns	ns	51%		50%	53%	51%
Czech Rep.						66%	52%				54%					52%	52%	ns
Romania						60%	53%	72%			63%					76%	53%	ns
U.K.			50%			56%	54%	56%		100%		52%	61%			68%	61%	80%
Slovakia						76%	53%				67%						60%	
Sweden					51%	51%	56%	ns			55%		75%			64%	62%	
<b>TOTAL</b>	<b>60%</b>	<b>51%</b>	<b>51%</b>	<b>52%</b>	<b>65%</b>	<b>55%</b>	<b>50%</b>	<b>52%</b>	<b>61%</b>	<b>55%</b>	<b>53%</b>	<b>52%</b>	<b>61%</b>	<b>51%</b>	<b>ns</b>	<b>58%</b>	<b>51%</b>	<b>53%</b>

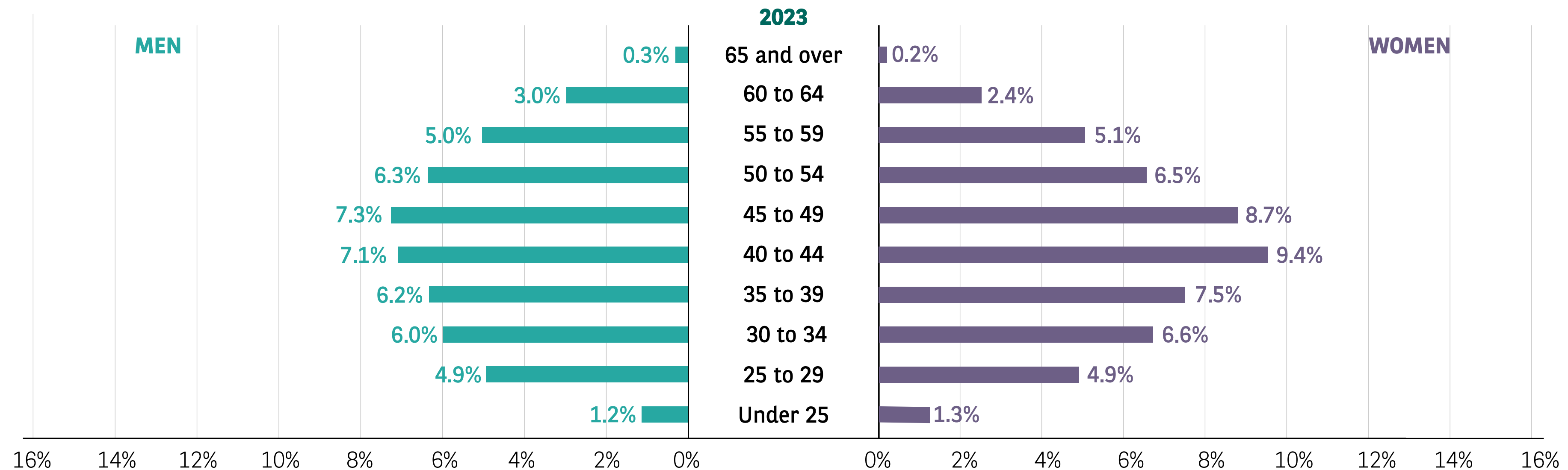
% Majority of Men % Majority of Women ns: Non significant

2022						2023						
FTC		TOTAL	PTC		TOTAL	BUSINESS AREA	FTC		TOTAL	PTC		TOTAL
Men	Women		Men	Women			Men	Women		Men	Women	
102	180	282	9,391	14,154	23,545	CPBF	70	119	189	9,238	13,929	23,167
57	78	135	4,903	4,723	9,626	BNL bc	73	92	165	4,842	4,694	9,537
7	15	22	4,908	5,190	10,098	CPBB	10	26	36	4,893	5,155	10,048
18	18	36	794	741	1,535	CPBL	13	11	24	798	741	1,539
423	758	1,181	1,891	3,549	5,441	Europe-Mediterranean	294	576	870	1,965	3,571	5,536
294	433	727	6,746	8,712	15,458	Personal Finance	262	350	612	6,353	7,649	14,002
131	109	240	3,408	3,535	6,943	Arval	144	109	253	3,591	3,661	7,252
41	49	90	1,547	1,708	3,254	Leasing Solutions	29	29	57	1,519	1,680	3,198
4	9	13	695	433	1,128	Personal Investors				697	449	1,146
3	17	19	404	383	787	New Digital Businesses	7	17	24	530	427	957
41	61	102	2,590	2,976	5,566	Cardif	32	41	72	2,672	3,067	5,739
34	59	93	2,348	2,129	4,477	Real Estate	23	43	66	2,241	2,057	4,299
7	13	20	945	590	1,535	Asset Mgmt.	8	5	13	975	619	1,594
1	3	4	671	705	1,376	Wealth Mgmt.	4	3	7	677	698	1,375
2		2	28	19	47	IPS Investments				6	3	9
301	299	600	11,041	8,155	19,196	CIB	288	287	575	11,590	8,492	20,082
77	112	189	7,979	7,836	15,815	Group Functions	50	86	137	8,457	8,081	16,538
3	1	4	666	594	1,260	Other activities		2	2	683	599	1,282
1,545	2,216	3,760	60,954	66,131	127,085	TOTAL	1,307	1,795	3,101	61,727	65,570	127,297

2022						2023						
FTC		TOTAL	PTC		TOTAL	COUNTRIES	FTC		TOTAL	PTC		TOTAL
Men	Women		Men	Women			Men	Women		Men	Women	
48	61	109	3,311	2,527	5,837	Germany	33	42	74	3,359	2,673	6,033
2	1	3	82	68	149	Austria	2	3	5	110	91	201
15	23	38	6,422	6,387	12,809	Belgium	16	30	46	6,347	6,338	12,686
16	39	55	150	581	731	Bulgaria	3	2	5	40	46	86
1	3	4	169	146	315	Denmark	1	2	3	197	148	345
28	48	75	2,166	2,186	4,351	Spain	20	23	43	2,282	2,262	4,544
1	1	2	24	19	43	Finland				24	20	44
214	404	618	25,463	30,240	55,703	France	156	318	474	25,515	29,901	55,416
2	1	3	41	31	72	Greece	4	2	6	43	37	80
6	4	10	189	267	456	Hungary	3	4	7	194	294	488
12	11	23	270	212	483	Ireland	5	6	11	282	231	513
237	253	489	7,868	7,745	15,613	Italy	240	238	478	7,768	7,685	15,453
35	52	87	1,870	1,616	3,486	Luxembourg	32	37	69	1,849	1,634	3,483
1	2	3	96	81	177	Norway		2	2	101	79	179
98	53	151	719	397	1,117	Netherlands	112	54	166	748	347	1,095
709	1,099	1,808	2,956	5,068	8,024	Poland	599	921	1,520	3,080	5,147	8,227
43	59	102	3,715	4,142	7,857	Portugal	24	33	57	4,197	4,524	8,721
12	18	30	369	343	712	Czech Republic	6	10	16	288	218	506
4	7	11	293	609	902	Romania	4	5	9	241	358	599
51	60	110	4,371	3,011	7,383	United Kingdom	43	48	91	4,651	3,093	7,744
4	10	14	211	273	484	Slovakia		10	10	207	267	474
7	7	14	200	181	382	Sweden	6	4	10	205	179	384
1,545	2,216	3,760	60,954	66,131	127,085	TOTAL	1,307	1,795	3,101	61,727	65,570	127,297

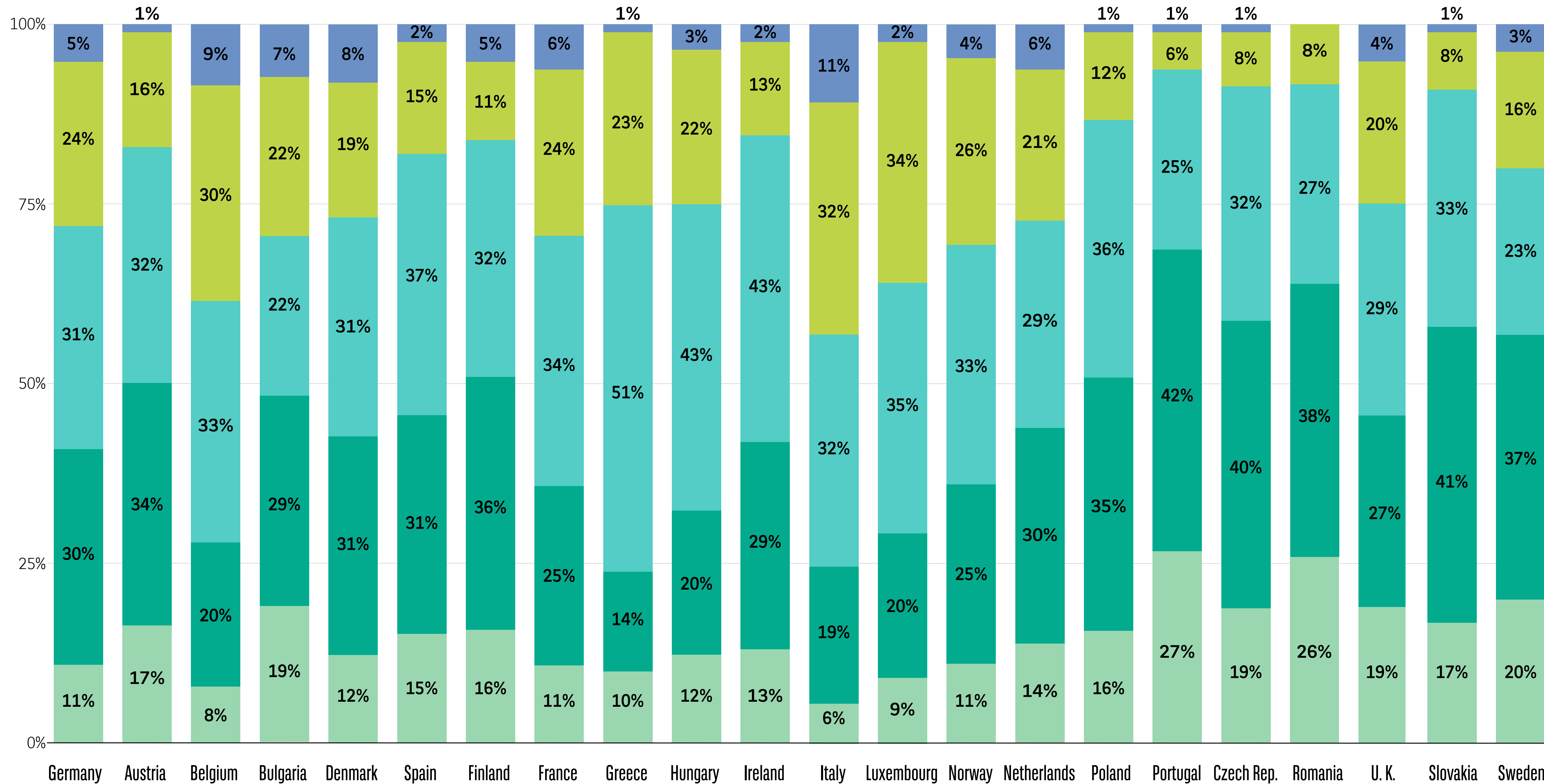
2022			AGE RANGE	2023		
GLOBAL	Breakdown			GLOBAL	Breakdown	
	Men	Women		Men	Women	
0.4%	65.4%	34.6%	65 years old and over	0.5%	64.7%	35.3%
4.9%	56.7%	43.3%	From 60 to 64 years old	5.4%	55.3%	44.7%
10.1%	49.0%	51.0%	From 55 to 59 years old	10.1%	49.6%	50.4%
11.9%	49.3%	50.7%	From 50 to 54 years old	12.8%	48.9%	51.1%
15.9%	46.2%	53.8%	From 45 to 49 years old	16.0%	45.7%	54.3%
16.9%	42.7%	57.3%	From 40 to 44 years old	16.6%	43.1%	56.9%
14.5%	43.9%	56.1%	From 35 to 39 years old	13.8%	45.3%	54.7%
12.8%	47.1%	52.9%	From 30 to 34 years old	12.6%	47.6%	52.4%
9.9%	48.6%	51.4%	From 25 to 29 years old	9.8%	50.3%	49.7%
2.7%	46.4%	53.6%	Under 25 years old	2.4%	48.9%	51.1%
<b>100 %</b>			<b>TOTAL</b>	<b>100 %</b>		

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.



2023

■ Under 30 years old 
 ■ From 30 to 39 years old 
 ■ From 40 to 49 years old 
 ■ From 50 to 59 years old 
 ■ 60 years old and over



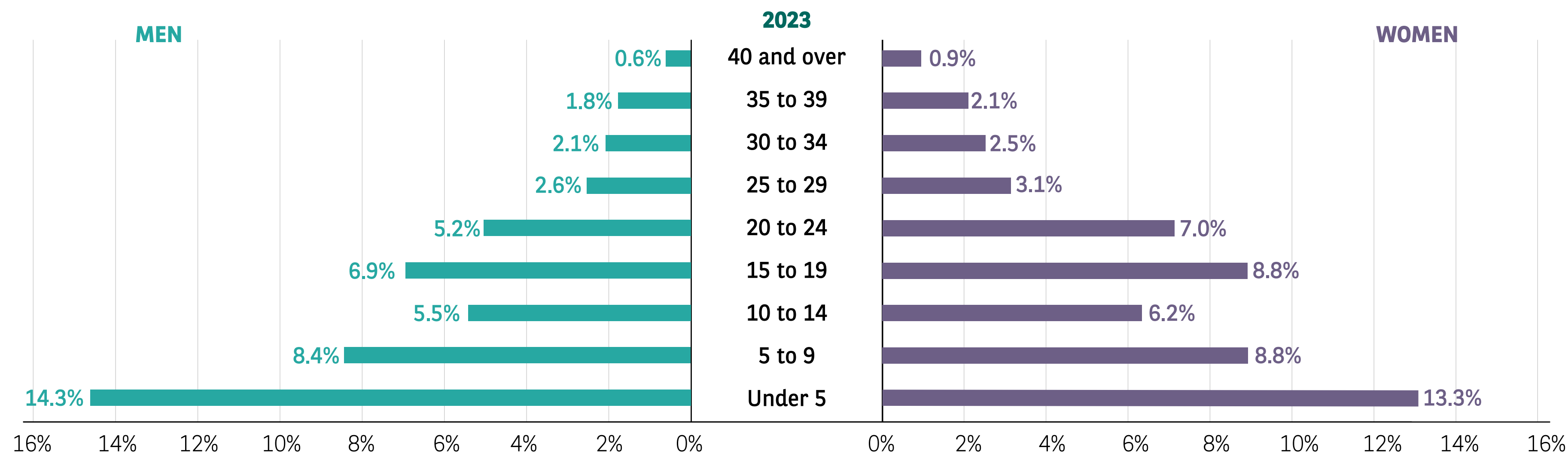
2022			2023			
GLOBAL	Breakdown		COUNTRIES	GLOBAL	Breakdown	
	Men	Women			Men	Women
42.6	42.9	42.3	Germany	43.1	43.5	42.6
40.1	41.5	38.3	Austria	40.2	41.6	38.6
46.0	46.0	46.0	Belgium	46.4	46.3	46.4
36.0	36.4	35.9	Bulgaria	42.3	40.8	43.9
42.5	43.1	41.8	Denmark	43.1	43.2	42.8
40.6	40.3	40.9	Spain	40.8	40.4	41.3
39.2	37.5	41.4	Finland	40.1	38.3	42.2
43.7	43.9	43.5	France	44.0	44.1	43.8
43.5	43.3	43.7	Greece	44.2	44.7	43.6
42.7	42.1	43.0	Hungary	43.8	42.9	44.3
40.7	41.2	40.0	Ireland	41.0	41.7	40.3
46.9	48.2	45.6	Italy	47.3	48.4	46.1
44.7	44.8	44.7	Luxembourg	45.1	45.1	45.1
43.2	42.9	43.5	Norway	43.6	43.0	44.4
42.1	42.8	40.7	Netherlands	42.4	43.0	41.2
39.3	38.8	39.7	Poland	39.8	39.2	40.1
35.7	35.6	35.9	Portugal	36.1	35.8	36.4
38.3	38.3	38.4	Czech Republic	38.3	38.0	38.6
37.0	37.1	36.9	Romania	36.8	36.8	36.8
41.1	41.7	40.1	United Kingdom	41.3	41.9	40.5
37.9	38.0	37.9	Slovakia	38.7	38.3	38.9
38.9	38.2	39.6	Sweden	39.1	38.5	39.8
<b>43.1</b>	<b>43.4</b>	<b>42.7</b>	<b>AVERAGE AGE</b>	<b>43.4</b>	<b>43.6</b>	<b>43.2</b>





2022			SENIORITY RANGE	2023		
GLOBAL	Breakdown			GLOBAL	Breakdown	
	Men	Women		Men	Women	
1.6%	39.4%	60.6%	40 years and over	1.5%	39.1%	60.9%
3.9%	47.8%	52.2%	From 35 to 39 years	3.9%	47.3%	52.7%
4.8%	45.1%	54.9%	From 30 to 34 years	4.5%	45.4%	54.6%
4.8%	46.6%	53.4%	From 25 to 29 years	5.7%	46.1%	53.9%
12.3%	43.1%	56.9%	From 20 to 24 years	12.2%	42.6%	57.4%
14.8%	43.5%	56.5%	From 15 to 19 years	15.7%	43.8%	56.2%
13.8%	45.7%	54.3%	From 10 to 14 years	11.7%	47.3%	52.7%
15.2%	47.6%	52.4%	From 5 to 9 years	17.2%	48.7%	51.3%
28.8%	51.1%	48.9%	Under 5 years	27.7%	51.8%	48.2%
<b>100 %</b>			<b>TOTAL</b>	<b>100 %</b>		

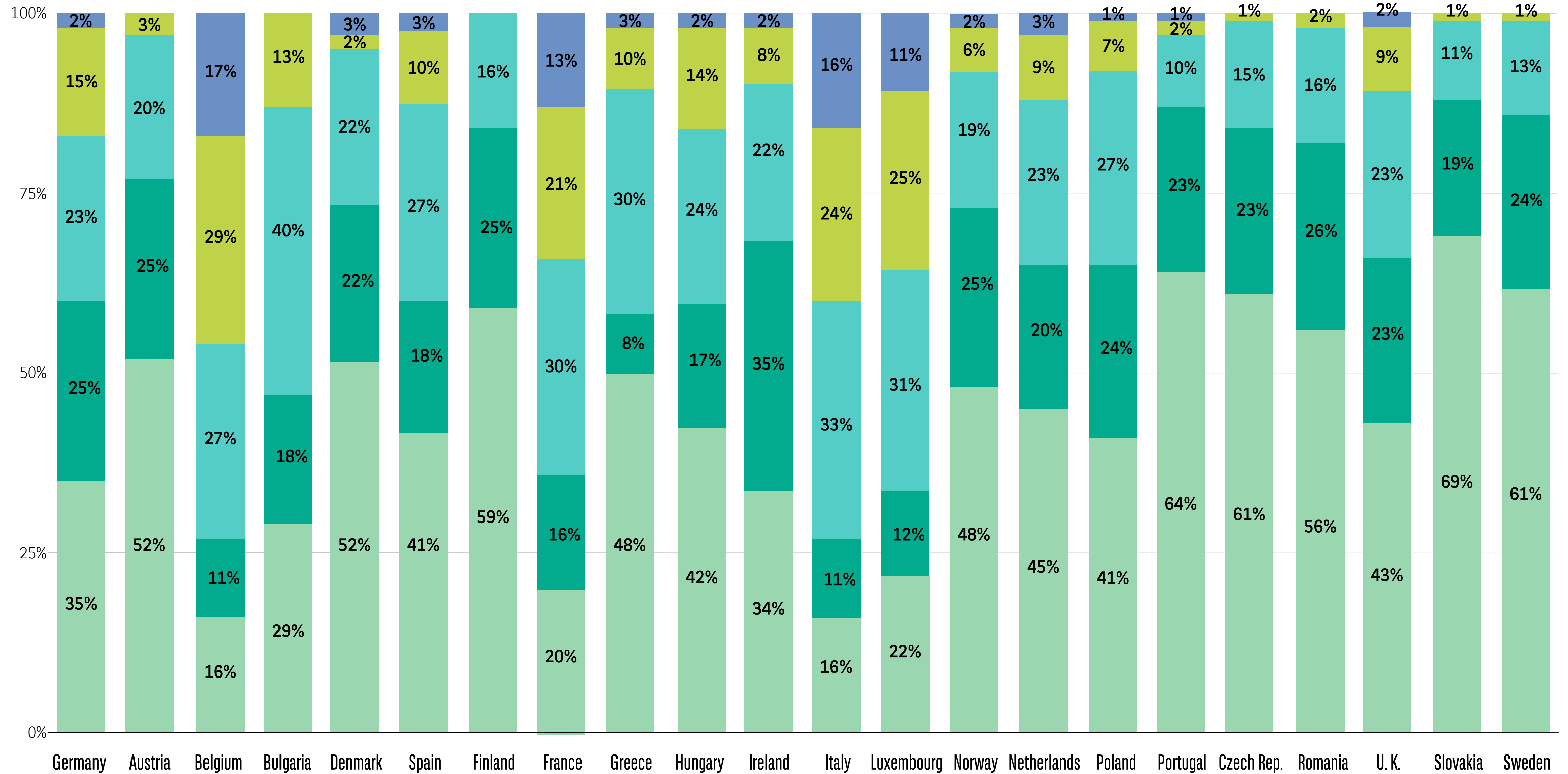
Percentages per gender are calculated on the basis of the total headcount of each seniority range.  
 Percentages of the global column are calculated on the basis of the global headcount.  
 When companies are acquired by BNP Paribas, the seniority considered is that of the employee's arrival in the initial company.



# BREAKDOWN OF HEADCOUNT PER SENIORITY AND COUNTRY

2023

■ Under 5 years   
 ■ From 5 to 9 years   
 ■ From 10 to 19 years   
 ■ From 20 to 29 years   
 ■ 30 years and over



2022			COUNTRIES	2023		
GLOBAL	Breakdown			GLOBAL	Breakdown	
	Men	Women			Men	Women
9.9	9.6	10.3	Germany	10.4	10.2	10.6
5.8	5.6	6.1	Austria	6.3	6.0	6.6
18.5	17.8	19.1	Belgium	18.6	17.9	19.3
8.7	9.3	8.5	Bulgaria	10.5	10.1	10.9
7.2	6.4	8.1	Denmark	7.2	6.1	8.6
9.9	9.0	10.7	Spain	10.0	9.0	11.0
4.7	4.7	4.8	Finland	5.1	5.0	5.2
15.6	14.6	16.4	France	15.7	14.7	16.5
10.8	10.5	11.3	Greece	10.3	10.4	10.1
10.0	9.5	10.4	Hungary	9.7	9.7	9.8
8.5	8.0	9.2	Ireland	8.8	8.5	9.1
17.6	18.0	17.2	Italy	17.8	18.0	17.6
15.8	14.8	16.9	Luxembourg	16.1	15.1	17.1
7.4	6.9	7.9	Norway	7.6	7.0	8.2
8.6	8.6	8.6	Netherlands	8.9	8.9	9.0
8.2	7.6	8.6	Poland	8.6	7.9	9.0
4.9	4.7	5.0	Portugal	5.1	4.9	5.2
7.3	6.9	7.7	Czech Republic	5.4	5.2	5.5
6.6	6.2	6.8	Romania	5.6	5.4	5.8
8.5	8.8	8.2	United Kingdom	8.9	9.1	8.5
4.8	4.5	5.0	Slovakia	4.6	4.4	4.7
5.0	5.0	5.1	Sweden	5.5	5.4	5.6
<b>13.7</b>	<b>13.2</b>	<b>14.2</b>	<b>AVERAGE SENIORITY</b>	<b>13.9</b>	<b>13.2</b>	<b>14.4</b>

When companies are acquired by BNP Paribas, the seniority considered is that of the employee's arrival in the initial company.

2022									2023									
Sales			Operation Processing			Functions & Steering			COUNTRIES	Sales			Operation Processing			Functions & Steering		
GLOBAL	M.	W.	GLOBAL	M.	W.	GLOBAL	M.	W.		GLOBAL	M.	W.	GLOBAL	M.	W.	GLOBAL	M.	W.
43%	61%	39%	17%	46%	54%	40%	57%	43%	Germany	42%	59%	41%	17%	45%	55%	41%	57%	43%
54%	64%	36%	18%	55%	45%	27%	40%	60%	Austria	57%	61%	39%	15%	67%	33%	28%	40%	60%
57%	46%	54%	6%	48%	52%	37%	57%	43%	Belgium	57%	46%	54%	6%	46%	54%	37%	56%	44%
72%	14%	86%	4%	39%	61%	25%	37%	63%	Bulgaria	13%	58%	42%	35%	36%	64%	52%	52%	48%
51%	47%	53%	8%	34%	66%	42%	65%	35%	Denmark	47%	51%	49%	8%	46%	54%	45%	67%	33%
39%	45%	55%	13%	38%	62%	48%	56%	44%	Spain	39%	45%	55%	13%	40%	60%	49%	57%	43%
53%	58%	42%	29%	69%	31%	18%	25%	75%	Finland	57%	60%	40%	23%	70%	30%	21%	22%	78%
50%	43%	57%	9%	33%	67%	41%	51%	49%	France	49%	43%	57%	9%	33%	67%	42%	52%	48%
35%	54%	46%	33%	63%	38%	32%	55%	45%	Greece	35%	40%	60%	31%	65%	35%	34%	59%	41%
42%	37%	63%	11%	36%	64%	47%	47%	53%	Hungary	47%	34%	66%	11%	36%	64%	42%	47%	53%
12%	64%	36%	37%	46%	54%	51%	60%	40%	Ireland	12%	69%	31%	35%	42%	58%	52%	59%	41%
59%	49%	51%	10%	45%	55%	31%	54%	46%	Italy	57%	49%	51%	10%	44%	56%	33%	55%	45%
31%	51%	49%	25%	46%	54%	45%	59%	41%	Luxembourg	31%	52%	48%	25%	46%	54%	45%	58%	42%
47%	59%	41%	12%	68%	32%	41%	43%	57%	Norway	52%	61%	39%	8%	67%	33%	39%	46%	54%
44%	68%	32%	16%	63%	37%	40%	67%	33%	Netherlands	46%	71%	29%	16%	60%	40%	38%	66%	34%
52%	31%	69%	16%	36%	64%	31%	47%	53%	Poland	49%	31%	69%	18%	36%	64%	33%	48%	52%
11%	47%	53%	38%	45%	55%	51%	49%	51%	Portugal	11%	51%	49%	36%	45%	55%	53%	49%	51%
38%	49%	51%	17%	37%	63%	45%	58%	42%	Czech Republic	29%	54%	46%	22%	40%	60%	49%	57%	43%
52%	22%	78%	9%	25%	75%	39%	47%	53%	Romania	25%	28%	72%	14%	25%	75%	61%	48%	52%
45%	61%	39%	11%	46%	54%	44%	59%	41%	United Kingdom	46%	62%	38%	12%	47%	53%	42%	59%	41%
32%	35%	65%	38%	45%	55%	30%	47%	53%	Slovakia	21%	41%	59%	43%	46%	54%	36%	43%	57%
49%	61%	39%	14%	40%	60%	37%	47%	53%	Sweden	51%	62%	38%	12%	40%	60%	37%	48%	52%
48%	45%	55%	13%	41%	59%	39%	53%	47%	TOTAL	46%	46%	54%	13%	40%	60%	41%	53%	47%

# 02

# WORKING TIME

- Part-time employees per country and gender - Headcount
- Part-time employees by length of working time per country and gender - Headcount
- Part-time employees per country and age group - Headcount



2022						2023						
Men		Women		TOTAL		COUNTRIES	Men		Women		TOTAL	
Headcount	%	Headcount	%	Headcount	%		Headcount	%	Headcount	%	Headcount	%
171	5.3%	896	32.9%	1,067	17.9%	Germany	182	5.7%	900	32.6%	1,082	18.2%
1	1.2%	14	20.3%	15	9.9%	Austria	1	1.2%	13	18.3%	14	9.0%
539	8.5%	2,295	33.9%	2,834	21.7%	Belgium	567	9.0%	2,303	34.2%	2,870	22.0%
5	2.9%	11	1.8%	16	2.0%	Bulgaria	2	4.3%	1	2.1%	3	3.2%
5	2.9%	28	17.6%	33	9.9%	Denmark	5	2.5%	25	15.9%	30	8.4%
63	2.9%	479	20.8%	542	12.1%	Spain	56	2.4%	440	18.5%	496	10.6%
				0	0.0%	Finland			1	5.0%	1	2.3%
376	1.5%	4,633	14.8%	5,009	8.8%	France	392	1.5%	4,401	14.2%	4,793	8.5%
		1	3.1%	1	1.3%	Greece			1	2.6%	1	1.2%
3	1.5%	52	18.2%	55	11.4%	Hungary	5	2.5%	55	17.5%	60	11.7%
3	1.1%	18	7.9%	21	4.1%	Ireland	2	0.7%	17	7.0%	19	3.6%
116	1.4%	1,523	18.3%	1,639	9.9%	Italy	115	1.4%	1,467	17.7%	1,582	9.7%
152	7.8%	717	38.7%	869	22.8%	Luxembourg	156	8.1%	701	37.8%	857	22.7%
2	2.0%	3	3.6%	5	2.7%	Norway	1	1.0%	2	2.5%	3	1.6%
104	14.0%	198	48.6%	302	26.2%	Netherlands	100	13.1%	196	48.3%	296	25.4%
29	0.8%	84	1.3%	113	1.1%	Poland	28	0.7%	77	1.3%	105	1.1%
1	0.0%	13	0.3%	14	0.2%	Portugal	4	0.1%	15	0.3%	19	0.2%
11	2.8%	80	20.7%	91	11.7%	Czech Republic	7	3.3%	32	16.2%	39	9.5%
3	1.0%	9	1.5%	12	1.3%	Romania	1	0.4%	5	1.4%	6	1.0%
71	1.7%	529	17.2%	600	8.2%	United Kingdom	63	1.5%	467	15.3%	530	7.2%
1	0.5%	11	3.8%	12	2.4%	Slovakia	1	0.5%	15	5.3%	16	3.3%
4	1.9%	14	7.3%	18	4.5%	Sweden	5	2.3%	15	8.0%	20	5.0%
<b>1,660</b>	<b>2.7%</b>	<b>11,608</b>	<b>16.5%</b>	<b>13,268</b>	<b>10.0%</b>	<b>TOTAL</b>	<b>1,693</b>	<b>2.7%</b>	<b>11,149</b>	<b>16.1%</b>	<b>12,842</b>	<b>9.8%</b>

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).

2022							2023							
< 80 %			≥ 80 %			TOTAL HEADCOUNT	COUNTRIES	< 80 %			≥ 80 %			TOTAL HEADCOUNT
GLOBAL	Men	Women	GLOBAL	Men	Women			GLOBAL	Men	Women	GLOBAL	Men	Women	
67.1%	7.3%	59.8%	32.9%	8.7%	24.2%	1,067	Germany	64.9%	7.1%	57.8%	35.1%	9.7%	25.4%	1,082
80.0%		80.0%	20.0%	6.7%	13.3%	15	Austria	85.7%		85.7%	14.3%	7.1%	7.1%	14
20.5%	4.1%	16.4%	79.5%	14.9%	64.6%	2,834	Belgium	20.8%	3.7%	17.1%	79.2%	16.0%	63.1%	2,870
75.0%	31.3%	43.8%	25.0%		25.0%	16	Bulgaria	100.0%	66.7%	33.3%				3
48.5%	12.1%	36.4%	51.5%	3.0%	48.5%	33	Denmark	53.3%	13.3%	40.0%	46.7%	3.3%	43.3%	30
53.9%	5.2%	48.7%	46.1%	6.5%	39.7%	542	Spain	55.0%	5.0%	50.0%	45.0%	6.3%	38.7%	496
						0	Finland				100.0%		100.0%	1
18.8%	3.2%	15.5%	81.2%	4.3%	77.0%	5,009	France	19.7%	3.4%	16.2%	80.3%	4.7%	75.6%	4,793
			100.0%		100.0%	1	Greece				100.0%		100.0%	1
81.8%	5.5%	76.4%	18.2%		18.2%	55	Hungary	88.3%	8.3%	80.0%	11.7%		11.7%	60
23.8%		23.8%	76.2%	14.3%	61.9%	21	Ireland	31.6%		31.6%	68.4%	10.5%	57.9%	19
41.9%	3.4%	38.5%	58.1%	3.7%	54.4%	1,639	Italy	39.8%	3.0%	36.8%	60.2%	4.2%	55.9%	1,582
29.8%	3.3%	26.5%	70.2%	14.2%	56.0%	869	Luxembourg	30.5%	3.9%	26.6%	69.5%	14.4%	55.2%	857
60.0%	20.0%	40.0%	40.0%	20.0%	20.0%	5	Norway	66.7%	33.3%	33.3%	33.3%		33.3%	3
25.8%	2.0%	23.8%	74.2%	32.5%	41.7%	302	Netherlands	24.0%	1.7%	22.3%	76.0%	32.1%	43.9%	296
50.4%	19.5%	31.0%	49.6%	6.2%	43.4%	113	Poland	62.9%	21.0%	41.9%	37.1%	5.7%	31.4%	105
64.3%	7.1%	57.1%	35.7%		35.7%	14	Portugal	42.1%	10.5%	31.6%	57.9%	10.5%	47.4%	19
76.9%	7.7%	69.2%	23.1%	4.4%	18.7%	91	Czech Republic	71.8%	7.7%	64.1%	28.2%	10.3%	17.9%	39
100.0%	25.0%	75.0%				12	Romania	100.0%	16.7%	83.3%				6
52.5%	6.0%	46.5%	47.5%	5.8%	41.7%	600	United Kingdom	45.8%	5.5%	40.4%	54.2%	6.4%	47.7%	530
58.3%	8.3%	50.0%	41.7%		41.7%	12	Slovakia	75.0%	6.3%	68.8%	25.0%		25.0%	16
44.4%	16.7%	27.8%	55.6%	5.6%	50.0%	18	Sweden	65.0%	25.0%	40.0%	35.0%		35.0%	20
31.1%	4.2%	26.8%	68.9%	8.3%	60.6%	13,268	TOTAL	30.7%	4.2%	26.6%	69.3%	9.0%	60.3%	12,842

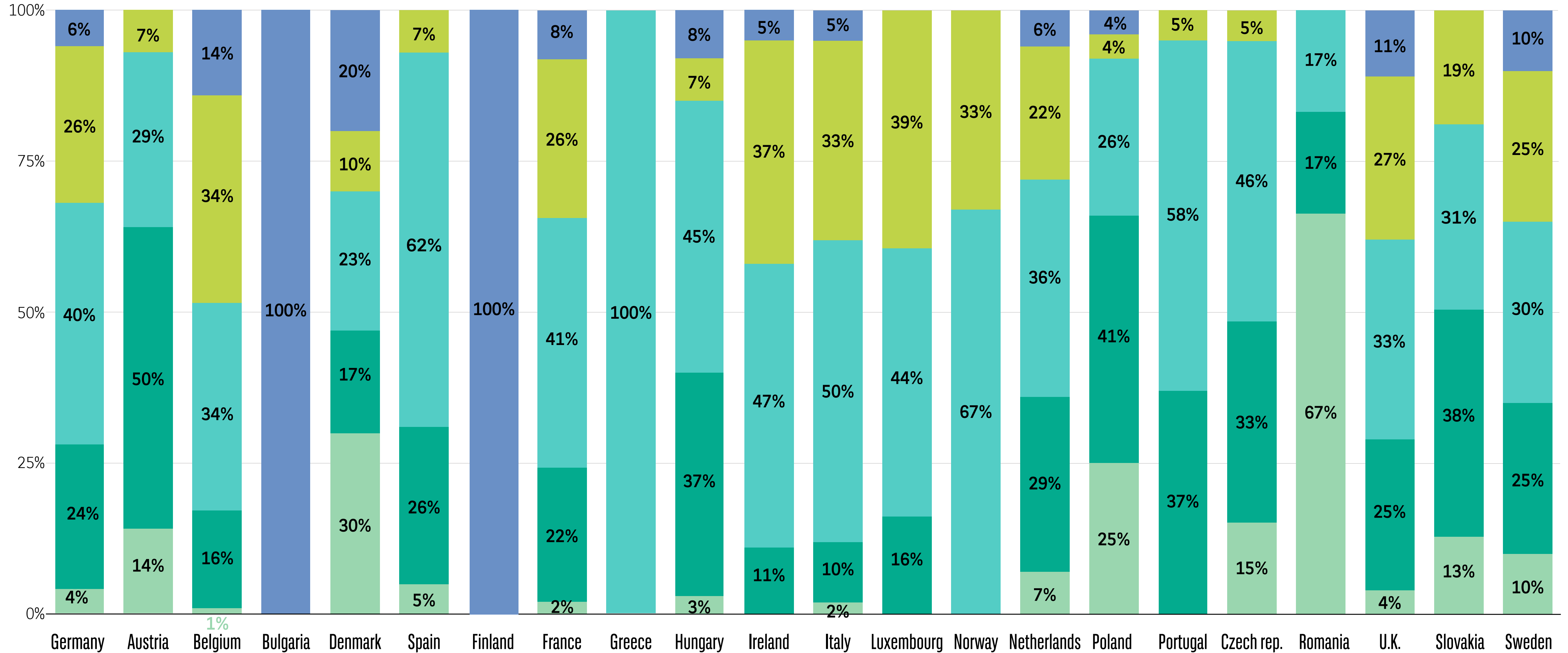
Percentages are based on the total part-time headcount of each country.



2023

■ Under 30 years old 
 ■ From 30 to 39 years old 
 ■ From 40 to 49 years old 
 ■ From 50 to 59 years old 
 ■ 60 years old and over

**PER COUNTRY:**



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

**PER AGE:**



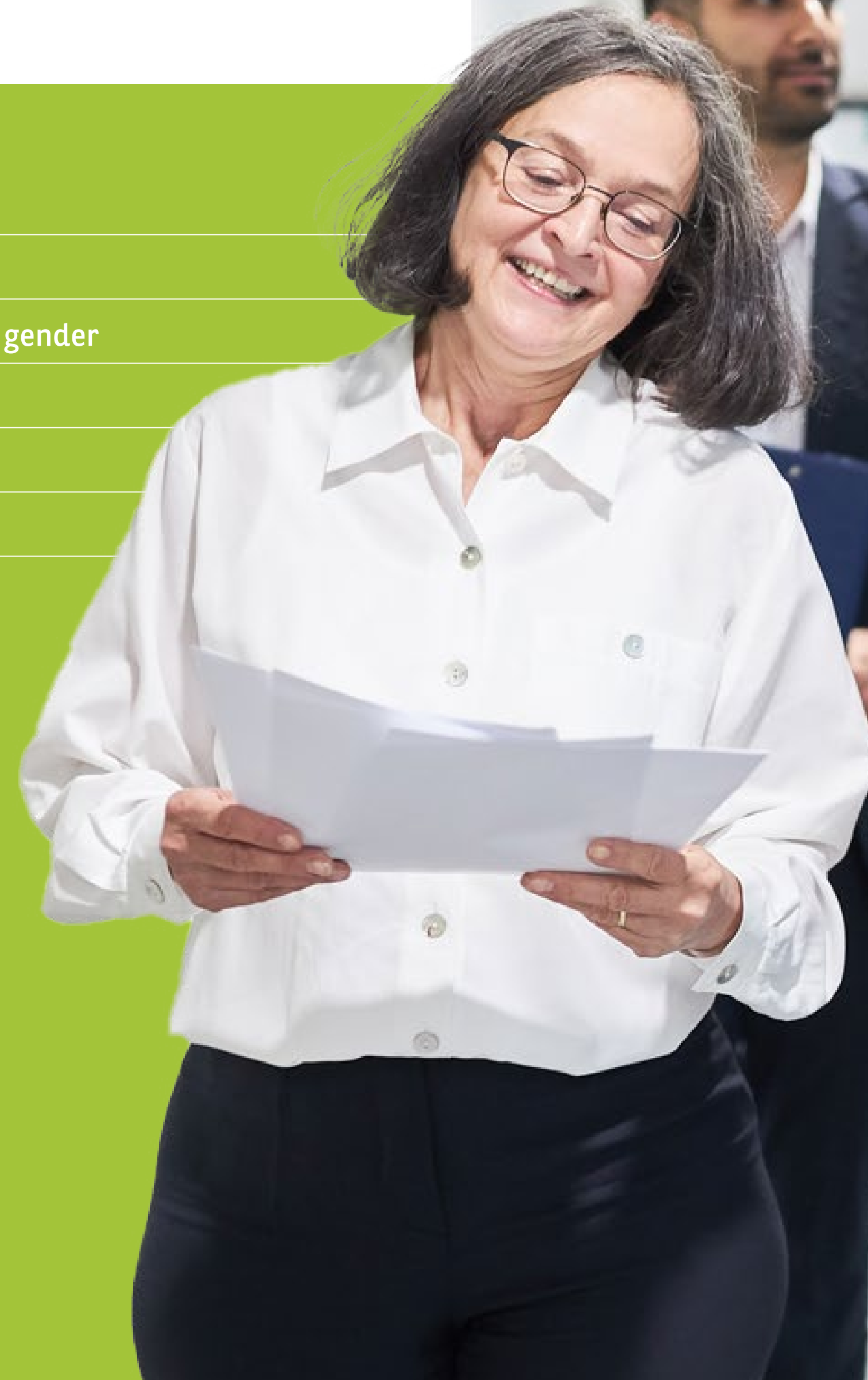
Percentages are based on the total part-time headcount.





# 03 | MOVEMENTS

- Recruitments of Permanent-Term Contracts per gender
- Variation of Fixed-Term Contracts - Headcount
- Recruitments of Permanent-Term Contracts per country and gender
- Permanent-Term Contracts leavers per reason and gender
- Scope variations - Full-Time Equivalent
- Departure rate per reason and country - Headcount



2022			RECRUITMENTS	2023		
Headcount				Headcount		
Men <sup>1</sup>	Women <sup>1</sup>	TOTAL		Men <sup>1</sup>	Women <sup>1</sup>	TOTAL
6,402	5,708	<b>12,111</b>	PTC	5,010	4,364	<b>9,375</b>
1,355	1,571	<b>2,926</b>	Contract transformation from FTC to PTC	1,189	1,322	<b>2,511</b>
<b>7,757</b>	<b>7,279</b>	<b>15,037</b>	<b>TOTAL</b>	<b>6,199</b>	<b>5,686</b>	<b>11,886</b>

<sup>1</sup> This breakdown takes into account employees whose gender has been completed in the HR tools.

2022			RECRUITMENTS	2023		
Breakdown				Breakdown		
Men	Women	GLOBAL		Men	Women	GLOBAL
52.9%	47.1%	<b>80.5%</b>	PTC	53.4%	46.6%	<b>78.9%</b>
46.3%	53.7%	<b>19.5%</b>	Contract transformation from FTC to PTC	47.4%	52.6%	<b>21.1%</b>
<b>51.6%</b>	<b>48.4%</b>	<b>100.0%</b>	<b>TOTAL</b>	<b>52.2%</b>	<b>47.8%</b>	<b>100.0%</b>

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 - HEADCOUNT

2022	2023
<b>228</b>	<b>-663</b>

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

2022			2023			
RECRUITMENTS	Breakdown		COUNTRIES	RECRUITMENTS	Breakdown	
	Men	Women			Men	Women
935	55.5%	44.5%	Germany	561	50.6%	49.4%
26	50.0%	50.0%	Austria	33	57.6%	42.4%
902	56.3%	43.7%	Belgium	777	53.0%	47.0%
163	22.7%	77.3%	Bulgaria	68	22.1%	77.9%
46	63.0%	37.0%	Denmark	43	60.5%	39.5%
767	56.5%	43.5%	Spain	573	54.5%	45.5%
13	38.5%	61.5%	Finland	10	30.0%	70.0%
5,355	51.0%	49.0%	France	4,130	53.2%	46.8%
9	55.6%	44.4%	Greece	12	33.3%	66.7%
89	40.4%	59.6%	Hungary	104	30.8%	69.2%
81	54.3%	45.7%	Ireland	67	44.8%	55.2%
848	60.4%	39.6%	Italy	663	58.7%	41.3%
315	54.9%	45.1%	Luxembourg	253	50.2%	49.8%
28	46.4%	53.6%	Norway	26	61.5%	38.5%
135	60.7%	39.3%	Netherlands	104	64.4%	35.6%
1,123	42.5%	57.5%	Poland	1,070	42.4%	57.6%
2,160	50.7%	49.3%	Portugal	1,895	52.6%	47.4%
134	53.7%	46.3%	Czech Republic	92	57.6%	42.4%
193	36.3%	63.7%	Romania	134	46.3%	53.7%
1,425	53.6%	46.4%	United Kingdom	1,095	56.3%	43.7%
159	46.5%	53.5%	Slovakia	123	43.1%	56.9%
131	51.1%	48.9%	Sweden	53	58.5%	41.5%
<b>15,037</b>	<b>51.6%</b>	<b>48.4%</b>	<b>TOTAL</b>	<b>11,886</b>	<b>52.2%</b>	<b>47.8%</b>

Including contract transformations from FTC to PTC.

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



2022			DEPARTURES PER REASON	2023		
Headcount				Headcount		
Men <sup>1</sup>	Women <sup>1</sup>	TOTAL		Men <sup>1</sup>	Women <sup>1</sup>	TOTAL
775	801	1,576	Retirement/Early retirement	569	667	1,236
3,467	3,263	6,731	Resignation	2,712	2,514	5,226
401	477	878	Dismissal	313	332	645
536	629	1,165	Mutual agreed departures	407	590	997
1,265	1,171	2,436	Others*	1,290	1,203	2,494
<b>6,444</b>	<b>6,341</b>	<b>12,786</b>	<b>TOTAL</b>	<b>5,291</b>	<b>5,306</b>	<b>10,598</b>

<sup>1</sup> This breakdown takes into account employees whose gender has been completed in the HR tool.

2022			DEPARTURES PER REASON	2023		
Breakdown				Breakdown		
Men	Women	GLOBAL		Men	Women	GLOBAL
49.2%	50.8%	12.3%	Retirement/Early retirement	46.0%	54.0%	11.7%
51.5%	48.5%	52.6%	Resignation	51.9%	48.1%	49.3%
45.7%	54.3%	6.9%	Dismissal	48.5%	51.5%	6.1%
46.0%	54.0%	9.1%	Mutual agreed departures	40.8%	59.2%	9.4%
51.9%	48.1%	19.1%	Others*	51.7%	48.2%	23.5%
<b>50.4%</b>	<b>49.6%</b>	<b>100.0%</b>	<b>TOTAL</b>	<b>49.9%</b>	<b>50.1%</b>	<b>100.0%</b>

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

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

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

## SCOPE VARIATIONS - FULL-TIME EQUIVALENT

2021/2022		Scope variations	2022/2023	
FTEs	RATE		FTEs	RATE
264	0.2%		-442	-0.3%

2023							
COUNTRIES	Retirement/Early retirement	Resignation	Dismissal	Mutual agreed departures	Others <sup>1</sup>	TOTAL	DEPARTURE
Germany	0.3%	4.2%	0.5%	0.7%	2.6%	8.2%	522
Austria	0.5%	5.7%		1.0%	7.3%	14.6%	28
Belgium	1.2%	2.5%	0.8%	0.4%	0.6%	5.6%	748
Bulgaria		56.7%	1.0%	8.8%	6.8%	73.3%	75
Denmark		2.1%	0.6%	0.9%	9.9%	13.5%	45
Spain		3.5%	1.6%	0.1%	0.9%	6.1%	279
Finland		14.0%			2.3%	16.3%	7
France	1.7%	2.9%	0.5%	0.2%	1.6%	6.8%	3,865
Greece		3.8%			2.6%	6.4%	5
Hungary		1.0%	0.2%		13.3%	14.6%	70
Ireland		6.1%		0.2%	1.8%	8.1%	41
Italy	0.4%	2.8%	0.2%	1.1%	0.5%	5.0%	790
Luxembourg	0.9%	3.4%	0.7%	0.3%	0.9%	6.2%	231
Norway	0.5%	5.5%		1.1%	4.9%	12.1%	22
Netherlands	0.1%	6.5%	0.2%	1.2%	4.6%	12.5%	145
Poland	0.1%	5.2%	0.4%	2.4%	1.8%	9.9%	821
Portugal		8.2%	0.1%	0.1%	3.3%	11.8%	994
Czech Republic		4.6%	1.1%	1.1%	36.0%	42.7%	280
Romania	0.1%	11.8%	0.3%	44.5%	1.5%	58.3%	418
United Kingdom	0.1%	9.5%	0.2%	0.4%	3.5%	13.6%	1,057
Slovakia		11.6%	0.6%	3.6%	6.8%	22.7%	113
Sweden	0.5%	5.1%	0.5%		4.6%	10.7%	42
<b>TOTAL</b>	<b>0.9%</b>	<b>4.0%</b>	<b>0.5%</b>	<b>0.8%</b>	<b>1.9%</b>	<b>8.1%</b>	<b>10,598</b>

Departure rate, based on permanent contracts: (Number of departures in year N)/(Average number of employees in year N).

<sup>1</sup> Others: assisted departure plans, deaths, end of trial period, unspecified reason for leaving.

# 04 | MOBILITY

- Number of mobilities and mobility rate per country and gender
- Cross-functional mobilities (inter-entity and inter-business) per country and gender
- Number of positions published and jobs filled internally via Group Tool per country



2022						2023						
Number of mobilities			Mobility rate			COUNTRIES	Number of mobilities			Mobility rate		
Men	Women	TOTAL	Men	Women	GLOBAL		Men	Women	TOTAL	Men	Women	GLOBAL
233	208	441	8%	8%	8%	Germany	244	222	466	8%	9%	8%
10	9	19	13%	14%	13%	Austria	27	30	57	35%	45%	40%
801	786	1,587	13%	12%	12%	Belgium	1,223	953	2,176	20%	14%	17%
7	9	16	5%	2%	2%	Bulgaria		6	6		1%	1%
17	8	25	11%	6%	8%	Denmark	27	16	43	16%	11%	14%
188	200	388	10%	9%	10%	Spain	157	170	327	8%	8%	8%
3		3	14%		9%	Finland	6	4	10	27%	29%	28%
4,282	6,189	10,471	18%	21%	20%	France	3,557	4,750	8,307	14%	16%	15%
3	11	14	8%	37%	21%	Greece	14	5	19	33%	16%	26%
11	23	34	6%	9%	8%	Hungary	20	21	41	11%	8%	9%
37	22	59	14%	10%	12%	Ireland	8	11	19	3%	5%	4%
1,120	1,162	2,282	14%	14%	14%	Italy	1,289	1,270	2,559	17%	16%	16%
286	269	555	16%	16%	16%	Luxembourg	226	194	420	12%	11%	12%
10	5	15	10%	7%	9%	Norway	17	8	25	18%	10%	15%
85	57	142	15%	18%	16%	Netherlands	81	44	125	13%	13%	13%
196	278	474	7%	6%	6%	Poland	180	209	389	7%	4%	5%
566	616	1,182	18%	18%	18%	Portugal	577	644	1,221	16%	17%	16%
35	27	62	10%	8%	9%	Czech Republic	30	21	51	18%	14%	16%
36	47	83	14%	8%	10%	Romania	43	51	94	16%	9%	11%
593	654	1,247	14%	23%	18%	United Kingdom	505	379	884	12%	13%	13%
28	24	52	17%	10%	13%	Slovakia	40	40	80	21%	15%	18%
28	16	44	19%	12%	15%	Sweden	26	20	46	13%	11%	12%
<b>8,575</b>	<b>10,620</b>	<b>19,195</b>	<b>15%</b>	<b>16%</b>	<b>16%</b>	<b>TOTAL</b>	<b>8,297</b>	<b>9,068</b>	<b>17,365</b>	<b>14%</b>	<b>14%</b>	<b>14%</b>

Changes in the assignment and/or standard position of employees on permanent contracts. Changes related to reorganisations are not considered as mobilities. Percentages are calculated in relation to the reference PTC workforce in each country.



2022						2023						
Number of cross-functional mobilities			Cross-functional mobilities as a percentage of all mobilities			COUNTRIES	Number of cross-functional mobilities			Cross-functional mobilities as a percentage of all mobilities		
Men	Women	TOTAL	Men	Women	GLOBAL		Men	Women	TOTAL	Men	Women	GLOBAL
42	52	94	18%	25%	21%	Germany	33	31	64	14%	14%	14%
1	1	2	10%	11%	11%	Austria	1		1	4%		2%
168	202	370	21%	26%	23%	Belgium	193	197	390	16%	21%	18%
						Bulgaria		1	1		17%	17%
6	2	8	35%	25%	32%	Denmark	6	1	7	22%	6%	16%
43	36	79	23%	18%	20%	Spain	26	29	55	17%	17%	17%
						Finland						
1,142	1,597	2,739	27%	26%	26%	France	921	1,183	2,104	26%	25%	25%
						Greece	2		2	14%		11%
	3	3		13%	9%	Hungary	3	5	8	15%	24%	20%
10	6	16	27%	27%	27%	Ireland	3	4	7	38%	36%	37%
199	208	407	18%	18%	18%	Italy	183	180	363	14%	14%	14%
60	57	117	21%	21%	21%	Luxembourg	58	51	109	26%	26%	26%
2	1	3	20%	20%	20%	Norway	3	1	4	18%	13%	16%
9	8	17	11%	14%	12%	Netherlands	9	6	15	11%	14%	12%
45	44	89	23%	16%	19%	Poland	25	24	49	14%	11%	13%
176	201	377	31%	33%	32%	Portugal	149	167	316	26%	26%	26%
3	3	6	9%	11%	10%	Czech Republic	3	1	4	10%	5%	8%
2	2	4	6%	4%	5%	Romania	4	8	12	9%	16%	13%
96	79	175	16%	12%	14%	United Kingdom	82	52	134	16%	14%	15%
	1	1		4%	2%	Slovakia	2		2	5%		3%
4	4	8	14%	25%	18%	Sweden	3	1	4	12%	5%	9%
<b>2,008</b>	<b>2,507</b>	<b>4,515</b>	<b>23%</b>	<b>24%</b>	<b>24%</b>	<b>TOTAL</b>	<b>1,709</b>	<b>1,942</b>	<b>3,651</b>	<b>21%</b>	<b>21%</b>	<b>21%</b>

Cross-functional mobilities (inter-entity and inter-business) involve a change of legal entity and/or business area (Operating Divisions and Business Lines). Percentages are calculated in relation to the number of PTC mobilities in each country.



2022		COUNTRIES	2023	
Number of positions published	Internally filled positions		Number of positions published	Internally filled positions
1,724	267	Germany	1,196	370
2		Austria	5	
1,501	1,073	Belgium	1,354	1,523
71	2	Bulgaria	23	29
38		Denmark	21	1
627	65	Spain	602	56
1		Finland		
8,257	3,671	France	6,556	2,956
		Greece		
44	1	Hungary	30	3
101		Ireland	88	
409	164	Italy	536	207
337	165	Luxembourg	290	147
10		Norway	7	
114	21	Netherlands	64	24
305	99	Poland	343	12
3,243	2,980	Portugal	3,541	2,536
64		Czech Republic	56	
72	12	Romania	127	9
2,026	439	United Kingdom	1,403	432
		Slovakia		
67		Sweden	40	4
<b>19,013</b>	<b>8,959</b>	<b>TOTAL</b>	<b>16,282</b>	<b>8,309</b>

# 05 | ABSENTEEISM

– Absenteeism rate per country



2023

92%

COUNTRIES	Illness	Work-related accidents	Maternity, Paternity, Adoption, Parental leave	SIGNIFICANCE RATE
Germany	6.8%	<0.1%	4.4%	91%
Austria	1.7%		0.6%	35%
Belgium	8.0%	<0.1%	0.5%	88%
Bulgaria	1.2%		6.8%	44%
Denmark	3.9%		3.7%	60%
Spain	1.7%	<0.1%	1.1%	93%
Finland	2.9%	<0.1%	1.5%	82%
France	4.5%	0.1%	1.6%	99%
Greece	0.3%		0.1%	100%
Hungary	1.4%		2.3%	29%
Ireland	1.2%		2.9%	100%
Italy	2.7%	<0.1%	2.1%	95%
Luxembourg	2.9%		0.9%	94%
Norway	1.7%		2.9%	26%
Netherlands	5.7%		0.7%	78%
Poland	4.0%	<0.1%	4.5%	90%
Portugal	1.5%	<0.1%	1.1%	65%
Czech Republic	1.3%		5.3%	44%
Romania	0.4%		1.7%	42%
United Kingdom	1.9%	<0.1%	1.7%	89%
Slovakia	1.7%		1.3%	76%
Sweden	1.6%		4.2%	27%
<b>TOTAL</b>	<b>4.2%</b>	<b>0.1%</b>	<b>1.9%</b>	<b>92%</b>

% Significance rate of 30 to 50%.    % Non-significant data.

- Share of women in Senior Management Positions per country
- Number of nationalities per country
- Number of employees with a disability per country
- Average age of departure of employees aged 55 years old and over per country



2022	COUNTRIES	2023
% of Women in Senior Management Positions		% of Women in Senior Management Positions
<b>28.9%</b>	Germany	<b>32.0%</b>
33.3%	Austria	33.3%
<b>30.5%</b>	Belgium	<b>31.7%</b>
0.0%	Bulgaria	0.0%
0.0%	Denmark	0.0%
<b>57.1%</b>	Spain	<b>54.5%</b>
50.0%	Finland	50.0%
<b>39.9%</b>	France	<b>40.8%</b>
50.0%	Greece	50.0%
0.0%	Hungary	0.0%
0.0%	Ireland	<b>16.7%</b>
<b>24.3%</b>	Italy	<b>34.9%</b>
<b>31.0%</b>	Luxembourg	<b>33.9%</b>
50.0%	Norway	50.0%
<b>7.7%</b>	Netherlands	<b>9.1%</b>
<b>31.0%</b>	Poland	<b>36.2%</b>
<b>31.0%</b>	Portugal	<b>29.0%</b>
0.0%	Czech Republic	0.0%
50.0%	Romania	40.0%
<b>28.2%</b>	United Kingdom	<b>31.8%</b>
40.0%	Slovakia	25.0%
<b>16.7%</b>	Sweden	20.0%
<b>36.3%</b>	<b>TOTAL</b>	<b>38.1%</b>

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



2022		COUNTRIES	2023	
Nombre of nationalities	% of employee with another nationality than the country		Nombre of nationalities	% of employee with another nationality than the country
76	13.2%	Germany	78	13.9%
20	27.8%	Austria	23	33.3%
59	5.9%	Belgium	61	6.2%
4	0.5%	Bulgaria	3	2.1%
16	13.6%	Denmark	23	19.0%
45	10.6%	Spain	49	12.0%
5	8.9%	Finland	4	6.8%
113	6.3%	France	113	6.9%
3	4.0%	Greece	3	2.3%
8	2.1%	Hungary	10	2.2%
34	18.8%	Ireland	35	23.8%
45	0.9%	Italy	42	0.9%
50	82.0%	Luxembourg	49	82.4%
20	21.0%	Norway	19	22.7%
35	8.8%	Netherlands	39	10.6%
57	3.7%	Poland	59	4.2%
82	14.4%	Portugal	87	15.6%
16	9.2%	Czech Republic	17	13.9%
6	2.0%	Romania	8	2.8%
90	26.7%	United Kingdom	94	28.2%
16	9.4%	Slovakia	19	10.9%
19	14.4%	Sweden	23	15.5%
<b>153</b>	<b>9.8%</b>	<b>TOTAL</b>	<b>157</b>	<b>10.5%</b>

Percentages are based on the total headcount of each country.

2022		COUNTRIES	2023	
Number of Employees	Significance Rate		Number of Employees	Significance Rate
175	91%	Germany	188	91%
0	45%	Austria	0	35%
76	84%	Belgium	99	88%
34	87%	Bulgaria	2	44%
1	70%	Denmark	1	60%
41	89%	Spain	43	93%
0	80%	Finland	0	82%
2,882 <sup>1</sup>	99%	France	3,106 <sup>2</sup>	99%
0	91%	Greece	0	100%
2	64%	Hungary	0	20%
0	100%	Ireland	0	100%
742	95%	Italy	797	95%
10	97%	Luxembourg	11	94%
0	29%	Norway	0	26%
0	64%	Netherlands	1	78%
118	88%	Poland	130	90%
75	92%	Portugal	79	65%
6	53%	Czech Republic	0	44%
6	53%	Romania	1	42%
35	90%	United Kingdom	42	89%
9	92%	Slovakia	8	76%
0	29%	Sweden	0	27%

<sup>1</sup> For France, the final results issued in June 2023 are 2,882 (2,876 reported last year).

<sup>2</sup> The data communicated for France in 2023 are not definitive.

% Significance rate of 30 to 50%.    % Non significant data.

2022		COUNTRIES	2023	
Average Age	Number of Departure		Average Age	Number of Departure
60.6	79	Germany	61.4	87
60.1	2	Austria	60.7	5
62.7	420	Belgium	63.2	219
59.9	3	Bulgaria	60.4	2
63.3	5	Denmark	60.1	12
59.3	37	Spain	59.6	34
		Finland		
61.7	1,368	France	62.0	1,156
		Greece		
62.4	3	Hungary	59.3	4
60.0	1	Ireland	58.3	2
62.6	555	Italy	62.7	448
59.3	33	Luxembourg	59.4	59
60.3	2	Norway	60.2	2
60.6	29	Netherlands	59.5	30
59.8	41	Poland	59.0	70
60.3	9	Portugal	60.6	13
63.0	4	Czech Republic	58.1	1
60.0	3	Romania	58.4	19
60.2	146	United Kingdom	60.3	134
58.9	6	Slovakia	58.0	2
61.6	4	Sweden	60.0	5
<b>61.9</b>	<b>2,750</b>	<b>TOTAL</b>	<b>62.0</b>	<b>2,304</b>



# 07 | TRAINING

- Rate and average number of training hours per employee per country
- Training courses attended: overview by content and country
- Percentage of employees who completed a management training course per country and gender



2022

2023

Share of employees who completed at least one training course (including mandatory training courses)	Share of employees who completed at least four training courses (including mandatory training courses)	Average number of hours per employee	Average number of hours per employee (excluding mandatory training courses)	COUNTRIES	Share of employees who completed at least one training course (including mandatory training courses)	Share of employees who completed at least four training courses (including mandatory training courses)	Average number of hours per employee	Average number of hours per employee (excluding mandatory training courses)
99.5%	99.0%	18.7	14.9	Germany	99.7%	99.2%	14.8	10.5
78.6%	77.5%	5.5	3.3	Austria	98.4%	98.0%	10.4	6.0
99.4%	98.6%	15.6	12.7	Belgium	99.4%	98.9%	26.7	22.7
99.2%	97.9%	14.7	10.9	Bulgaria	100.0%	98.9%	11.2	6.7
99.4%	98.5%	8.9	6.4	Denmark	91.8%	90.7%	5.6	3.0
99.4%	98.5%	19.5	16.5	Spain	99.6%	99.0%	25.1	19.7
100.0%	97.8%	5.9	2.5	Finland	100.0%	100.0%	6.3	1.9
98.2%	96.7%	24.7	21.8	France	98.5%	97.6%	27.6	19.9
100.0%	100.0%	11.2	8.1	Greece	100.0%	100.0%	9.9	5.2
99.6%	98.5%	5.9	2.3	Hungary	99.6%	98.4%	6.5	4.3
98.6%	97.9%	10.7	7.3	Ireland	98.9%	98.3%	9.9	5.4
98.6%	98.0%	45.6	42.9	Italy	99.2%	98.6%	41.2	37.2
97.2%	96.0%	16.4	13.2	Luxembourg	98.3%	97.9%	19.1	14.9
98.4%	97.3%	6.9	3.4	Norway	98.3%	97.2%	9.0	5.3
98.1%	96.1%	8.7	6.0	Netherlands	97.8%	95.4%	11.1	7.1
98.6%	98.2%	25.0	22.2	Poland	98.7%	98.5%	27.4	23.3
99.8%	99.1%	21.1	17.5	Portugal	99.9%	99.5%	23.4	19.3
99.9%	99.4%	5.6	2.4	Czech Republic	99.8%	98.9%	6.5	5.1
99.6%	97.4%	20.2	17.0	Romania	100.0%	99.3%	10.2	7.7
95.2%	93.1%	18.7	16.3	United Kingdom	99.7%	99.5%	19.2	14.7
99.2%	99.0%	4.6	1.5	Slovakia	99.6%	98.9%	5.7	1.7
98.0%	97.0%	6.8	4.0	Sweden	99.2%	99.2%	8.5	6.5
<b>98.4%</b>	<b>97.3%</b>	<b>24.4</b>	<b>21.6</b>	<b>TOTAL</b>	<b>98.9%</b>	<b>98.3%</b>	<b>26.8</b>	<b>21.2</b>

Source: My Development.



2022

2023

2022				COUNTRIES	2023			
Hard skills	Risks & compliance	Culture & awareness of the Group	Soft Skills		Hard skills	Risks & compliance	Culture & awareness of the Group	Soft Skills
35%	45%	14%	6%	Germany	39%	47%	10%	4%
41%	47%	10%	2%	Austria	30%	43%	10%	17%
45%	39%	6%	11%	Belgium	42%	41%	11%	6%
35%	31%	20%	13%	Bulgaria	39%	54%	4%	3%
40%	54%	4%	1%	Denmark	37%	59%	4%	1%
43%	41%	7%	9%	Spain	43%	42%	6%	10%
42%	49%	9%	0%	Finland	34%	56%	10%	0%
61%	26%	9%	4%	France	60%	28%	8%	4%
57%	31%	10%	2%	Greece	37%	52%	9%	2%
41%	54%	3%	2%	Hungary	36%	58%	4%	2%
47%	42%	7%	4%	Ireland	43%	52%	3%	2%
63%	12%	14%	10%	Italy	54%	29%	13%	4%
46%	35%	7%	11%	Luxembourg	42%	39%	15%	4%
43%	48%	6%	3%	Norway	33%	59%	6%	2%
47%	46%	4%	2%	Netherlands	39%	53%	7%	1%
48%	38%	9%	4%	Poland	46%	41%	7%	5%
44%	34%	13%	9%	Portugal	43%	38%	12%	7%
40%	55%	3%	2%	Czech Republic	37%	58%	3%	1%
32%	46%	19%	3%	Romania	34%	52%	11%	3%
38%	46%	7%	9%	United Kingdom	31%	55%	7%	7%
38%	55%	7%	0%	Slovakia	34%	56%	8%	1%
39%	56%	3%	2%	Sweden	38%	56%	5%	1%
<b>57%</b>	<b>25%</b>	<b>11%</b>	<b>7%</b>	<b>TOTAL</b>	<b>53%</b>	<b>33%</b>	<b>9%</b>	<b>5%</b>

Percentage of training actions by content out of all training courses attended in the Group (including mandatory training courses). An employee may attend several training sessions.



2022

2023

% of employees who completed a management training course		% hours of management training followed		COUNTRIES	% of employees who completed a management training course		% hours of management training followed	
Men	Women	Men	Women		Men	Women	Men	Women
57.6%	42.4%	54.9%	45.1%		Germany	52.2%	47.8%	48.7%
0.0%	100.0%	0.0%	100.0%	Austria	50.0%	50.0%	76.3%	23.7%
52.3%	47.7%	50.7%	49.3%	Belgium	46.1%	53.9%	45.0%	55.0%
31.7%	68.3%	40.2%	59.8%	Bulgaria	40.0%	60.0%	90.0%	10.0%
40.0%	60.0%	36.1%	63.9%	Denmark	63.6%	36.4%	66.7%	33.3%
48.7%	51.3%	49.2%	50.8%	Spain	49.3%	50.7%	50.0%	50.0%
				Finland				
49.3%	50.7%	47.5%	52.5%	France	49.9%	50.1%	50.8%	49.2%
54.5%	45.5%	38.0%	62.0%	Greece	50.0%	50.0%	0.0%	100.0%
52.9%	47.1%	62.7%	37.3%	Hungary	43.5%	56.5%	77.1%	22.9%
56.8%	43.2%	58.1%	41.9%	Ireland	42.4%	57.6%	45.2%	54.8%
47.0%	53.0%	53.1%	46.9%	Italy	56.3%	43.7%	62.6%	37.4%
57.3%	42.7%	58.0%	42.0%	Luxembourg	62.0%	38.0%	67.8%	32.2%
63.6%	36.4%	95.1%	4.9%	Norway	20.0%	80.0%	0.0%	100.0%
64.1%	35.9%	53.6%	46.4%	Netherlands	72.9%	27.1%	62.3%	37.7%
31.8%	68.2%	26.5%	73.5%	Poland	36.9%	63.1%	32.7%	67.3%
48.8%	51.2%	44.9%	55.1%	Portugal	45.3%	54.7%	47.0%	53.0%
57.1%	42.9%	45.6%	54.4%	Czech Republic	62.5%	37.5%	80.0%	20.0%
26.5%	73.5%	45.8%	54.2%	Romania	29.4%	70.6%	36.9%	63.1%
62.0%	38.0%	58.1%	41.9%	United Kingdom	63.1%	36.9%	53.5%	46.5%
16.7%	83.3%	3.9%	96.1%	Slovakia	43.8%	56.3%	37.5%	62.5%
66.7%	33.3%	74.8%	25.2%	Sweden	42.1%	57.9%	40.0%	60.0%
<b>50.1%</b>	<b>49.9%</b>	<b>47.5%</b>	<b>52.5%</b>	<b>TOTAL</b>	<b>50.9%</b>	<b>49.1%</b>	<b>49.8%</b>	<b>50.2%</b>

Source: My Development.

